

PROJECT CHARTER – 2025-26 EVALUATION STUDIES

1. General Information	
Date:	19 May 2025
Evaluation study name:	Evaluating the efficiency and effectiveness of the implementation of the SASSETA five-year strategy from 2019/20 to 2024/25
Department:	Monitoring, Evaluation and Reporting
Executive Manager:	Mr. V. Memela
Department Manager:	Ms. M. Rajagopal
Practitioner / Project Lead:	Ms. B. Mncube
2. Stakeholders	
1.	Department of Higher Education
2.	SASSETA board
3.	Executive managers of various programmes, Departmental heads and Practitioners
4.	SASSETA Chambers
5.	Other SETAs
6.	Employers
7.	Training providers
3. Executive summary	
<p>SASSETA is responsible for the facilitation of skills development in the Safety and Security Sector. SASSETA's mandate is to promote skills development, enhance employment opportunities, and improve service delivery in the safety and security sector by making an active contribution towards the realisation of the National Skills Deployment Plan's vision of 'An Educated, Skilled and Capable Workforce for South Africa. SASSETA ensures that the skills need identified addressed through various learning initiatives within the Safety and Security sector.</p> <p>The SASSETA Strategic Plan is a five-year plan aimed at supporting the Safety and Security Sector in developing demand -driven skills that promote creativity and innovation for provision of meaningful employment, entrepreneurship and overall sectorial growth. The strategic plan was developed by SASSETA management under the guidance of the Board. The successful implementation of this strategic plan is dependent on the support of the SASSETA board, management, staff and stakeholders.</p> <p>SASSETA identified skills priority actions which were the apex of SASSETA agenda, these actions were as follows:</p> <ul style="list-style-type: none"> ▪ Strengthen partnerships with sector training institutions and academies, ▪ Professionalisation and transformation of the sector ▪ Accelerate the production of information communication and technology (ICT) skills, ▪ Support the production of technical and specialised skills, and ▪ Building active citizenry 	

According to SASSETA, Covid-19, caused feelings of fear, confusion, anxiety and massive uncertainty in the labour market. SASSETA is committed to playing a vital role in harnessing and mitigating the long-lasting impact of covid-19 pandemic through reskilling and training people for the new norm and the economy.

4. Impact of the study on the SETA

This study will contribute towards improving the SASSETA strategic planning implementation processes and identify opportunities in order to achieve the organisational goals and objectives. The study will serve as a continuous learning and development tool for SASSETA and it will be used to inform SASSETA strategic direction and support the development of the next strategic plan and/or update the current Strategic Plan.

The findings from this study will:

- Provide evidence-based feedback on strategic achievements and areas for improvement.
- Enhance transparency and accountability regarding public expenditure on skills development.
- Inform future strategic decisions and policy alignment within the Safety and Security sector.
- Improve stakeholder engagement by clearly demonstrating achieved outcomes and impact.
- Strengthen SASSETA's strategic alignment with national development goals.

5. Purpose of study / Justification

This evaluation aims to systematically assess the strategic planning processes and outcomes achieved against the targets outlined in the SASSETA Strategic Plan (2020/21 – 2024/25). The study will investigate the effectiveness of interventions, document significant impacts, and identify any deviations from the initial plan. The outcomes of this evaluation will provide crucial insights and recommendations to guide future strategic initiatives, enhance accountability, and ensure alignment with national skills development priorities.

5.1. Objectives of the Study

1. To accomplish the purpose of the study, the following objectives must be considered: Assess the robustness and effectiveness of the strategic planning processes implemented.
2. To evaluate the achievement of strategic plan outcomes and targets against stated objectives.
3. To assess the agility of the SETA's Strategic Plan in facing changes in the external environment to ensure that the strategy remained appropriate and relevant
4. To assess the Strategic Plan's adaptability and the usefulness of its core elements and frameworks
5. To investigate whether the strategic plan was fully implemented in line with safety and security sectoral needs.
6. Determine reasons for any deviations from the strategic plan and document these systematically.
7. Provide actionable insights and recommendations to enhance future strategic planning and implementation processes.

5.2. Objectives aligned to SASSETA's strategy

- Enhanced risk intelligence to promote good governance and an ethical environment

- Strengthened collaboration with stakeholders to advance skills development within the sector

- Identified occupations in high demand
- Increased production of occupations in high demand

- Improved level of skills in the Safety and Security Sector

- Linking Education and the Workplace
- Increased access to occupationally directed programmes
- The growth of the public college system supported

- Ensured efficiency in the delivery of occupational qualifications for the safety and security sector

5.3. Deliverables

Milestone	Anticipated date
1. Inception Report	15 July 2025
2. Literature Review Report	15 September 2025
3. Data Collection and Analysis	28 November 2025
4. First Draft Report	10 December 2025
5. Final Report	23 January 2026

5.4. Evaluation / Research questions

The study should seek to answer the below-mentioned questions, among others;

Objective 1:

Assess the robustness and effectiveness of the strategic planning processes implemented.

