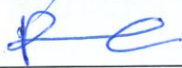
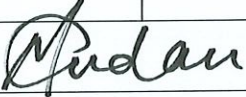




ICT STRATEGY (MASTER SYSTEMS PLAN)

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EXECUTIVE SUMMARY

Background Information and Highlights

SASSETA developed an ICT Strategy in the 2016/2017 financial year with the purpose to revive and position the use of Information, Communication and Technology (ICT) within the organisation as a strategic tool to enable and to a certain extent, drive the business operations and to automate cumbersome manual processes to derive efficiencies and economies of scale regarding the business processes. During the initial development of the ICT Strategy, SASSETA was faced with many challenges particularly within the ICT department, which can be summarised as follows:

- Lack of capacity within the ICT department – The SASSETA ICT function was outsourced to an external service provider, who did not provide value in terms of ensuring that ICT became the lever for improvements at SASSETA. The ICT division was newly established without any staff and the new ICT Manager had just commenced at SASSETA and was mainly responsible for the development of the strategy.
- The ICT Infrastructure was old and obsolete – All the networks, servers, computers and laptops were between five (5) and seven (7) years old. The infrastructure was ailing and had to be constantly repaired and fixed on a daily basis to be able to service the needs of the SASSETA staff. The environment could be described as being in chaos as more than half of the staff needed an intervention on a regular basis to be able to function.
- The ICT governance was non-existent – There were no ICT policies, procedures, guidelines and standards within the ICT environment. Any form of ICT governance structures in place were lacking and non-functional. The ICT steering committee was established, yet non-functional due to a lack of participation, disinterest and lack of co-ordination.
- The ICT audit had the worst outcomes – The outcomes of audits conducted by the Auditor General of South Africa resulted in a limitation of scope as an audit could not be conducted on ICT, due to a lack of the pre-requisite requirements that needed to be in place in order to conduct a reasonable audit.
- The business systems were outdated – SASSETA had not upgraded its systems for over seven (7) years and as such they were no longer meeting the evolving requirements or needs of the changing business. To this effect the **Financial System - GreatPlains** was last upgraded in 2008, the **HR System – VIP** (which has been replaced by an in-house **SmartHR** system and is currently in the process of being fully implemented) was outsourced to an external service provider for payroll with minimal functionality related to employee self-service (Leave Management), whereas the rest of the purchased and licensed product suite was not utilised. The **core**

business system called SMS (which has been replaced by **Indicium** in July 2020) was outdated and implemented in SASSETA more than seven (7) years ago, was no longer meeting the business requirements of SASSETA due to it being a legacy system that could not be upgraded and was also not compatible with most of the current technologies in the market.

- The Logical Security of the ICT systems and networks was inadequate – There were inadequate mechanisms in place to prevent any ICT security related breaches and the systems and networks within SASSETA were highly vulnerable. There was no patch management, antivirus & anti-malware and firewall tools. SASSETA was not complying with the Minimum Information Security Standards (MISS) as stipulated in ICT Governance Frameworks.
- The physical and environmental controls and facilities within the SASSETA ICT Infrastructure Environment were inadequate – The server room was not up to standard and did not have all the necessary elements of a protected and secure server environment. Physical access controls to the SASSETA server room as well as environmental controls were lacking.
- The logical access control mechanisms were also inadequate - The management of the Active Directory and system access was poor and thus leaving SASSETA exposed to the likelihood of being hacked/compromised and leading to cybercrime. This included the access control to all application systems and could have led to serious financial losses and reputational damage.
- The management of ICT Business Continuity was not in place. – There were no backups in case of loss of systems or data. Should there have been a business disruption or disaster, SASSETA would not have been able to recover and negatively affect the business, which could lead to the collapse of the business. There was no Disaster Recovery Plan (DRP) in place.
- The general SASSETA operational environment – During this period the SETA landscape was uncertain and no long-term planning could take place, including long term ICT investment to justify adequate and optimal spending in ICT. During the same time SASSETA was also under Administration and the main objective was to stabilise the operations of SASSETA.

Having developed the ICT Strategy, the process to ensure that ICT in SASSETA played a strategic role commenced and to this effect a three (3) year plan was established, which is fully articulated in the previous approved strategy. The following milestones were achieved:

- **Staff Capacity.** The current ICT structure was presented and approved by the Board.;
 - ICT Manager

- ICT Operations and Support Officer
 - ICT Helpdesk – Currently, role is played by ICT Interns
 - ICT Administrator – Currently, role is played by ICT Interns
 - ICT Security/ Application Support – Currently, role is played by ICT Operations Officer and ICT Interns
- **ICT Infrastructure upgraded:** The servers have been configured for virtualisation, with the latest technology to ensure better resilience, reliability and scalability in a cost-effective manner. All end user equipment (Laptops, Desktops, Printers and related peripherals) were replaced or upgraded. The network infrastructure was upgraded to ensure and provide for availability, scalability and reliability and addressed vulnerability issues.
 - **ICT Governance: established:** ICT steering committee is fully functional with quarterly meetings taking place and all ICT strategic and relevant matters are discussed and recommended to Audit Risk Committee for approval. The committee is Chaired by an external person. The ICT Governance Framework and policies have been developed and approved.
 - **ICT Audits:** A focused approach with significant effort has resulted in a major improvement in this area, with audit action plans being developed and implemented. All audit matters previously raised that related to the general controls' environment and vulnerability assessments in terms of network security have been addressed, which is attested to by the latest internal audit general controls review audit report.
 - **Business Systems have been upgraded:** The financial system was upgraded to the latest version with enhanced functionality and security. The HR system has been replaced by a completely new system to include the automation of main HR components from payroll, leave management, performance management, recruitment and selection, time and attendance modules, which is driven by the Employee Self Service (ESS) workflow platform. The core business system SMS has been upgraded to the Integrated Information Management System (IMIS) called Indicium, which will form the core integration of systems and processes within SASSETA.
 - **ICT Security:** The ICT security has been adequately addressed with the implementation of the ICT Security policy which is supported by the installation, configuration and implementation of firewalls, antivirus solution and patch management tools.
 - **Physical and Environment Controls:** SASSETA has implemented adequate physical controls in the new server room which is equipped with access control CCTV cameras and a well-protected and secure environment and facilities with the expected requirements of a modern ICT environment.

- **Logical access and control:** The Active Directory has been upgraded with Windows Server 2016. All components have been reconfigured to allow for improved security. A comprehensive effort was undertaken to ensure that access to all business systems is controlled, managed and regularly reviewed. Logical security processes related to the granting of access and management at the operating system and application system levels have been communicated to the user community and implemented organisation wide.
- **Business Continuity:** Off-site cloud-based backups are fully functional with an external service provider. The DRP has been revised and updated. A collaboration effort between the GRC and ICT departments has undertaken a business impact analysis that will inform the primary components for the development of an Integrated Business Continuity Plan.
- **General SASSETA Environment:** SASSETA has stabilised to the extent that management is in full control of the strategic direction of the organisation. Furthermore, the SETA Landscape has been extended to 2030 giving SASSETA ten (10) years of extended operations. This will enhance business stabilisation and contribute to growth and ensure that ICT investment is long term driven.

LONG TERM STRATEGIC DIRECTION AND ASPIRATIONS

The strategic direction that ICT shall follow for the long term is to finalise a three (3) year Master Systems Plan (MSP). The MSP will be based on the current and future technologies and trends. In this regard the following will be considered;

○ **Fourth Industrial Revolution (4IR) and Digital Transformation**

Digital Transformation is the use of new, fast and frequently changing digital technology to solve operational problems. **Digital transformation** is the integration of **digital** technology and business processes into all areas of a business, fundamentally changing how you operate and deliver value to stakeholders, partners and users. In this regard SASSETA intends to use digital technology to drive its business and the envisaged projects will include:

- Comprehensive use of the current Integrated Management Information System (IMIS) to incorporate stakeholders with the aim of providing information at the fingertips of all the stakeholders anywhere, anyhow and anytime.
- Improve payments for learners and ensuring that more learners have access to the learning environment and options through technology driving interventions. Explore biometric solutions.

- Improved accountability within SASSETA through integrated, transparent and reliable systems that are open and accessible to our stakeholders and partners whilst ensuring the integrity and security of our systems.
- The focus will also be on the establishment of the Project Management Centre of excellence (PMO), where all SASSETA projects will be driven from a central area to ensure that projects are managed in accordance with the adopted project management principles and frameworks.
- **DIGITAL TRANSFORMATION STRATEGY**

The Digital Transformation journey at SASSETA commenced in the 2016/2017 financial year, albeit from a technological perspective with the main focus being on architecting the Infrastructure environment as a first step towards stabilising the servers, server room components, related storage requirements as well as the data centre facilities and environmental controls.

The positioning of ICT as a value-added asset and service to SASSETA and its stakeholders dictated that the ICT Infrastructure service role evolve from primarily providing support to a hybrid of support and enablement of business systems in accordance with organisational goals and objectives.

The timing of Business Transformation (Strategic Value Proposition choices, Business Models, Business Structures, Business Processes, Business Culture, Organisational Roles, Organisational Structures) shall largely influence the Digital Transformation from a technology perspective (Architecture Frameworks, ICT Investment Models, Capacitated Infrastructure Environment, Cybersecurity, Business Systems) and should preferably run concurrently with one another.

As a first step, the implementation of MS Office 365 coupled with MS Teams facilitated the digital transformation journey by providing online/remote connectivity and working as well as sharing of data and information, which impacted on the user experience of employees, stakeholders and partners. This may have been disruptive from an organisational cultural perspective but promoted the adoption of the “new normal” in relation to embracing technology and work processes as a building block to crafting the Digital Transformation Strategy and journey.

The Digital Transformation Strategy will be phased in, spanning a five to ten-year period as the ICT organisations positioning and corresponding role evolves. The Digital Transformation Strategy will be deployed in SASSETA utilising a phased approach, which shall be informed and complemented with the rate and pace of the business maturity levels and implemented in tandem

with the continuous business improvement strategies and processes. The current ICT organisation focus on the infrastructure services shall evolve into the business and Applications Systems space with selected partners and stakeholders.

