



STRATEGIC PLAN 2025-2030

GEARING TOWARDS A DIGITAL SERVICES AGENCY TO ENABLE A DIGITAL GOVERNMENT



SITA

stateinformationtechnologyagency

ACCOUNTING AUTHORITY STATEMENT

The national socio-economic and public service delivery landscape is proof of the urgency, for information communication technology (ICT) to be leveraged to create a new and improved reality for government and the lives of citizens. This new reality must also be framed by a national service delivery agenda, which bases its formulation and implementation on the core values that defined the South African democracy. Equity and efficiency when designing and delivering public services, must be premised on upholding the pillars of transparency, accountability and good governance. This must be the SITA mantra, as it moves into the next five years.

Technology currently has the unique ability to change the South African service landscape. Given this profound responsibility and ability, it must be used judiciously by us in SITA, as we embrace change and we harness technology to also uphold, the fundamental principles of our democracy.

It is time to stand firm, as we deliver qualitative services, with the highest integrity and confidence. Often raised customer and public expectations, limited resources, time pressures, skills deficiencies and fluctuating partnerships, can become the Achilles heel that allows us the space, to compromise and erode, the most fundamental principles that should be built into our service delivery agenda and lifecycle. We know that public services work best when they are qualitative and responsive to citizen needs; whilst also carrying mechanisms for accountability and transparency, in its execution.

The same basic truth also holds value for the sustainability and success of SITA, as the entire organisational community is entrusted with the highest responsibility – that its policies, processes and programmes application and implementation - must stay true to those values that our South African democracy was founded on.

Good governance, transparency and accountability are critical for the efficient functioning of a modern economy and modern institutions. In SITA many powers are delegated to leaders, authorities, managers and employees. Some assurance must then be provided to the delegators – that is society at large – that this transfer of power is being used effectively, efficiently and professionally: without misuse and/or abuse. Transparency also ensures that the available resources; whether financial, human, organisational assets and/or infrastructure are used judiciously. In that sense, transparency serves to achieve accountability, so that delegated authorities throughout the SITA value chain, are held responsible for their actions.

Our South African SITA journey has taught is that without good governance, transparency and accountability, trust is sacrificed in our state-owned institutions; as it thoroughly breaks down both customer and employee relations. It is critical that SITA initiatives embarked upon in this era, lead to positive reforms and improvements, which builds trust and confidence in the organisational ability.

As the Board, as we speak about good governance, we are also painfully aware that corruption is often expediently ignored and can be counted as the national reality of our time – however unpalatable it may be. We are also sensitive to the reality that corruption is often perpetrated through deep seated public and private sector networks, from people in high and low places. But the loss of trust, the denigration of resources and assets, the undermining our democracy and the rule of law, cannot be left untouched as it erodes service delivery and fuels non-performance and instability in organisations, SITA included.

Furthermore, the impact of corruption devastates organisations and people's lives. Corruption in our service delivery exacerbates poverty and inequality by increasing the price of public services, lowering their quality and affecting the allocation of resources and demoralising employees and citizens. And this cannot be allowed in a crucial organisation such as SITA.

As we work to build renewed confidence in SITA, its environmental assessment, indicates that SITA must fundamentally change the way its conducts and thinks about its business. Delivering services in an efficient and cost-effective way that is aligned to the principles within the PFMA, whilst providing value for money, creating new sustainable models of business operations, improving service delivery, and enhancing citizen experience, is high on the SITA transformation agenda.

In essence, SITA is the leading authority in the ICT bridge that links improved service delivery to citizens. Citizen-centred services however are one of the key pillars that uphold the bridge, and demands accessible, cost-effective, personalised and relevant services, which enhance the democratic relationship between the state and citizens. And SITA's leadership in the ICT space, is key. Another pillar in this ICT bridge, is the standardised practise of good governance, transparency and accountability, becoming the hallmarks of an integrated and collaborative service delivery lifecycle, between SITA, government departments and the citizenry.