1. What processes are followed when strategic planning and implementation is undertaken at SASSETA?
2. What are the experiences of the relevant stakeholders involved in the in strategic planning and implementation at SASSETA?
3. What was the extent to which the Strategic Plan has set clear objectives that aligns with SASSETA mission, sectoral needs and identified critical skills?
4. Did the strategic plan represent an effective guidance and communication tool?
5. What were the strengths and weaknesses in the design, operationalisation and implementation of the strategic plan, including its prioritisation of actions, intended results and resource management?

Objective 2:

To evaluate the achievement of strategic plan outcomes and targets against stated objectives.

6. To what extent have the planned objectives and targets been achieved?
7. What significant impacts resulted from the strategic interventions?
8. Were there deviations from the strategic plan, and if so, what were their causes and implications to Strategic Plan?

9. What were the challenges encountered by the organisation and how were they addressed?

Objective 3:

To assess the relevance of the SETA's Strategic Plan in facing changes in the external environment to ensure that the strategy remained appropriate and relevant

10. Were there any innovation opportunities created by the Covid-19 outbreak to bring information and communication technology (ICT) to its operations to expand access to training services?
11. Did the covid-19 outbreak hinder the success of the Strategic Plan and if so, what was the impact on achieving the SETA goals?
12. Did the strategy remain relevant when faced with dynamics of change in both internal and external environment?
13. How agile were the responses from SASSETA to adapt its business processes to remain sustainable during the covid-19 pandemic?

Objective 4:

To assess the Strategic Plan's adaptability and the usefulness of its core elements and frameworks

14. At what extent to which the plan was implemented as planned and how it allowed adjustments and adaptive management in the face of priorities and evolving evidence and contexts?
15. Were the core elements and frameworks that underpinned the Strategic Plan proven to be well developed, coherent and useful?

Objective 5:

To investigate whether the strategic plan was fully implemented in line with safety and security sectoral needs

16. What are the inhibitors and enablers to strategic planning and implementation at SASSETA?
17. What can be done to improve strategic planning and implementation at SASSETA?

Objective 6:

Determine reasons for any deviations from the strategic plan and document these systematically.
Were there any deviations made from the Strategic Plan, if so what were reasons for the deviations?

Objective 7:

Provide actionable insights and recommendations to enhance future strategic planning and implementation processes.

18. What were the lessons learned from the implementation of the Strategic Plan?

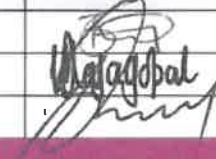
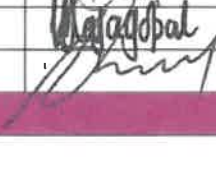
NB/These questions are not exhaustive; the Service Provider is free to customise and add more or change the above questions which will result in an increase in the value of the study.

5.5. Major Known Risks (including significant Assumptions)

Risk	Risk Rating (Hi, Med, Lo)
1 Outdated recipient's contact details	High

2. Low stakeholder participation	High
3. Failure to adhere to the project timelines	Medium
5.6. Constraints	
1. The project must be completed on or before 31 March 2026. Failure to meet this deadline will render the project a wasteful and fruitless expenditure.	
2. This project has a predetermined budget.	
5.7. External Dependencies	
1. Active participation by the project stakeholder i.e. participants in the Strategic Planning and Execution processes.	
5.8. What are the expected outcomes and how will they be used to further enhance our strategy	
<p>The study will evaluate and assist in obtaining an in-depth understanding of the efficiency, effectiveness, relevance, coherence, sustainability, the extent to which the strategies implemented have succeeded in achieving the expected targets and the impact on the implementation of the SASSETA five year Strategic Plan.</p> <p>The study will serve as a continuous learning and development tool for SASSETA and it will be used to inform SASSETA strategic direction and support the development of the next strategic plan and/or update the current Strategic Plan.</p>	

6. Communication Strategy				
Meeting Type	Purpose	Frequency	Attendees	Responsibility
Project Kickoff	Introduce project and review objectives and goals	Once	Project sponsor Stakeholders Project Team	Project Manager
MANCO	Update management on project status	Adhoc	Management	Project Manager
Project Progress (Status)	Report on project status – progress, costs, and issues	Monthly	Project Manager Project Team (inc Service Provider)	Project Manager
Close-out Meeting	To present the final report	Once	Project sponsor Stakeholders Project Team	Project Manager

7. Approval			
Designation	Name	Signature	Date (MM/DD/YYYY)
Practitioner / Project Lead	Brenda Mncube		19/05/2025
Department Manager	Mel Rajagopal		19/05/2025
Executive Manager	Vukani Memela		

8. Additional notes