The impact of the Fourth Industrial Revolution (4IR) shall be considered and timeously adopt the appropriate and relevant components in the Digital Transformation Strategy based on the critical business needs.

Phase 1.

By its very nature, Digital Transformation is disruptive to organisations from an employee, stakeholder and partner perspective, however in essence digital transformation really implies major business transformation (90%) and minor technology transformation (10%) as evidenced by the latest trends.

In this regard, the initial focus will concentrate on all aspects related to the following:

- **Connecting to ICT Consumer Experience**
Onboarding of employees, stakeholders, customers, partners and system developers, with specific focus on change dynamics in relation to the required behavioural patterns, business and work culture and formation and promotion of collaborative processes to facilitate the streamlining of business operations.
- **Partnering with ICT to Turbocharge the Business**
Positioning ICT as the core enabler to the business with emphasis on delivering more, faster while being agile, responsive and innovative. The leveraging of a combination of new and emerging technologies to improve employee, stakeholder and partner experience.
- **Inculcating a Data Driven Business**
Developing a Data Management Strategy and Policy that will drive the unlocking of data and thereby improve the ICT consumer experience, streamline operations, provide the platform for quick responsiveness to services and innovate at speed.
The planned Document Management Project as part of the ICT Strategic Plan will digitise all records and facilitate the creation of Data repositories in accordance with the Data Management Strategy and Policy.
- **Co-creating Value with External Stakeholders and Partners**
Building collaborative ecosystems consisting of employees, customers, partners and external stakeholders.

- **Automation of Core Business Processes**

Identification of the core integrated business processes that qualify for automation in order to minimise and/or eradicate cumbersome manual processes and thereby improve the employee, customer, partner and external stakeholder experience.

Phase 2.

- **Artificial Intelligence (AI) and Machine Learning**

Investing in AI capabilities to expedite and personalise employee, stakeholder and partner services, reduce human bias, automating tasks and increasing productivity.

Automated Robotic Processes (ARP) regarding the core business areas and support functions shall be analysed from a pragmatic perspective to identify the value added to business operations and minimising/eradicating mundane and cumbersome processes to enhance the overall consumer experience.

Phase 3.

The implementation of phase 3 will be highly dependent on the progress and success of the business transformation and the level and extent of the consumer experience being embraced by employees, stakeholders and partners. Furthermore, the business needs shall inform the ongoing technology requirements, the proliferation thereof, timing and the operational lifecycle and landscape of SASSETA.

- **Multi Cloud Computing**

The adoption of Multi Cloud Computing will be assessed, depending on the extent of API led applications development and containerisation as potential solutions due to the complexity of multi cloud environments, specifically when moving application workloads between different cloud environments.

- **Fuelling Business Performance with API's**

API's enable organisations to innovate faster and smarter. Operational requirements will dictate whether SASSETA shall be acquiring relevant API's or utilising vendor supplied API's and the timing will be informed by the progress of both the business transformation and technical transformation.

Key Dependencies and Success factors

The speed, agility and urgency accorded by management to business transformation in SASSETA in order to tango with the Digital Transformation initiatives.

Impact of any regulatory directives issued by DHET, such as the implementation of a shared services model for the core business system (Indicium).

Adoption of the cultural and behavioural elements required by employees, stakeholders and partners, insofar as the implementation of change programmes facilitate the embracing of behavioural patterns that relate to the “new normal” of work.

Any budget, financial or resource constraints. The rate and pace of business transformation and its impact on the Enterprise Architecture, Technology Architecture, Application Architecture and Data Architecture.

Cloud Computing - The engine for SASSETA Digital Transformation

Cloud computing is the delivery of on-demand computing resources from data storage to applications and services over the internet.

- **Cloud computing benefits to SASSETA and its stakeholders.**
 - Broad network access - users can access physical and virtual resources from wherever they need to work.
 - Multi-tenancy - every stakeholder enjoys own space over shared resources.
 - On-demand self-service - this is a 24/7/365 service.

- **Opportunities from the cloud services.**
 - Agility
 - Mobility
 - Cost reduction
 - Efficiencies
 - Innovation
 - Smart applications
 - Big data

For the successful implementation of cloud services, SASSETA would require pillars of cloud strategy.

- **Infrastructure** - cloud requires robust infrastructure to provide reliable connectivity across devices and applications
- **Innovation** - cloud enables innovation at lower cost and greater scale and scope
- **Skillsets** - it is essential that staff and stakeholders develop the relevant skills and knowledge to contribute to and fully benefit from Cloud computing
- **Trust** – cloud computing relies on the trust established between users, stakeholders, providers, and regulators.

- **Environmentally Friendly Infrastructure**

- Whilst embracing the efforts to save our environment, ICT will be embarking on a process to create a paperless environment within SASSETA and in this regard, we will be considering the record/document management systems that will ensure a digital footprint, complemented by a comprehensive workflow process supported by ICT.
- The focus area will be in terms of Cloud Computing, which will specifically be initiated with the implementation of Office 365 as the basis and progress from there onwards. Office 365 has facilitated remote working, online meetings and conferencing as well as online backup for all user profiles. We are also exploring other capabilities provided by Office 365 in relation to Data Management (SharePoint) and Workflow (Flow) for certain processes.

1. INTRODUCTION

The ICT department has evolved from chaos to stabilisation and is now positioned for the growth phase to support and align to SASSETA's business strategies and objectives, including the annual performance plans. The thrust of the current ICT strategy will be informed and guided by the digital transformation strategy that will evolve in line with the maturity of the SASSETA organization and the automation of business processes, development of eco-systems in partnership with our stakeholders, deployment of cloud technologies and relevant 4IR technologies, which shall facilitate and equip the employees and stakeholders for the "new normal" work environment from an online and remote perspective.

The development of a Master Systems Plan (MSP) is the pivotal tool that aligns SASSETA's organisational objectives with the rapidly changing technological environment in which it operates.

Interactions and discussions held with internal functions including the Governance Structures, Audit and Risk Committee (ARC), the ICT Steering Committee, SASSETA Management and staff were taken into consideration for the development of the Master Systems Plan (MSP) that seeks to define:

- The ICT investment plan consisting of several initiatives.
- The current and required ICT systems (operating system software and utility components and applications) that support the strategic plan of SASSETA.
- The ICT infrastructure and utility systems software needed to host the application systems and provide access to ICT resources within SASSETA and the relevant stakeholders.
- The ICT organisation (ICT Human resources) required to implement the MSP.

It should be noted that the MSP was developed during several time frames, which includes the stabilisation period post Administration and is now entering the growth phase where new opportunities and challenges are constantly being evaluated.

To illustrate this last point - the challenge of addressing security (logical and physical and associated general controls), network vulnerability (Cybercrime and security) and the exposure to strategic and operational risks also present the opportunity to affirm ICT's position as an enabler and facilitator of business systems, digitisation and key organisational objectives.

2. THE PURPOSE OF AN ICT STRATEGIC PLAN

The purpose of the Master Systems Plan for ICT and the organisation is to:

- Promote effective management of ICT as a critical asset.
- Improve communication between management as a team, staff and stakeholders.
- Align the direction of ICT to the organisational strategies and objectives.
- Enhance the flow of internal and external information and processes within the organisation.
- Efficiently and effectively allocate ICT resources across the organisation.
- Reduce the time and expense of ICT life cycles and systems, particularly in terms of vendor review, selection, approval and implementation and optimise the Supplier Relationship Management processes.

3. STRATEGIC ICT PLANNING FRAMEWORK AND PROCESS

The process followed in developing this plan is based on the MSP-in-Box methodology used by the (South African) State Information Technology Agency (SITA). This methodology is suitable for SASSETA because it is a public sector entity and the methodology is based on the COBIT principles.

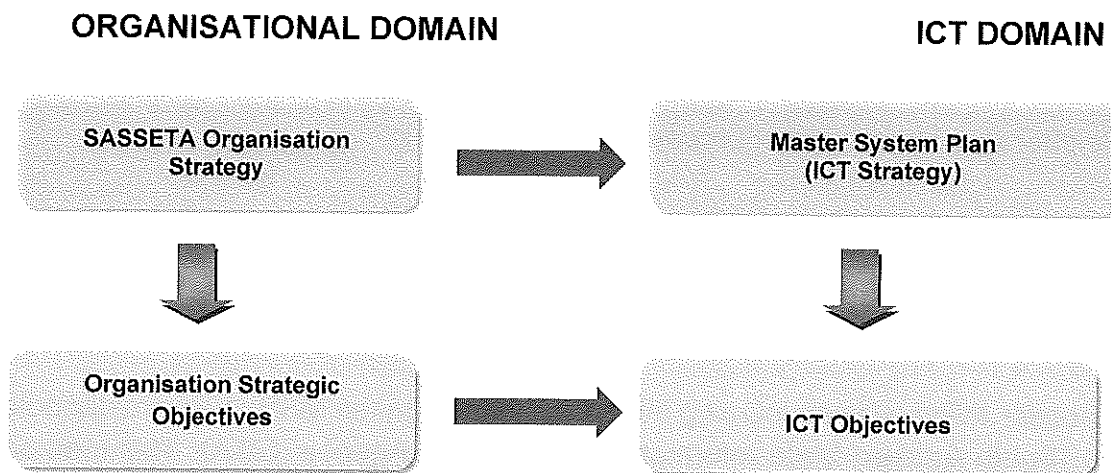
The methodology is preferred because it ensures that the ICT Strategy is aligned to the organisation strategy (SP) and the annual performance plan (APP). This is achieved by addressing the following phases:

- Phase 1 - Articulating the organisational strategic objectives.
- Phase 2 - Assessing the current ICT operations within the organisation.
- Phase 3 - Aligning the organisational strategy and annual performance plan to the ICT strategy.
- Phase 4 - Developing an ICT Master Systems Plan that addresses the organisational needs.
- Phase 5 - Developing an ICT Implementation Plan or Road Map for the organisation.
- Phase 6 - Providing Continuous Management of ICT at strategic and operational levels.

