



higher education
& training

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**Department of Higher Education and Training
Post-School Education and Training**

**Central Application Service
Enterprise Architecture**

**Chapter 8 – Stakeholder Engagement and
Collaboration Strategy**

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1 Terms of Reference

This Strategy has been prepared by Learning Strategies as part of the assistance to the Department of Higher Education and Training for the development of an Enterprise Architecture as phase one for a National Post-School Education and Training (PSET) Central Applications Services (CAS).

The chapter completes step 5.2 of the Project Plan and presents deliverable 4.8 as per the Terms of Reference and forms chapter 8 of the consolidated CAS Enterprise Architecture.

The purpose of this chapter is to present the stakeholder engagement and collaboration strategy which intends to present an effective and efficient mechanism for engaging with stakeholders and ensuring their participation in the project throughout the design, build and establishment phase for the CAS.

It is expected that this strategy which is intended as an implementation support strategy will be expanded on and developed further as a stakeholder engagement process for the CAS once it is established. This chapter, however, does not attempt to specify or present a strategy for ongoing stakeholder engagement after the CAS is established.

2 Stakeholder Engagement

Step 5.2 (deliverable 4.8) of the project plan presents an advocacy and communications strategy for the CAS project leading up to the launch of the CAS service and extending in to the recurring applications cycle once launched. This strategy should be read in conjunction with the stakeholder engagement and collaboration strategy as components of the advocacy and communications strategy have a direct bearing on stakeholder engagement. To the extent that advocacy and communication is dealt with in its own strategy, this has not been repeated in this document.

Accordingly, the focus of this document is to present a strategy for direct engagement with key stakeholders and ensuring the appropriate level of collaboration with the stakeholders through the implementation and establishment of the CAS.

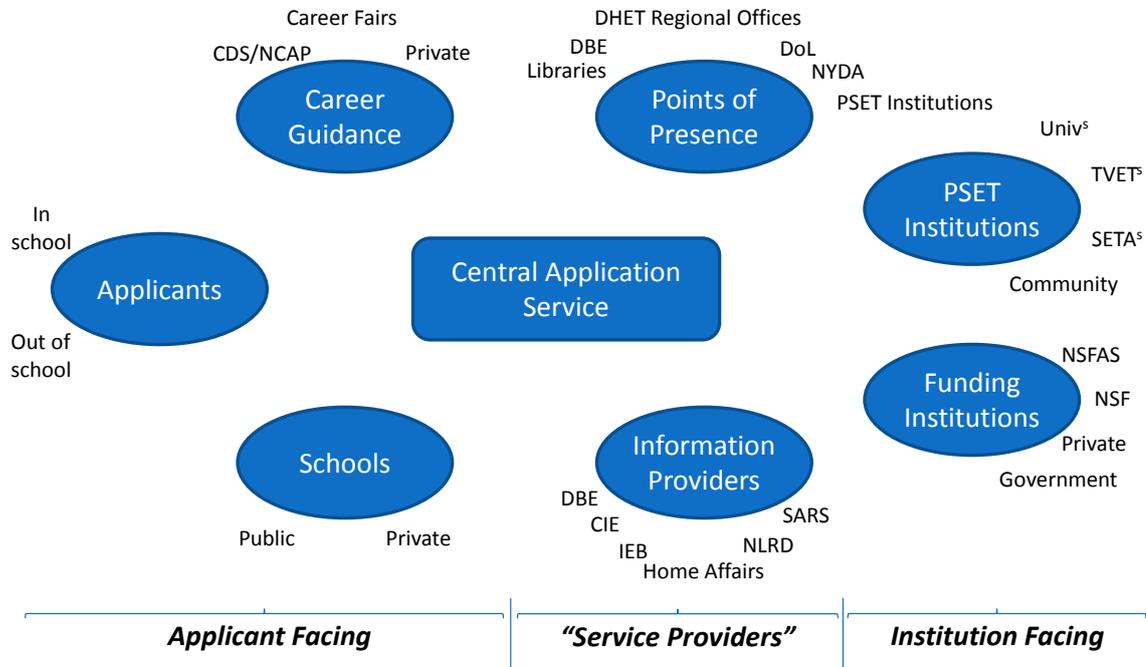
This strategy presents the proposed engagement structures to be utilised throughout the process as well as the strategies for direct engagement with specific institutions and entities required for the effective establishment of the CAS. These direct engagements should be supported by the communications strategy as presented in the separate document.

The purpose of stakeholder engagement is to ensure that parties directly impacted by the establishment of, service delivery provided by and operations of an entity such as the CAS (collectively referred to as the stakeholders) are adequately informed of the process and provided with a structured mechanism to directly engage in the processes leading up to the establishment and operations of the entity. This engagement typically takes place through a number of mechanisms including established engagement forums such as advisory committees, reference groups and task teams directly established for the purpose of assisting in the establishment or implementation process.

- **Consultation Forums** - normally utilising existing established forums and groups where consultation takes place through presentations to these forums during normal or regular meetings and workshops.
- **Individual Engagement** - being engagement with stakeholders often on a one-on-one basis aimed at dealing with specific issues relating to that entity.