As the SITA Board, we are aware that this road taken will not be an easy one. The obstacles to honour our obligations of instituting proper intervention mechanisms to meet these challenges, are huge. But at this historical juncture, the time has come to work and mobilize resources, establish partnerships and leverage ICTs in a way that allows South Africans to turn away from the face of poverty and under-development, through the resources and expertise that we have as SITA. At the same time, as we do this, internally the organisation must become rejuvenated in its purpose and performance. Furthermore, and as we walk and turn away from missed opportunities, unrealised development and poor governance, our walk must be with integrity and professional honour.

As we move forward in the next five years, our SITA ICT transformation walk and journey will remain true to the ideals of a healthy and democratic society. Situating SITA work in the heart of the founding principles of the South African democracy, will make our work no ordinary vision. Our ability to deliver on the needs and expectations of government and citizens, on these terms, will determine the character of the future.

The days ahead for the SITA will be challenging, as there will be parallel and at times intersecting transformation agendas - converge or run corresponding paths. As SITA drives a national digital transformation agenda, the organisation will also be working to fundamentally transform its own systems, programmes, processes and practices. This is no easy task, especially as the fundamentals such as SITA's financial sustainability, revenue growth, customer and employee satisfaction continue remain in prime position, in this strategic framework.

Our role as the Board over the next year will be to ensure that we comprehensively strengthen the SITA environment. Whilst this may seem like a daunting task for the organisation, it is however, a necessary season. We believe that the SITA leadership, management and employee community has the drive and commitment, to ensure that its objectives are realised as we shape a new digital transformation agenda for the organisation and government.



Chairperson of the Board of Directors: Ms Sedzani Mudau
State Information Technology Agency SOC Ltd

ACCOUNTING OFFICER STATEMENT

The provision of qualitative and relevant public services is critical to the success of organisations. This is particularly necessary for the South African government, which has consistently promised its citizenry a better future and improved quality of life. Our responsibility as SITA is to drive efficient and effective public service delivery, thorough ICT expansion to enable government departments to meet their promises.

This means that in a new era of relevant and qualitative service delivery, government and ourselves need to approach service delivery in a new and transformed way, using alternative business approaches that lead to improved service delivery outcomes. This would include leveraging technology, partnerships, and innovation to enhance access and quality of services.

The broad digital transformation landscape has also expanded to include the adoption of emerging technologies such as the Internet of Things, big data analytics, and artificial intelligence. Our South African public service delivery landscape continues to reflect some growth and strength in some areas, but the challenges remain and creates a highly unequal socio-economic typography.

The growth in use of digital and mobile access, is fertile ground for SITA to lead the charge for technology to bridge the service delivery tensions. However, within itself, SITA internally must transform itself and its way of operations at all levels in the organisation, if it is to achieve the objectives it has set for itself. Within this context, SITA has adopted six strategic themes, (1) Customer Experience, (2) Innovation and Partnership, (3) Digital Services and Infrastructure, (4) Revenue Growth and Financial Sustainability, (5) Operational Efficiency, (6) Governance, as a response to its vision for the future.

There are also key programmes that have been elevated to align to these six thematic changes to contribute to an improved service delivery environment, both externally and internally. The envisioned advancements are strategically aligned to digital enhancements that create a new customer service experience. This programme includes the continued digitalisation of government services which operate in an environment that is secure, efficient, and dependable. We also commit to expand the range of e-government, as we work with government departments to modernise their ICT infrastructure. New eGovernment platforms, upgraded digital infrastructure, and improved government cybersecurity measures will take centre stage, in SITA supporting a national digital transformation agenda.

Internally, ensuring sustainable financial and organisational growth and prudent fiscal management will continue. The internal transformation that SITA must drive, includes the need to implement a new employee value proposition to inspire its work force, whilst breaking away from a dysfunctional corporate culture that enables workplace inequality and inefficiency to prosper, corrupt practices to thrive and sinister ICT agendas to flourish.