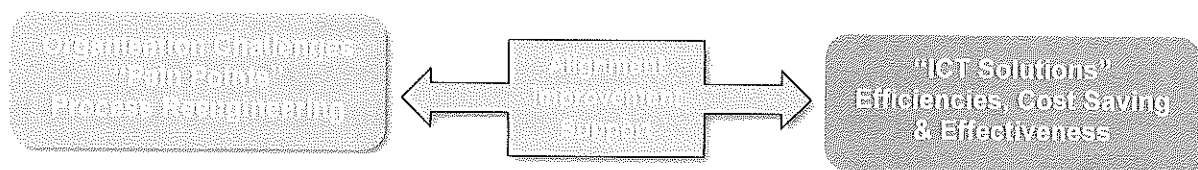
4. ORGANISATION STRATEGY ARTICULATION

a. Overview of the relationship between the organisation and ICT

In this section, a view of the organisation strategy and objectives sets out the purpose of ensuring alignment between the organisation and the Master System Plan and ICT strategies and objectives.



This section also outlines the challenges that the organisation seeks to address with ICT at the centre of the alignment and continuous improvement of systems to support the organisation and enhance operational excellence, through business process and organisation re-engineering.



b. The Mandate and Regulatory Framework

The mandate and the regulatory framework in which SASSETA operates determines the extent to which ICT can operate within the SASSETA environment. ICT cannot function outside of the organisational imperatives, nor can it exist in isolation to the current trends which represent the opportunities to explore ways to improve the organisation as well as to counter the threats that ICT can address. ICT should therefore ensure that the organisation's operations are within the prescribed legislation and regulatory framework where ICT is expected to comply.

Two regulatory frameworks and mandates are considered based on the domains, namely (1) organisation and (2) general & government. The organisation domain considers all legislative frameworks related to SASSETA while the general government considers all other frameworks and mandates to be considered for compliance and general government related legislation:

IMIS = Integrated Management Information System (Indicium)

EPM = Enterprise Project Management System (Project Management)

GP = Organisation Financial Information System (MS Dynamics GreatPlains)

HR System = SmartHR (ESS, Payroll, Time and Attendance, Performance Management, HR Management)

RMS = Records and Document Management System (DataProof)

| Mandate | SASSETA Imperatives | Current process (Manual and ICT System) |
|--|---|---|
| Domain | SASSETA Organisation | |
| National Skills Development Act 97 of 1998 | <ul style="list-style-type: none"> ▪ Develop and implement sector skills plan ▪ Establish and promote learning programmes ▪ Register agreements for learning programmes ▪ Perform any functions delegated by the QCTO ▪ Collect and disburse skills development levies | <ul style="list-style-type: none"> ▪ Manual and uploads into IMIS (Indicium System) ▪ Manual and Website ▪ IMIS (Indicium System) ▪ Manual ▪ IMIS and GP Systems |
| Skills Development Levies Act 9 of 1999 | <ul style="list-style-type: none"> ▪ Receive and distribute levies paid into its account by constituencies | <ul style="list-style-type: none"> ▪ IMIS and GP Systems |
| National Qualifications Framework Act 67 of 2008 | <ul style="list-style-type: none"> ▪ Learners are registered to the National Learner Record database ▪ Learning programmes are accredited and outcome based | <ul style="list-style-type: none"> ▪ IMIS (Indicium System) ▪ IMIS (Indicium System) |
| Public Finance Management Act 29 of 1999 | <ul style="list-style-type: none"> ▪ The SETA submits its strategic plan and annual performance plan within the framework of PFMA ▪ The SETA has appointed internal auditors ▪ PFMA compliance charter | <ul style="list-style-type: none"> ▪ Manual process ▪ Manual process |

| | | |
|--|---|--|
| Employment Equity Act, 1998 Act No 55 of 199 | <ul style="list-style-type: none"> ▪ When recruiting learners, the SETA considers the employment equity targets as outlined in the Act for redress | <ul style="list-style-type: none"> ▪ Manual process |
|--|---|--|

| Mandate | SASSETA Imperatives | Current process (Manual and ICT) |
|---------------------------------------|---|---|
| Domain | General and Government | |
| PFMA (Section 8) PFMA (Section 50) | <ul style="list-style-type: none"> ▪ Prepare Financial Statements in accordance with generally recognised accounting practice (GRAP) ▪ General responsibilities of accounting authorities. (1) An accounting authority for a public entity must ensure that the public entity has and maintains: <ul style="list-style-type: none"> (i) effective, efficient and transparent systems of financial and risk management and internal control; (ii) an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost-effective; (iii) a system for properly evaluating all major capital projects prior to a final decision on the project; (b) Must take effective and appropriate steps to: <ul style="list-style-type: none"> (i) collect all revenue due to the public entity concerned; and (ii) prevent irregular expenditure, fruitless and wasteful expenditure, losses resulting from criminal conduct, and expenditure not complying with the operational policies of the public entity; and (iii) manage available working capital efficiently and economically; (c) is responsible for the management, including the safe-guarding, of the assets and for the management of the revenue, | <ul style="list-style-type: none"> ▪ Manual, Excel, CASE and GP System ▪ GP System ▪ Risk management – manual, Excel and Website ▪ SCM (Manual process) ▪ SCM (Manual process) ▪ Manual and GP System ▪ Manual process ▪ GP System ▪ GP System |

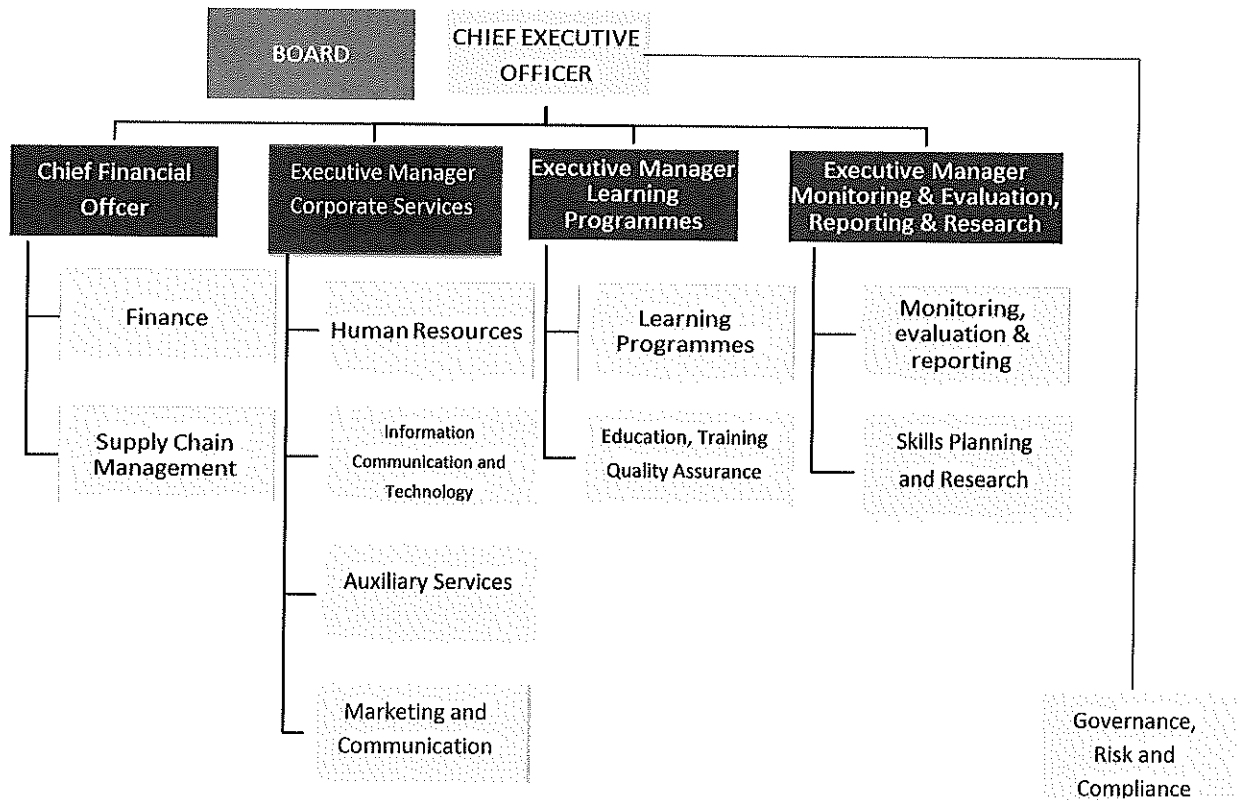
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| | expenditure and liabilities of the public entity; | |
| Public Service Act and Regulations Basic Conditions of Employment Act (BCEA) Labour Relations Act (LRA) | <ul style="list-style-type: none"> ▪ Management of compensation and remuneration of employee ▪ Management of Leave ▪ Recruitment and Selection ▪ Employee Performance Management ▪ Training and Development | <ul style="list-style-type: none"> ▪ SmartHR System (Payroll) ▪ SmartHR System (ESS) ▪ Manual process (To be automated in SmartHR) ▪ SmartHR System ▪ Manual process (To be automated in SmartHR) |
| Public Access to Information Act (PAIA) | <ul style="list-style-type: none"> • Publication and production of PAIA manual for request of records and information. | <ul style="list-style-type: none"> ▪ Manual and Website |
| National Archives Act | <ul style="list-style-type: none"> • Preserve public and non-public records with enduring value for use by the public and the State | <ul style="list-style-type: none"> ▪ Manual process |
| Protection of Personal Information ACT (POPIA) | <ul style="list-style-type: none"> • Protection of Personal Information in the organisation | <ul style="list-style-type: none"> ▪ Manual process ▪ SmartHR ▪ Great Plains ▪ Document Management and Storage ▪ Indicium |