3 Stakeholder Map

As part of the formulation of the CAS project, a stakeholder map has been formulated as follows;



It should be appreciated that the full ambit of stakeholders of the CAS project is extensive and that the stakeholder map above is a simplification of this environment by grouping stakeholders as far as possible where engagement and communication messages would be similar.

The stakeholders have been grouped into three broad categories as follows:

- Applicants and applicant facing stakeholders
- Service providers
- Institutions and institution facing stakeholders

An advocacy strategy has been developed for relevant stakeholders and a communication plan and strategy has then been formulated for the various phases of the project for each relevant stakeholder.

4 Stakeholder Engagement and Project Governance

It is proposed to engage with stakeholders of the CAS through established project governance structures including the following:

4.1 Project Advisory Group

The project advisory group has already been established and has been consulted throughout the phase one of the project aimed at developing the enterprise architecture. This project advisory forum should be continued and remain the key stakeholder engagement forum throughout the establishment process. It should be acknowledged however that this forum directly engages with only representatives of the stakeholder groups. As an example, the current project advisory group includes a number of registrars appointed by the Registrars Forum of Universities South Africa as their representatives in this advisory committee. The success of this engagement is therefore dependant on the extent to which these representatives are able to communicate with and keep informed the broader group which they represent.

4.2 Technical Working Groups

The advisory group is supported by technical working groups established specifically for individual components of the project. A technical working group has been established for the enterprise architecture which will be replaced by technical working groups focussed on specific other components of the project such as the legislative establishment, technology system specification, technology development and institutional establishment. These working groups are similar to the advisory group in that they include representatives of the stakeholder groups. The effectiveness of this engagement is therefore dependant on the ability and commitment of the participants to ensure their representative organisations are kept informed.

4.3 Project Steering Committee

The Project Steering Committee is the ultimate governance structure for the project and is directly accountable to the Department of Higher Education and Training and therefore to the Minister of Higher Education and Training. The Steering Committee is responsible for sign off of the deliverables from the project and for the recommendations to be made to the minister in terms of the establishment of the CAS. This committee includes key stakeholders specifically the various branches within the Department of Higher Education and Training and should be used as an opportunity for stakeholder engagement as well as a governance mechanism.

5 Engagement with Stakeholder Groups

5.1 Key Stakeholder Groups

In addition to the above governance and advisory structures, the project team will need to continue to engage directly with stakeholder groups through at least the following forums:

- The Registrars Forum of Universities South Africa.
- The College Principals Forum as coordinated through the BCET branch of DHET.
- The SETA CEO's Forum as coordinated through the Skills branch.

These are key stakeholder groups where active engagement should take place on a regular basis through presentations to the regular meetings of this group and then detailed workshops once key aspects of the design and implementation are ready for consultation and review by these groups.

It should be noted that the initial engagement will be more intense with the Registrars Forum due to the project being rolled out initially for university applications. This will then follow more intense engagement with the college sector and then with the skills sector thereafter.

As the project unfolds, further stakeholder groups will be identified which will require similar engagement through presentation of project progress and detailed consultation on proposals and recommendations.

5.2 Additional Stakeholder Groups

As the project moves into more detailed design such as the specification of requirements, it is anticipated that direct engagement will be necessary with the likes of system user groups such as for the Adapt IT, People Soft and later for the Coltec system where engagement will take place with the users and administrators of these solutions in the target entities. Similarly, stakeholder engagement will be necessary with the administration function of SETAs and other entities specifically engaged in coordinating the skills sector when this becomes the focus of the CAS roll out.

5.3 Individual Institution Engagement

Progressively, it will be necessary to increase the penetration of the stakeholder engagement eventually engaging directly with individual institutions leading to the detailed specifications and development of interface requirements for these institutions. This level of engagement increases exponentially as the project moves through specification to the build and implementation phase. At this point in the project, an extensive team of developers will be involved and will be coordinating directly with users at individual institutions. It will still be important that this engagement be coordinated and actively managed to ensure that the right persons are engaged and that the appropriate decisions are taken at each level.

6 Applicant Facing Engagement

6.1 Applicant Engagement

While the engagement above has been focussed on the users of the applications once they are received, it will be essential throughout the process to establish effective engagement with the applicant group as well as the advisors and supporters of these applicants. It is envisaged that this process will be undertaken through the following steps:

- **Focus Group Engagement with Applicants** – the development of the application process will require pilot testing with various levels of applicants in various forms including both the online application process and potentially the manual application process.

This stakeholder engagement will be aimed specifically at ensuring the application process, timing, access to information and supporting services such as call centre and online documentation meets the requirements and expectations of the applicants.

6.2 Teacher and Advisor Engagement

A further level of stakeholder engagement should be undertaken with teachers and career advisors in schools ensuring that the process intended to be rolled out will be suitable to support the process within the schools.

7 Conclusion

The stakeholder engagement and collaboration strategy presents the overall scope of activities required to develop the awareness and engagement of the CAS project from the various stakeholders and institutions engaged in this process. This chapter should be treated as a living document as the stakeholder engagement and collaboration strategy and programme will develop and evolve over time as more clarity and certainty is developed regarding the CAS, its role out timeframes and the functions and services to be provided.