The digital transformation outcomes that SITA is driving to include a completely revolutionised customer experience (CX) across all our customer segments; enhanced government operations and services through innovative products and services; and the embedding of stable government systems and infrastructure that are reliable, secure, and efficient. Internally within SITA the outcomes from our five-year programme include an improved triple bottom line (growth, profit, ESG), improved operational efficiencies and agile internal processes functioning in an environment of that is strengthened in the areas of transparency, accountability, and compliance.

Our esteemed stakeholders are pivotal in the life and work of SITA. We express our profound gratitude to our Shareholder Minister, Honorable Solly Malatsi, supported by his Deputy Minister, Mr. Mondli Gungubele and the Department of Communications and Digital Technologies Director-General Ms. Nonkqubela Jordan-Dyani, for the support they provide in ensuring the successful evolution of SITA.

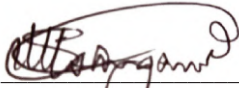


Accounting Officer: Mr Gopal Reddy

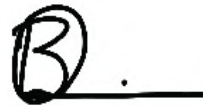
State Information Technology Agency SOC Ltd

OFFICIAL SIGN-OFF

It is hereby certified that this strategic plan was developed by the management of the State Information Technology Agency (SITA), under the guidance of the Accounting Authority. The plan considers all the relevant policies, legislation, and other mandates for which SITA is responsible, and it accurately reflects the impact, outcomes and outputs that SITA will endeavour to achieve over the period 2025-2030.



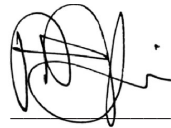
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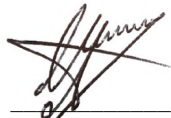
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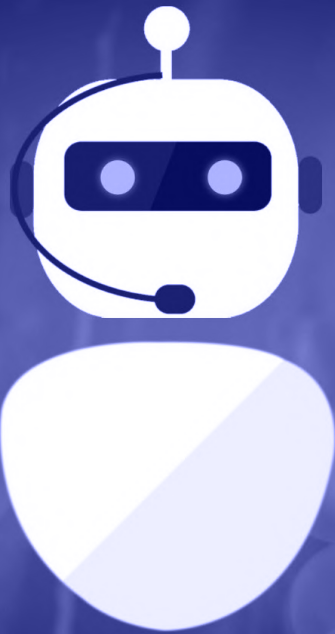
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- (a) DPME Revised Framework for Strategic Plans and Annual Performance Plans 2020
- (b) Medium-Term Development Plan 2025 - 2030
- (c) DCDT 2020 - 2025 Strategic Plan
- (d) SITA Strategic Plan 2020 - 2025
- (e) SITA Annual Performance Plan 2024 - 2025
- (f) SITA Annual Report 2023 - 2024
- (g) National Development Plan 2030
- (h) DCDT National Policy on Data and Cloud
- (i) Digital Transformation Strategy for Africa 2020 - 2030
- (j) Draft Citizen-centric Digital Transformation Strategy
- (k) GTAC Report - Possible Futures for SITA, 2024
- (l) DCDT National Policy on Data and Cloud



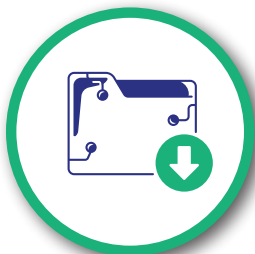
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What can i help
you with?

PART A: OUR MANDATE



1. Constitutional Mandates

Over the next five years, the State Information Technology Agency (SITA) aims to strengthen its strategic position by becoming a capable and, responsive Information and Communication Technology (ICT) provider that delivers value to government entities and the public. By aligning with its constitutional mandate, SITA will position itself as a leader in government digital transformation, focused on operational efficiency, customer intimacy, innovation, service integration and connectivity to enhance public service delivery.