c. Stakeholder Map

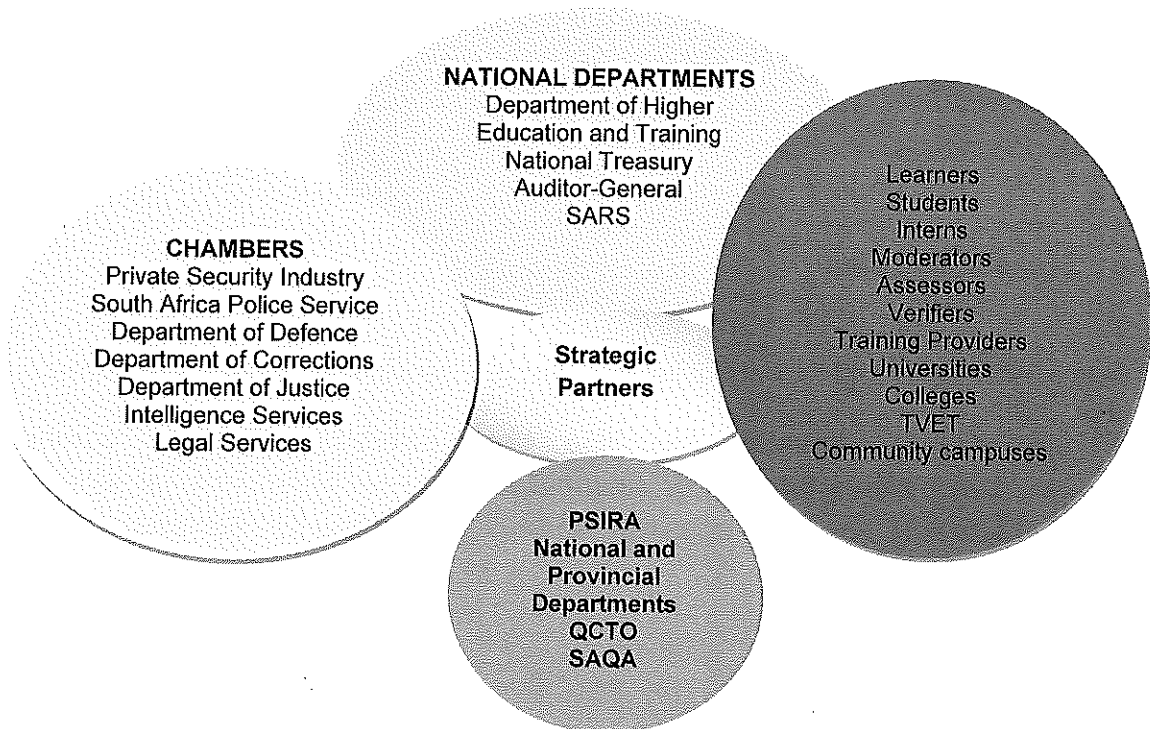
The internal and external stakeholders that ICT serve are mapped out below:

i. Internal Stakeholders: The organisational structure within SASSETA

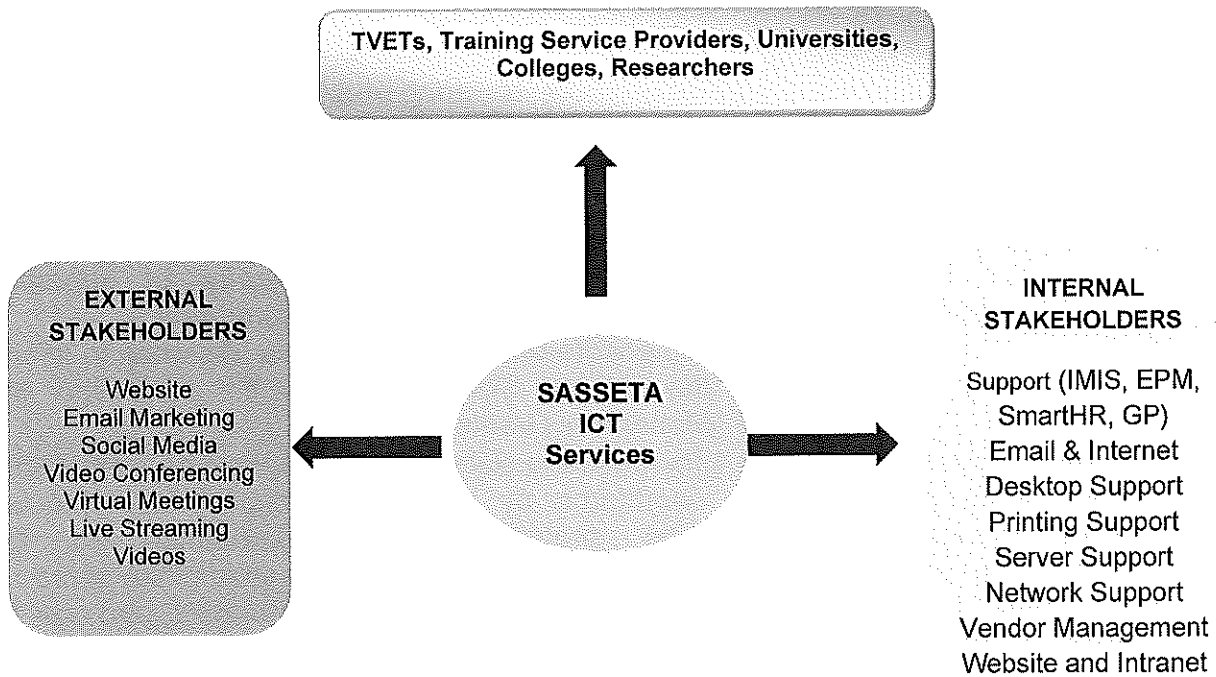
The organogram below sets out the current organisational structure. The new structure has been approved and will expand the ICT sub-programme.



ii. SASSETA External Stakeholders



iii. ICT relationship with stakeholders



d. Strategic goal and objectives / Analysis and challenges

i. Strategic Outcomes and Programmes

The following are the strategic outcomes for SASSETA according to the 2020/2021 SASSETA Annual Performance Plan (APP) and Strategic Plan (SP).

| Goal | Goal Statement (APP) | Strategic Outcome |
|------|---|---|
| 1 | Provide strategic leadership, technical and administrative support. | 1.1 Strengthen collaboration with stakeholders to enhance capacity to develop skills within the sector. 1.2 Improve business processes to promote good governance and an ethical environment 1.3 To ensure overall financial management, good governance and compliance, acquisition, development and retention of human capital in delivering the mandate of the SETA. |

| | | |
|---|---|--|
| | | <p>1.4 To ensure proper revenue collection, budgeting and spending in line with the Public Finance Management Act and Treasury Regulations.</p> <p>1.5 Effective provisioning of Information, Communication and Technology to enable and support the business of the SETA.</p> <p>1.6 To promote the brand of SASSETA and to enhance stakeholder relations.</p> |
| 2 | To institutionalise and strengthen mechanisms for skills planning, research, monitoring, evaluation and reporting. | <p>2.1 Strengthen institutional mechanisms for skills planning.</p> <p>2.2 Strengthen the monitoring and evaluation processes to enhance integrity of reporting organisational performance information.</p> <p>2.3 To ensure execution of credible research to inform the Sector Skills Plan and to administer the Mandatory Grants.</p> |
| 3 | To reduce the scarce and critical skills gap in the safety and security sector through the provisioning of quality learning programmes. | <p>3.1 Increase the skills of the safety and security sector workforce by providing occupationally directed learning programmes that contribute to the transformation and professionalisation of the sector.</p> <p>3.2 Increase the skills of unemployed persons by providing occupationally directed learning programmes that are NQF aligned and workplace experience that will improve their employability.</p> <p>3.3 Supporting NGO's, CBO's and Trade Unions, as well as supporting learners participating in youth, adult language and numeracy skills to enable further training.</p> <p>3.4 Supporting students on Candidacy Placement, forging partnerships with Community Colleges, providing skills development support for entrepreneurship and cooperative development,</p> |
| 4 | To build quality skills development capacity through the certification of the learners and enforcing training standards. | <p>4.1 Increase access to occupational qualifications in the safety and security sector.</p> <p>4.2 Enhancing the quality of discharging and enforcing training standards and certifying learners in the security sector.</p> |

ii. Strategic Role of ICT

The role and positioning of ICT in the achievement of the SASSETA strategic objectives is to ensure:

- The role and positioning of ICT will evolve from primarily being support oriented to a combination of support and enablement to align to SASSETA's business objectives.
- The Digital Transformation Strategy shall be aligned to the ICT Strategy, which in turn must be aligned to the Strategic Plan and Annual Performance Plan of SASSETA.
- Business processes are automated in the areas that will impact directly and positively on employee and stakeholder productivity.
- Good corporate governance is maintained throughout the Implementation and usage of the automated systems and the related systems environment.
- Improve systems integrity through the implementation of good governance practices.
- Digitally Transform the business environment in support of the business objectives to enable operational excellence by applying a phased approach.

4.4.3 Strategic Goal Impact Analysis

| Strategic Goal Outcome: Programme 1: Administration | |
|--|---|
| Strategic Objectives | ICT Challenges "Pain Points" |
| Implement effective, efficient and economical financial and supply chain management, to ensure overall financial management, sound procurement practices, good governance and compliance in delivering the mandate of the SETA | <ul style="list-style-type: none"> ▪ Manual purchase order management and commitments ▪ Poor management of contracts ▪ Procurement process is mainly manual resulting in manipulation and lack of accountability and transparency ▪ Manually produced AFS which is prone to errors resulting in inaccurate financial reporting, qualified audit findings and non-compliance to legislation and GRAP |
| Build organisational capacity through acquisition, development and retention of human capital to deliver on the mandate of the SETA | <ul style="list-style-type: none"> ▪ Recruitment and selection process is manual and cumbersome ▪ Skills development statistics are not available and in need for intervention |
| Establish accessible and integrated ICT infrastructure and business systems to support and enable the | <ul style="list-style-type: none"> ▪ ICT infrastructure modernisation. ▪ ICT security exposures including cyber-attacks. ▪ Disconnected and limited integration of major systems ▪ Lack of centralised data management repositories and data warehouse. |

| | |
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| business to enhance service delivery | <ul style="list-style-type: none"> ▪ Lack of automated business processes for core business areas. ▪ Lack of utility systems for capacity planning and helpdesk. ▪ Lack of enterprise architecture framework and software. ▪ Inadequate ICT human resources |
| Implement a Marketing and Communications Strategy to strengthen the SASSETA brand and to enhance stakeholder relations | <ul style="list-style-type: none"> ▪ Inability to communicate the SASSETA achievements through dashboards ▪ Inadequately implemented call centre management system ▪ Lack of CRM (Customer Relationship Management)/SRM (Stakeholder Relationship Management) programme to track stakeholder care, stakeholder tracking and query management |

Strategic Goal Outcome: Programme 2: Planning, Monitoring, Evaluation, Reporting and Research

| Strategic Objectives | Challenges "Pain Points" |
|---|---|
| Institutionalised robust planning towards achievement of the SETA mandate and build stronger relationships with training institutions in the sector | <ul style="list-style-type: none"> ▪ Lack of proper systems to manage the research outputs ▪ Ineffective communication and stakeholder engagement for research development and reporting ▪ Process to submit skills plans not streamlined. ▪ Need to provide comprehensive analysis of WSPs ▪ Inadequate systems to plan, submit and report on the strategic, annual performance plans due to cumbersome manual processes. |
| Improve Mandatory Grant disbursement and stakeholder participation to enhance understanding of the scarce and critical skills needs across the safety and security sector | <ul style="list-style-type: none"> ▪ Improve systems for electronic stakeholder submissions in addition to the website, email and newsletter communications ▪ Unreliable information on supply and demand of skills in the safety and security sector. ▪ Lack of adequate integration between systems within SASSETA ▪ Poor document management systems |
| Improve research output in terms of quality, quantity and impact while continuing to develop research capacity | <ul style="list-style-type: none"> ▪ Lack of adequate integration between systems within SASSETA ▪ Poor document management systems |

Strategic Goal Outcome Programme 3: Learning Programmes

| Strategic Objectives | Challenges "Pain Points" |
|--|--|
| Increase production of occupations in high demand. | <ul style="list-style-type: none"> ▪ inadequate project management system to manage learning programmes |

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| | <ul style="list-style-type: none"> • Inability to track documents in Learner and Project files digitally • Delays and late payments due to incomplete verified information • Dependency on tedious manual processes and manual administration of learner and project file documents. |
| Linking Education and the Workplace | <ul style="list-style-type: none"> • The Indicium system requires certain enhancements. • Commitment register must be manually uploaded to the finance system and manually reconciled |
| Increased access to occupationally directed programmes. | <ul style="list-style-type: none"> • Data, Knowledge and Analytics |
| The growth of the public college system supported. | <ul style="list-style-type: none"> • Data, Knowledge and Analytics |
| Strategic Goal Outcome/Programme 4: ETQA | |
| Strategic Objectives | Challenges "Pain Points" |
| Ensured efficiency in the delivery of occupational qualifications for the safety and security sector. | <ul style="list-style-type: none"> • High turnaround times for the printing of certificates. |

e. General organisation challenges related to ICT and ICT approach

| Description | ICT Challenge | ICT opportunities | Time frame |
|--|---|---|--|
| Divide between organisational processes and ICT | Lack of budget between departments results in lack of integration of systems | Educate employees at all levels on how to maximise technology usage to improve productivity learning, education and operational efficiencies. | ongoing |
| Most processes within SASSETA are manual, and therefore prolonged and inefficient and places an unnecessary administration burden on staff | Manual time and attendance mean it is difficult to manage overtime (MS Excel) and audit attendance. | Biometric Access Control linked to Time and Attendance module on SmartHR system for tracking Overtime. | In process of implementation Anticipated go-live 31 December 2021 |
| | Manual asset management process is time consuming | Automated Asset Tracking system linked to GP | Completed |
| | SCM systems and procedures: A manual requisition leads to delays in the procurement of goods and is an inefficient method to handle large volumes of requisitions that are received from all departments. | Implementation of an integrated and automated SCM system and an optimal Financial Management system which would include full functionality of the ERP capabilities provided by GreatPlains. | 31 March 2022 |
| | Manual budget process which is managed in Ms Excel does not allow for real time decision-making in terms of budget status and availability of funds. | | |
| | Finance department has difficulty in tracking outstanding invoices. (i.e. those that have been issued but not been paid) | | |
| Manual filing processes limit the ability to be proactive in terms of completion of tasks | | | |

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| | that have operational deadlines. | | |
| ICT Human Resource Capacity | Lack of ICT resources resulting in inadequate organisational support from ICT. | New organisational structure includes ICT Security Officer, ICT Helpdesk and ICT Administrator to improve services. | 31 March 2021 |
| Procurement | Prolonged SCM procedures negatively impacts timelines for delivery of ICT services. | Proactively engaging with the SCM to fast-track ICT procurement requests | Ongoing |
| Document archiving | System to archive documents has been replaced and migration of data is currently taking place. Completeness and accuracy of migrated data. | Web based document management system to be implemented | 31 March 2022 |
| Document tracking | Senior Managers experience problems with the composition of Annual Performance Plans (APP), Strategic Plans (SP) and Annual Reports (AR) which is linked to sharing of documents (Shared drive). There is a lack of version control that results in conflicting/contradictory and incorrect information in strategic documents. | On-line document management system / project management system will enable real time editing and auto saving of last document edited. | 31 March 2022 |
| Data Storage | Insufficient data storage capacity | Acquisition of more and larger servers to accommodate increased data storage needs | Completed |
| ICT Strategic planning | Lack of Disaster Recovery Plan and Business Continuity Plans expose the organisation to risk and inhibits business continuity and negatively impacts the audit outcome. | Disaster Recovery Plan and Business Continuity Plans developed. | March 2021 |
| | | | |

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|--|---|--|-----------|------------------|
| | <ul style="list-style-type: none"> Integrate other systems to Organisation | | | |
| 2. Procurement and Contract Management system | <ul style="list-style-type: none"> Activate modules within Great Plains to enable SCM process for procurement and contract management. | <ul style="list-style-type: none"> Procurement process to be automated and integrated with Central Supplier Database (CSD-Treasury) with full audit trails for all activities within the system. Automated management of contracts and Inventory management within SASSETA | Very High | 31 January 2022 |
| 3. Customer Relationship Management (CRM) System/ Stakeholder Relationship Management (SRM) System | <ul style="list-style-type: none"> Procurement and Customisation of an online in the cloud system | <ul style="list-style-type: none"> Improve the management of calls and queries logged with SASSETA Improve stakeholder experience with SASSETA | High | 31 December 2021 |
| 4. Improved dissemination of information on online platforms | <ul style="list-style-type: none"> Continuously Improve new website and intranet | <ul style="list-style-type: none"> Reduce turnaround time for information flow and query resolution | | Ongoing |
| 5. Fully Integrated Human Resource Management System | <ul style="list-style-type: none"> Finalise the migration of VIP to the inhouse SmartHR payroll system. | <ul style="list-style-type: none"> Reduce cost related to outsourced HR payroll administration and security of information | Very High | Complete |
| | | | High | Complete |

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|--|------------|---|--|--|------------------------------------|------------------|
| | | <ul style="list-style-type: none"> • Activate performance management system within SmartHR • Activate Recruitment and selection module within SmartHR • Activate Time and Attendance module within SmartHR | <ul style="list-style-type: none"> • Automate and Improve performance measurement and production levels within SASSETA • Reduce turnaround time to hire staff and improve retention of staff • To automate the attendance register and more accurately calculate overtime | Medium | 31 March 2022 31 March 2022 | |
| 6. Proactive and automated management of risk and reporting | | <ul style="list-style-type: none"> • Procure and Customize risk management software | <ul style="list-style-type: none"> • Enhance risk mitigation and facilitate proactive management of risks | High | 30 September 2021 | |
| 7. Digital asset management system | | <ul style="list-style-type: none"> • Activate asset management module with GreatPlains. | <ul style="list-style-type: none"> • Improve asset tracking and accounting within SASSETA | High | Complete | |
| Programme 2: Planning, Monitoring, Evaluation, Reporting and Research | | | | | | |
| Strategic Initiative | ICT | Related Project (Current or proposed) | IT | Organisation Improvement | Rating / Priority | Timeframe |
| 8. Electronic Document Management Systems | | <ul style="list-style-type: none"> • Implement an electronic document management system | | <ul style="list-style-type: none"> • Improve the document flow and registry function within SASSETA. • Eliminate document loss • Improve efficiencies by easy access and retrieval of documents | Very high | 31 March 2022 |
| 9. Research repository | | <ul style="list-style-type: none"> • Electronic subscription to journals, research | | <ul style="list-style-type: none"> • Facilitate research activities within SASSETA | High | 31 March 2022 |