SITA, as mandated by the Constitution of the Republic of South Africa (SA), 1996, is guided by the provisions below.

1.1 Right to dignity – Chapter 1, section 1(a)

SITA's role in ensuring efficient service delivery through ICT directly supports the constitutional right to dignity. By providing reliable ICT services, SITA enhances the ability of government entities to deliver public services efficiently and equitably, respecting the dignity of all citizens.

1.2 Values and principles governing public administration – Chapter 10, section 195

SITA is committed to upholding high standards of ethics, efficiency, accountability and fairness in its operations. These principles are essential for promoting effective public administration, ensuring responsiveness to citizens' needs, encouraging public participation and maintaining transparency in government processes.

1.3 Procurement – Chapter 13, section 217

SITA is responsible for managing IT procurement in a manner that ensures fairness, equity, transparency, competitiveness and cost-effectiveness. This aligns with SITA's objective to optimise government spending on ICT and support the effective delivery of services to all citizens.

2. Legislative and Policy Mandates

SITA operates within the framework established by several legislative and policy mandates that guide its functions as the central IT service provider to the South African Government.

2.1 Presidential Review Committee (1996)

The Presidential Review Committee (PRC) recommended the creation of a lead agency to address significant challenges in government information management systems and technology (IMST), such as lack of coordination, fragmented investments, duplication of resources and insufficient ICT skills. This lead agency would be responsible for the cost-effective procurement of ICT goods and services; developing standards, architectures, and strategies for interoperability; enhancing government productivity through ICT; and prioritising citizen-centric service delivery. Additionally, the lead agency would coordinate IMST initiatives across government departments, promoting collaboration, shared resources, and accountability.

2.2 State Information Technology Agency Act, Act No. 88 of 1998

In line with the PRC's recommendations, SITA was established in April 1999 under the SITA Act, Act No. 88 of 1998, as a schedule 3A public entity, overseen by the Minister of Communications and Digital Technologies. Its core mandate is to provide IT services to government entities to improve public service delivery and promote departmental efficiency. This mandate originated from the merger of Infoplan (Pty) Ltd (Department of Defence), Central Computer Services (Department of State Expenditure), and the Information Systems sub-component (Department of Safety and Security).

SITA is mandated to enhance public service delivery through secure information technology services and promote departmental efficiency, using ICT. Its legislative framework includes key acts such as the Electronic Communications amendment Act, Act No. 37 of 2007, Public Finance Management Act, Act No. 1 of 1999, Companies Act, Act No. 71 of 2008, Public Service Act, Proclamation 103 of 1994 and various other pieces of legislation governing security, procurement and interoperability standards. These regulations ensure that SITA fulfils its role effectively, maintaining security, interoperability and accountability while delivering both mandatory and optional ICT services to government entities.

The figure below depicts the ‘must’ and ‘may’ services that SITA provides in order to achieve its mandate.