| | | | | | | |
|--|---|--|--|---|--------------------------|------------------|
| | documents and study materials | <ul style="list-style-type: none"> Provide secured online access to SASSETA information and resources to stakeholders | <ul style="list-style-type: none"> Provide information on demand to stakeholders and share relevant knowledge | | | |
| 10. Data Warehousing and Data Analytics and Knowledge Management | <ul style="list-style-type: none"> Implement tools to create knowledge, manage information and disseminate information to facilitate data analysis | <ul style="list-style-type: none"> Retention of institutional knowledge within SASSETA Data Analysis to inform and enhance the management decision making process. | Medium to High | 31 March 2022 | | |
| 11. Automation of Administration of WSP, Strategic plans and Annual performance plans, | <ul style="list-style-type: none"> Develop a portal and intranet-based system to load plans and manage the information | <ul style="list-style-type: none"> Improve turnaround times for the submission of critical planning information. Allows for proper consolidation and ease of reporting of performance for SASSETA | Very high | Completed | | |
| 12. BI Tool for IMIS (Indicium) | BI tool to be provided for the analysis of data and customisation of reports. | BI tool has been implemented. | | Completed | | |
| Programmes 3 and 4: Learning programmes and ETQA | | | | | | |
| Strategic Initiative | ICT | Related Project (Current or proposed) | IT | Organisation Improvement | Rating / Priority | Timeframe |
| 13. Business Process Automation with Workflow (Core | | Develop an integrated business process system for the core business | | The core integrated business processes will be identified and prioritised in terms of operational | Very high | 30 June 2022 |

| | | | | |
|--|---|--|------------------|----------------------|
| <p>Business Systems and Support Systems)</p> | <p>areas to automate cumbersome manual business processes with a corresponding workflow system.</p> | <p>efficiencies that can be derived.</p> <p>The automation of core integrated business processes will enhance the operational processes and minimize the reliance on paper based manual solutions.</p> | | |
| <p>14. Automation of learner and project files</p> | <p>Develop an integrated business process system for the core business areas to automate cumbersome manual business processes with a corresponding workflow system.</p> | <p>The digitisation of learner and project files will enhance the operations in relation to record keeping.</p> <p>Integration to the Data Warehouse.</p> | <p>Very high</p> | <p>30 June 2022</p> |
| <p>15. To provide a Biometric Learner Stipend Disbursement and Management Solution</p> | <p>To procure and implement an appropriate biometric learner stipend disbursement and management system</p> | <p>To enhance the attendance registers verification process and ensure that learner stipends are paid timeously.</p> | <p>Very high</p> | <p>31 March 2022</p> |

5.1.2 Data and information requirements

The following will be implemented in (2021/22/23) to meet the main organisational challenges:

| Description | Implementation Methodology | Timeframe |
|--|--|--------------------------|
| 1. Digitisation of paper-based documents (DataProof) | Document Management and Electronic workflow system | 31 March 2022 Ongoing |
| 2. Information integrity | Document Management and Electronic workflow system | 31 March 2022 |
| 3. Version control | Document Management and Electronic workflow system | 31 March 2022 |
| 4. Backup and Recovery of data | Cloud Based Backup and Recovery | Completed (On going) |
| 5. Cloud storage and reliability of data | Office 365 – OneDrive | Completed (On going) |
| 6. Access to data on the server (shared drive) from anywhere | Office 365 - SharePoint | Completed (On going) |
| 7. Sharing of data with stakeholders | Office 365 - emails | Completed (On going) |
| 8. Information about learners, assessors, moderators, training service providers | Integrated Information Management Systems (Indicium) | Completed |
| 9. Financial information related to payments to service providers and learners | Integrated Information Management Systems (Indicium) | Completed |
| 10. Statistical information about skills and in particular scarce skills within the sector | Integrated Information Management Systems (Indicium) | Completed |

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|--|--|-----------|
| 11. Project information for Discretionary Grants | Integrated Information Management Systems (Indicium) | Completed |
| 12. Preparation of AFS | Case Ware on dedicated virtual server | Completed |

5.1.3 Training requirements

It is anticipated that the following training interventions will alleviate the ICT skills gap at both Management and Staff levels and, in so doing, increase overall productivity, quality of output and service delivery. The training set out below is dependent on available budget and a thorough needs analysis involving Executive Management.

- a) **ICT security awareness and remote working** for all employees - ongoing
- b) Training on **reports generation for** major systems – Indicium, GreatPlains, SmartHR, DataProof
- c) **ICT soft skills** (Leadership Skills, Teamwork, Communication Skills, Problem Solving Skills, Work Ethic, Flexibility/Adaptability, Interpersonal Skills and 4IR and Digitisation culture) training for ICT employees and organisationally
- d) **Microsoft office** (Ms Word, Excel): Staff attended Excel training in 2019. Ms Word training will be planned in 2021/2022
- e) **MS Project**: Selected staff members who need to use MS Projects will be trained in the next financial year.
- f) **MS Office 365 cloud services (teams, OneDrive, SharePoint, Power BI etc)**
- g) **Data and Knowledge Management** training to train employees to identify, create, represent, distribute, and enable adoption of insights and experiences.
- h) **Business Intelligence and Data Analysis training to enable employees to draw conclusions on the basis of information available to them with the help of various software or specialized systems**
- i) **Adobe Design Suite** training for Marketing and Communications staff.
- j) **Graphic Design Software training for Marketing and Communication staff.**
- k) **Data Management and Analysis training for data warehousing.**
- l) **Automated business process training for new way of working.**
- m) **Architecture, Capacity Management and Helpdesk training for ICT staff.**

6 ICT ASSESSMENT AND INITIATIVES

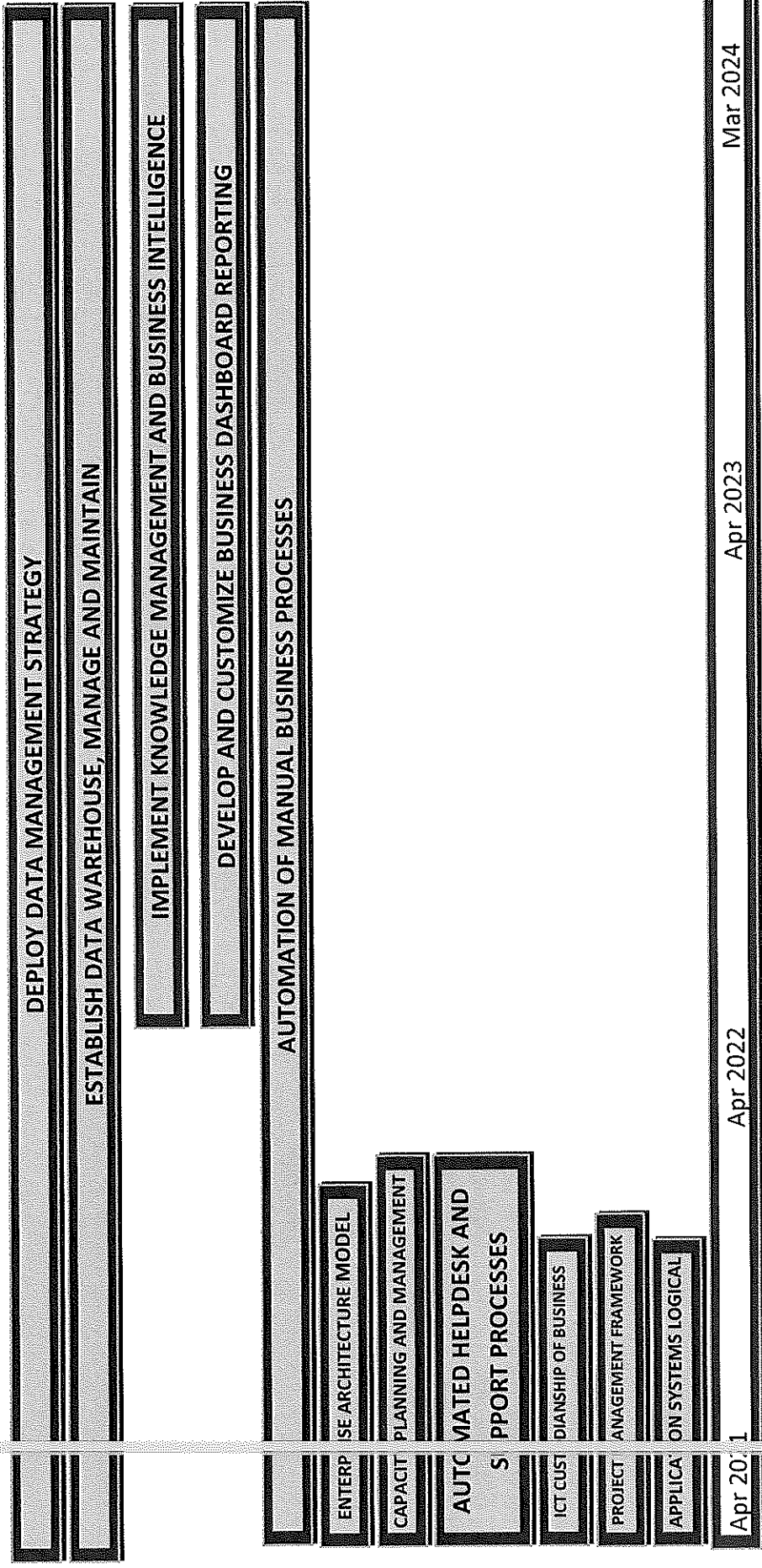
The following are the current ICT challenges that may impact the support and the implementation of the ICT initiatives above. It also provides what ICT should do to enable the full implementation of initiatives mentioned above and lists what has been completed to date.

| ICT Challenge | ICT Initiative | Timeframe |
|---|---|---|
| <ul style="list-style-type: none"> ▪ Old and Obsolete laptops and desktops | <ul style="list-style-type: none"> ▪ Replace or Upgrade the current laptops and desktops to ensure consistency of legalised software to promote software asset management processes and facilitate digitisation programs and support the digital transformation initiatives. | <ul style="list-style-type: none"> ○ Laptops and desktops in process of being replaced. ○ Standardisation of workstations with legalised software. ○ 30 November 2021 ○ |
| <ul style="list-style-type: none"> ▪ Management of ICT vendors and SLA | <ul style="list-style-type: none"> ▪ Development and Management of SLA's with vendors | <ul style="list-style-type: none"> ○ Monthly Reports and regular customer service meetings are held. ○ On-going (quarterly/monthly) with stringent SLA management |
| <ul style="list-style-type: none"> ▪ Incentivated ICT organisation | <ul style="list-style-type: none"> ▪ 3 full time ICT staff to be employed in the new structure – pending Board approval ▪ Development of skills for insourced systems (SmartHR, Issabel – Call Centre, GreatPlains – SCM procurement, Contracts and Inventory Management, Data Management and Analysis) ▪ Outsourcing of major systems and initiatives | <ul style="list-style-type: none"> ○ On-going with specialisation in Major Systems (Finance, Indidium, SmartHR) ○ Training on SCM, Data Management and Call Centre will take place during the project implementation ○ ICT (Systems administration, Security management, SQL management, Architectural |

| | | | |
|---|--|---|---|
| | | <ul style="list-style-type: none"> ▪ Development of ICT skills within the ICT organisation | <ul style="list-style-type: none"> ○ frameworks, management, technical training) 31 March 2022 ○ Project Customised |
| <ul style="list-style-type: none"> ▪ Disaster recovery plan (lack of alternate site) | <ul style="list-style-type: none"> ▪ Facilitate the provision of an alternate site for recovery purposes with an SOE/SETA on a reciprocal arrangement basis with the key requirement being compatibility of server architectures and network topologies | <ul style="list-style-type: none"> ○ Infrastructure assessment (compatibility) ○ Reciprocal arrangement for recovery ○ Testing of recovery plans ○ 30 November 2021 | |
| <ul style="list-style-type: none"> ▪ Upgrading of software and expired licences | <ul style="list-style-type: none"> ▪ Upgrade all software and manage software acquisitions and licences | <ul style="list-style-type: none"> ○ On-going | |
| <ul style="list-style-type: none"> ▪ Internet and network access | <ul style="list-style-type: none"> ▪ Implement load balancing on the network and manage internet connections | <ul style="list-style-type: none"> ○ On-going | |
| <ul style="list-style-type: none"> ▪ ICT security breaches and cyber crime | <ul style="list-style-type: none"> ▪ Fully implement ICT security policies, ▪ Ensure ICT security awareness for all users ▪ Deploy and monitor security management tools | <ul style="list-style-type: none"> ○ On-going | |
| <ul style="list-style-type: none"> ▪ Digital Transformation Strategy | <ul style="list-style-type: none"> ▪ Digital Transformation Strategy Deployment ▪ Phased approach based on business maturity and readiness | <ul style="list-style-type: none"> ○ Phase 1 – 30 September 2022 | |
| <ul style="list-style-type: none"> ▪ Data Management Strategy | <ul style="list-style-type: none"> ▪ Data Management Strategy deployment ▪ Establishment of a data warehouse ▪ Implement knowledge management and business intelligence ▪ Develop and customize business dashboard reporting | <ul style="list-style-type: none"> ○ Phased approach – 30 September 2022 | |
| <ul style="list-style-type: none"> ▪ Automation of manual processes | <ul style="list-style-type: none"> ▪ Identify and consolidate standalone and integrated manual business processes in conjunction with management ▪ Develop and implement workflow processes | <ul style="list-style-type: none"> ○ 31 March 2022, 2023, 2024 | |

| | | |
|---|--|--|
| <ul style="list-style-type: none"> ▪ Lack of Enterprise Architecture | <ul style="list-style-type: none"> ▪ Identify and implement the appropriate architecture model ▪ Implement the appropriate architecture tools | <ul style="list-style-type: none"> ○ 31 March 2022 |
| <ul style="list-style-type: none"> ▪ Lack of Capacity Planning and Management Process | <ul style="list-style-type: none"> ▪ Identify and implement capacity measurement and planning tools | <ul style="list-style-type: none"> ○ 31 March 2022 |
| <ul style="list-style-type: none"> ▪ Lack of automated Helpdesk and support process | <ul style="list-style-type: none"> ▪ Identify and implement the appropriate software and tools | <ul style="list-style-type: none"> ○ 31 March 2022 |
| <ul style="list-style-type: none"> ▪ ICT Custodianship of Business Application Systems which are not hosted onsite | <ul style="list-style-type: none"> ▪ Position ICT as the custodian of all ICT systems hosted inhouse or web based ▪ The business areas to embrace ownership of respective application systems with full accountability | <ul style="list-style-type: none"> ○ 31 March 2022 |
| <ul style="list-style-type: none"> ▪ Compliance with the Project Management Framework | <ul style="list-style-type: none"> ▪ Communication and awareness sessions to be conducted ▪ Ensure that project governance processes are complied with for all major projects | <ul style="list-style-type: none"> ○ 31 March 2022 |
| <ul style="list-style-type: none"> ▪ Application Systems Logical Security Directories | <ul style="list-style-type: none"> ▪ Ensure that the systems administrators perform quarterly reviews of the user profiles. ▪ Implement an overriding management control whereby ICT will oversee the reviews of the quarterly application security profiles and violations conducted by the application owners. | <ul style="list-style-type: none"> ○ 31 December 2021 |

| SASSETA MASTER SYSTEM PLAN/ROAD MAP (APRIL 2021 – MARCH 2024) (ICT INITIATIVES) | | |
|---|----------|---|
| Apr 2022 | Apr 2023 | Mar 2024 |
| | | IMPLEMENT BACKUP & RESTORE PROCESS AND ENVIRONMENT |
| | | IMPLEMENT ICT DISASTER RECOVERY PLAN AND PROCEDURES, REVIEW AND MAINTAIN THE DRP & PROCEDURES |
| | | PROCURE LAPTOPS, SOFTWARE AND RELATED LICENCES AND MANAGE SOFTWARE ASSETS |
| | | CREATE AND DEVELOP 3x NEW ICT STAFF POSITIONS. |
| | | MANAGE SERVICE LEVEL AGREEMENTS (SLA MEETINGS, REPORTS AND REVIEWS) |
| | | IMPLEMENT LOAD BALANCING ON THE NETWORK AND MANAGE INTERNET CONNECTIONS |
| | | IMPLEMENT SECURITY POLICIES AND MONITOR ALL SECURITY AND CYBER SECURITY THREATS |
| | | ICT SECURITY AWARENESS FOR ALL USERS |
| | | DEPLOY SASSETA DIGITAL TRANSFORMATION STRATEGY |



7 ICT ROAD MAP

The table below sets out the ICT Road Map from April 2021 to March 2024.

| PROGRAMME 1: ADMINISTRATION | | | |
|---|--|--|--|
| Strategic Initiative | Year 1 (2021/2022) | Year 2 (2022/2023) | Year 3 (2023/2024) |
| 1. Automated SCM system integrated to Financial System in GreatPlains | Integration of SCM Module, including procurement, contract and inventory management into GreatPlains | System Maintenance and management (on-going) | System Maintenance and management (on-going) |
| 2. Software for the preparation of Annual Financial Statements (AFS) | Implement Case Ware software for the preparation of Annual Financial Statements (AFS) | System Maintenance and management (on-going) | System Maintenance and management (on-going) |
| 3. Procurement and Contract Management system | Activate Procurement Module within Great Plains to enable SCM process. | Activate contract management across the organisation | System Maintenance and management (on-going) |
| 4. Customer Relationship Management (CRM) System/ Stakeholder | Finalise the user and functional requirements for CRM/SRM (Customer/Stakehold | System maintenance and management (on-going) | System maintenance and management (on-going) |

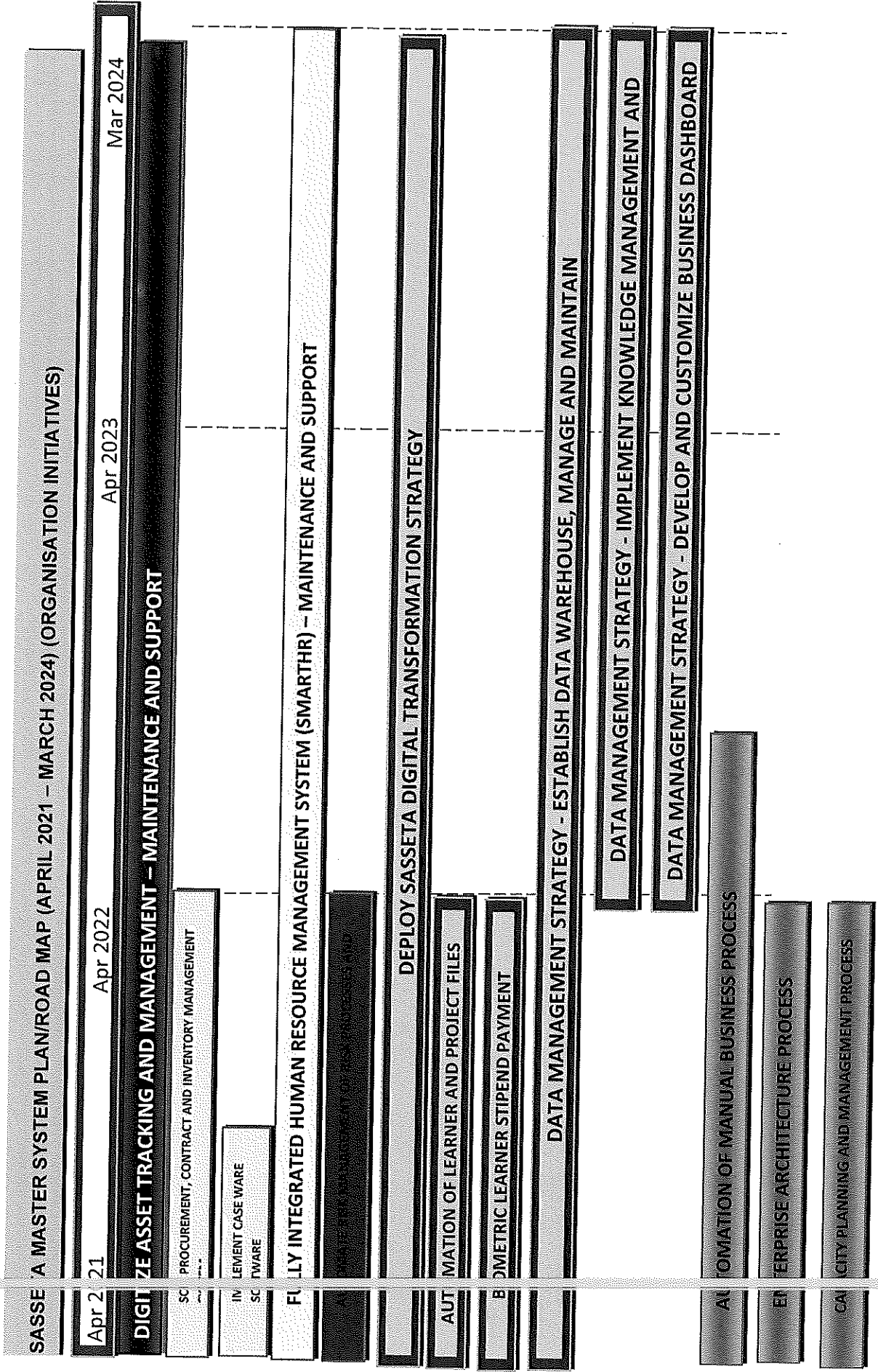
| | | | | |
|---|---|--|---|---|
| <p>Relationship Management (SRM) System</p> | <p>5. Improved development and dissemination of information on online platforms</p> | <p>er Management System) Procure and customise the CRM/SRM (Customer/Stakeholder Management System) Finalise the functional requirements for a graphic design system Procure and customize the graphic design system</p> | | |
| <p>6. Fully Integrated Human Resource Management System</p> | | <p>Activate Recruitment and selection module within SmartHR to be accessed online HR to prioritise outstanding modules and implementation dates</p> | <p>HR to prioritise outstanding modules and implementation dates System maintenance and management (on-going)</p> | <p>HR to prioritise outstanding modules and implementation dates System maintenance and management (on-going)</p> |
| <p>7. Automated management of risk and reporting</p> | | <p>Procure, customise and implement risk management software</p> | <p>System maintenance and management (on-going)</p> | <p>System maintenance and management (on-going)</p> |