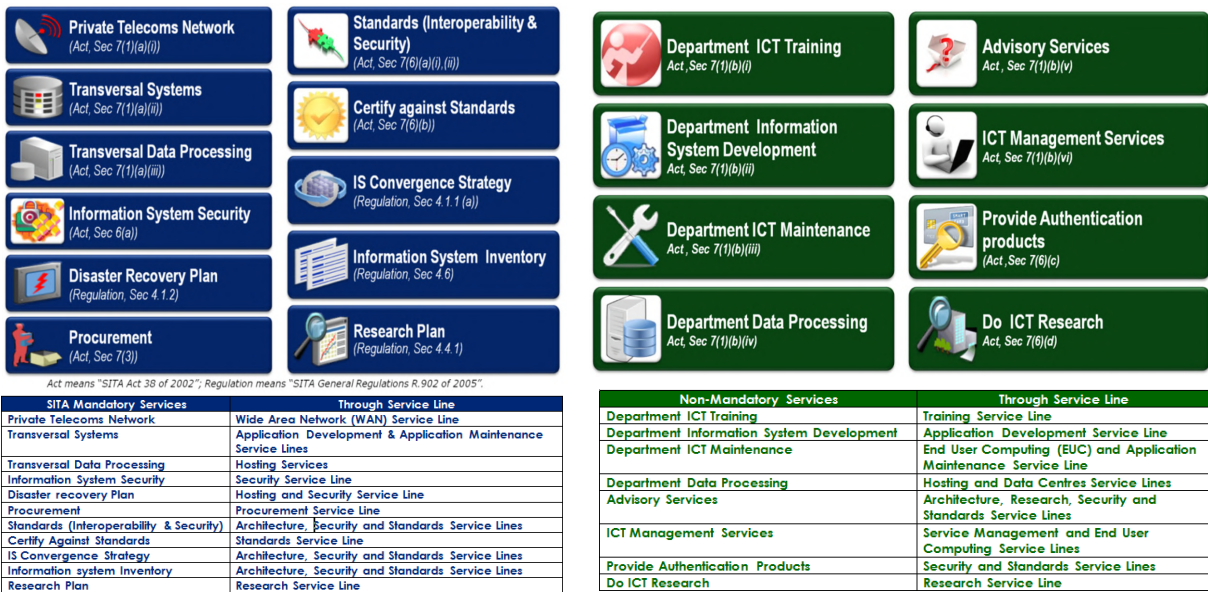


Figure 1 – SITA’s ‘must’ and ‘may’ services

3. Institutional Policies and Strategies Governing The Five-Year Planning Period (2025–2030)

The success of SITA’s strategic plan for the period 2025-2030 hinges on its alignment with key national policies, legislative mandates, and developmental priorities. As SITA transitions from an Information and Communication Technology (ICT) provider to a State Digital Services Agency (SDSA), this plan is structured to respond to the growing demand for efficient, secure, and accessible digital services that contribute to the socio-economic growth of the nation.

SITA’s strategic direction is guided by constitutional mandates and the broader vision set out in critical national frameworks such as the National Development Plan (NDP) 2030, the Medium-Term Development Plan (MTDP) 2025-2030, and other key governmental initiatives. These strategies emphasize inclusive growth, reduced poverty and tackle high cost of living, and building an ethical and capable public service while also addressing the Fourth Industrial Revolution (4IR) Strategy’s demands. The agency is expected to drive digital transformation in the public sector by implementing technologies that enhance service delivery, improve governance, and foster innovation.

As depicted in Figure 2, SITA’s constitutional, legislative, and policy mandates form the foundation of its strategic direction. This includes the implementation of frameworks such as the Data and Cloud Policy, the National Integrated ICT Policy White Paper, and the ICT and Digital Economy Masterplan for South Africa, among others. These policies underscore the importance of secure, scalable cloud infrastructure, data platforms, digital inclusion, and emerging technologies like artificial intelligence (AI), big data, and the Internet of Things (IoT). SITA’s role in these areas will enhance public sector efficiency, data security, and innovation.

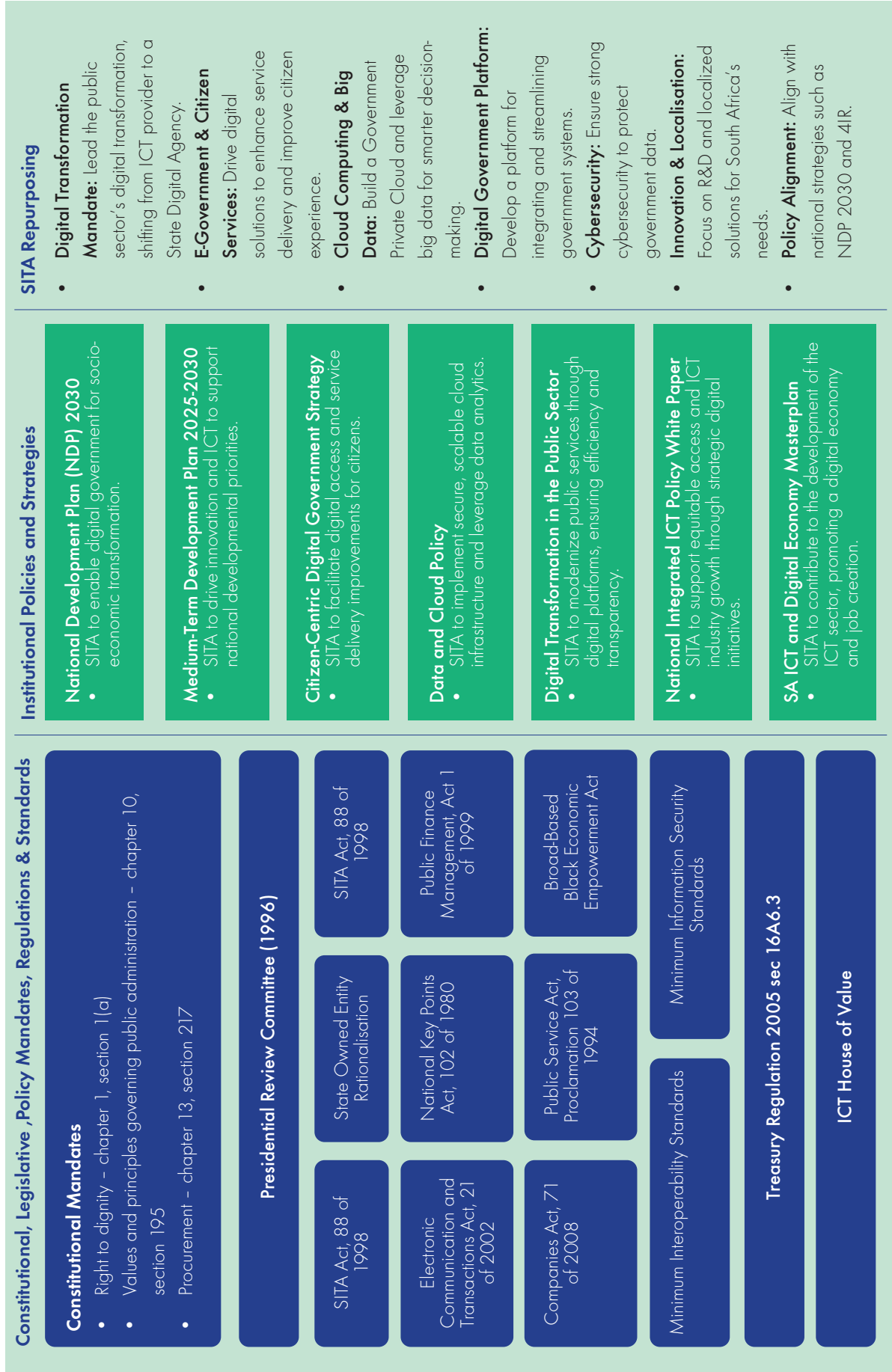


Figure 2 – SITA mandate

Furthermore, the National e-Government Strategy mandates SITA to develop secure and user-friendly digital platforms that enhance citizen access to government services, improve transparency, and streamline service delivery. These platforms will ensure that citizens can interact with government services efficiently and securely, bridging the digital divide and promoting national connectivity.

Operating within a highly regulated environment, SITA is empowered by a comprehensive set of legal and policy frameworks to lead the country's digital transformation agenda. This includes fostering digital inclusion, where all citizens have access to public services through innovative digital platforms, and building secure, interoperable systems that safeguard public data while enhancing cybersecurity resilience. These efforts are vital to protecting government information and maintaining public trust.