| | | | | |
|--|--|--|---|---|
| 8. Digital asset management system | System maintenance and management (on-going) | System maintenance and management (on-going) | System maintenance and management (on-going) | System maintenance and management (on-going) |
| 9. Digital Transformation Strategy | Connecting users, stakeholders and partners to ICT consumer experience Partnering with ICT to turbo charge the business | Co-creating value with external stakeholders and partners. Partnering with ICT to turbo charge the business | Partnering with ICT to turbo charge the business Building collaborative Ecosystems | Partnering with ICT to turbo charge the business Building collaborative Ecosystems |
| 10. Data Management Strategy | Inculcating a data driven business culture Establishment of a data warehouse | Implement knowledge management and business intelligence | Develop and customise business dashboard reporting | Develop and customise business dashboard reporting |
| 11. Automation of Manual Business Processes | Core integrated manual business processes prioritised for automation | Core integrated manual business processes prioritised for automation | Core integrated manual business processes prioritised for automation | Core integrated manual business processes prioritised for automation |
| 12. Enterprise Architecture Process | Procure and implement enterprise architecture software | System maintenance and management (on-going) | System maintenance and management (on-going) | System maintenance and management (on-going) |
| 13. Capacity Planning and Management Process | Procure and implement Capacity Planning and management software | System maintenance and management (on-going) | System maintenance and management (on-going) | System maintenance and management (on-going) |

| | | | |
|---|---|---|--|
| 14. Helpdesk and Support Process | Procure and implement Helpdesk and Support software | System maintenance and management (on-going) | System maintenance and management (on-going) |
| 15. Graphic Design System | Procure and implement the preferred graphic design system | System maintenance and management (on-going) | System maintenance and management (on-going) |
| PROGRAMME 2: SKILLS PLANNING, MONITORING, EVALUATION, REPORTING AND RESEARCH | | | |
| Strategic Initiatives | ICT | Year 1 (2021/2022) | Year 2 (2022/2023) |
| 16. Electronic Document Management Systems | Implement an electronic document management system (web based) | SLA management by application system owner (on going) | SLA management by application system owner (on going) |
| 17. Research repository | Electronic subscription to journals, research documents and study materials – ongoing Provide secured online access to SASSETA information and resources to stakeholders - ongoing | Electronic subscription to journals, research documents and study materials – ongoing Provide secured online access to SASSETA information and resources to stakeholders - ongoing | Electronic subscription to journals, research documents and study materials – ongoing Provide secured online access to SASSETA information and resources to |

| | | | | | |
|--|---|--|---------------------------|---------------------------|--|
| | | | | | stakeholders - ongoing |
| 18. Knowledge Management | Implement tools to create knowledge, manage information and disseminate information | System maintenance and management (on-going) | | | System maintenance and management (on-going) |
| 19. Automation of Administration of WSP Strategic plans and Annual performance plans | Develop a portal and intranet-based system to load plans and manage the information | System maintenance and management (on-going) | | | System maintenance and management (on-going) |
| PROGRAMMES 3 AND 4: LEARNING PROGRAMMES (3) AND ETOA (4) | | | | | |
| Strategic Initiative | ICT | Year 1 (2021/2022) | Year 2 (2022/2023) | Year 3 (2023/2024) | |
| 20. Business Process Automation Workflow Business | System enhancements to improve the current indicium system | System maintenance and management (on-going) | | | System maintenance and management (on-going) |

| | | | | |
|--|--|---|--|---|
| <p>Systems and Support Systems)</p> | <p>21. Automation of learner and project files</p> | <p>Procurement of appropriate software aligned to the Data Management Strategy</p> <p>Procurement and implementation of software.</p> | <p>Integration to the Data Warehouse</p> <p>System maintenance and management (on-going)</p> | <p>System maintenance and management (on-going)</p> <p>System maintenance and management (on-going)</p> |
| <p>22. To provide a Biomatrix Learner Stipend Disbursement and Management Solution</p> | | | | |



| | | |
|----------|--|----------|
| HI | DESK AND SUPPORT PROCESS | |
| PE | ASURE CRM/SRM (CUSTOMER/STAKEHOLDER MANAGEMENT) SYSTEM - CUSTOMIZE - IMPLEMENT, MAINTAIN AND SUPPORT | |
| PRO | URE AND CUSTOMIZE GRAPHIC DESIGN | |
| | USINESS PROCESS AUTOMATION WITH WORKFLOW (CORE BUSINESS SYSTEMS AND SUPPORT SYSTEMS) | |
| IMPLEM | NT AN ELECTRONIC DOCUMENT MANAGEMENT SYSTEM (WEB BASED) | |
| IMIS ENF | NCEMENT | |
| Apr 202 | Apr 2022 | Apr 2023 |
| | | Mar 2024 |

6. MASTER SYSTEM PLAN COSTING AND FUNDING

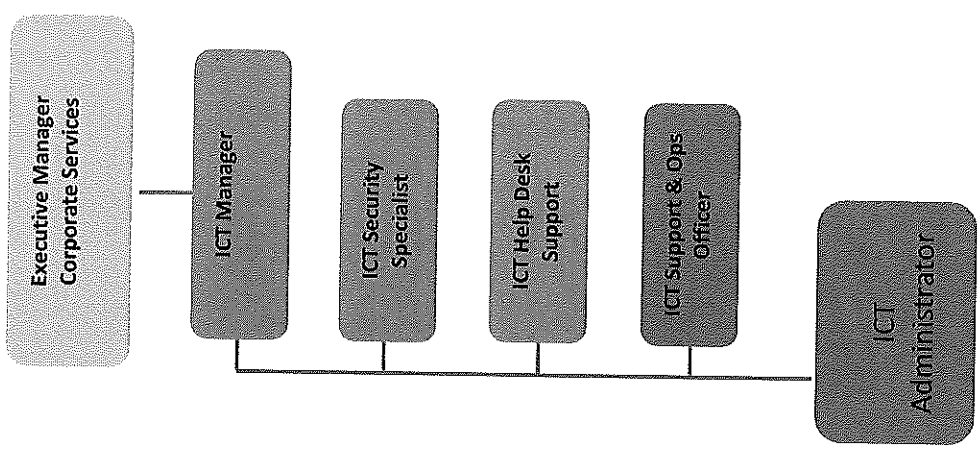
ICT Budget from 2021/22 financial year

| PROJECT DESCRIPTION | ESTIMATED VALUE (INCL. TAXES) |
|---|--------------------------------------|
| Supply, Delivery, Installation, Commissioning, Maintenance and Support of Multifunctional Printers | R3 600 000,00 |
| System Software Licensing - Office365 A3 for Faculty, Customer Relationship Management/ Stakeholder Relationship Management Implementation Adobe Acrobat DC, Adobe Creative Suite | R5 500 000,00 |
| Installation, configuration, testing and implementation of Firewall Patch Management software, Antivirus and Vulnerability Assessment. | R3 500 000,00 |
| Supply and Delivery of ICT Equipment - Tools of Trade | R3 500 000,00 |
| Installation, configuration, testing and implementation of service management helpdesk, architecture and capacity management - Service Management Utilities | R1 000 000 |
| Automation of Business Processes | R3 500 000,00 |
| Cloud Backup Solutions | R2 500 000,00 |
| Data Management Services - Software Acquisition, Business Analysis Development and Implementation (In line with the ICT Digital Transformation Strategy) | R4 000 000,00 |
| | R27 100 000,00 |

It should be noted that the budgets for the implementation of the SCM module in GreatPlains (SCM), Graphic Design, CRM/SRM (Marketing and Communications), Electronic Document Management System (Finance), Risk Management Software (Governance, Risk and Compliance) and Biometric Learner Stipend Payment System (Learning Programmes) have been provided for in the respective business areas as indicated.

The execution and timing of the planned projects shall be dependent on budget availability.

Proposed ICT Organisational Structure.



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