SITA's evolving mandate involves transitioning into a fully-fledged SDSA, enabling it to leverage technology to enhance service delivery and improve overall government efficiency. This includes supporting innovation, localising ICT solutions, and ensuring alignment with broader national strategies such as the NDP 2030 and the 4IR Strategy. Through these efforts, SITA aims to drive socio-economic development and enable South Africa to achieve its long-term development objectives.

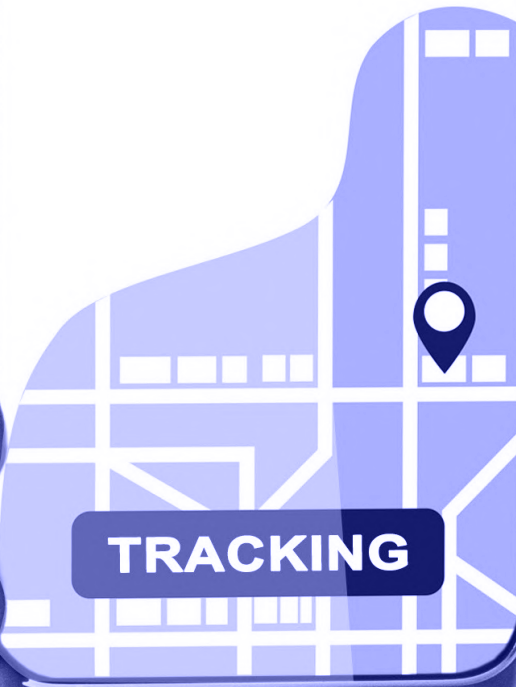
4. Relevant court rulings

Currently, there are no specific court rulings that have a significant, ongoing impact on the operations or service delivery obligations of SITA.

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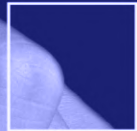


TRACKING

CUSTOMER SATISFACTION



EXCELLENT



NOT BAD



BAD

PART B: OUR STRATEGIC FOCUS



5. VISION

The vision of SITA is as follows: "To be a leading customer-centric digital services agency".

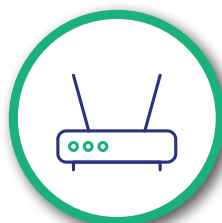
6. MISSION

The mission of SITA is as follows: "To render customer-driven digital products and services through cost-effective and secure digital capabilities and reliable partnerships".

7. VALUES

In a quest to achieve its mission and vision, SITA has adopted and seeks to promote the following values:

- (a) Customer centricity:** Exceed customer expectations by providing the best appropriate services and solutions.
- (b) Innovation:** Pursue innovation by demonstrating thought leadership and proactive behaviour regarding the use of ICT to enhance public service delivery.
- (c) Integrity:** Conduct our business with integrity at all times to inculcate a culture of honesty, respect and accountability among all our employees.
- (d) Agility:** Be adaptive and responsive in an evolving environment to maintain relevance and competitive advantage.
- (e) Collaboration:** Cooperate with and support each other in pursuit of our shared goals to achieve synergies and greater productivity.
- (f) Empathy:** Understand and support each other in our different perspectives.



8. Situational analysis

8.1 External environment analysis

8.1.1 Global and continental digital priorities and indicators

8.1.1.1 African Union Strategy

There is a congruence between the vision and aims of this policy document and the strategic approach that SITA intends to pursue. The primary objective of the strategy is to promote the integration of an inclusive digital society and economy in Africa. This will result in an improvement of the standard of living for Africans, the consolidation of existing economic sector, the facilitation of diversification and development, and a guarantee of continental ownership. Furthermore, Africa will be well-positioned as a producer rather than a consumer. Africa's long-term aim of peace, prosperity and sustainable development is aligned with the method that is being followed.

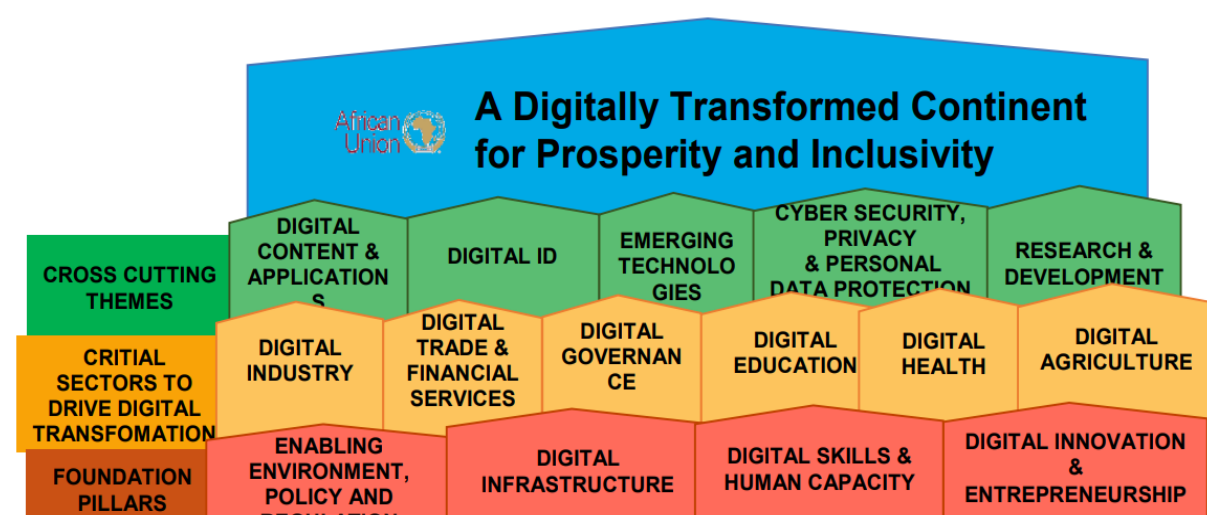


Figure 3 – Digital Transformation Strategy for Africa

Similar to SITA's initiative to establish a unified business platform, the strategy aims to fortify the African Continental Free Trade Area (AfCFTA) through improved commerce, industrialisation and infrastructure development. The African Union Strategy aims to enhance Africa's economy, integration, and stability through the following core priorities:

- (a) **Digital infrastructure development:** Build a robust and inclusive digital infrastructure across the continent, ensuring that all African countries have access to high-speed broadband, reliable telecommunications networks, and modern IT facilities.
- (b) **E-governance and digital services:** Promote e-governance and the use of digital platforms to enhance transparency, efficiency and service delivery in public administration.
- (c) **Cybersecurity and data protection:** Strengthen cybersecurity frameworks and promote data protection across the continent to safeguard digital infrastructure and protect citizens' privacy.
- (d) **Innovation and technology hubs:** Establish innovation hubs, tech parks and centres of excellence to promote research and development (R&D) in technology, encourage entrepreneurship and support start-ups.
- (e) **Digital skills development:** Invest in digital literacy and skills training for African citizens, particularly for youth and women, to enable their full participation in the digital economy.
- (f) **E-commerce and digital economy:** Promote e-commerce, digital financial services and the broader digital economy to drive economic growth, create jobs and reduce poverty.

- (g) **Smart and sustainable cities:** Develop smart cities that leverage technology for efficient urban planning, resource management and sustainable development.
- (h) **Regional integration and ICT connectivity:** Enhance regional integration through ICT connectivity, enabling seamless cross-border communications, trade and cooperation.
- (i) **Digital inclusion:** Ensure that marginalised and underserved communities, including rural areas, have access to digital tools and services.
- (j) **Digital identity and e-passport:** Implement digital identity systems and the African e-passport to facilitate easier movement of people across borders and access to services.

8.1.1.2 UN Developmental Goals Investment Framework

The figure below showcases the 17 United Nations sustainable development goals (SDGs), a global framework designed to address pressing challenges such as poverty, inequality, climate change and environmental sustainability by 2030. These goals are integral to fostering inclusive economic growth, social equity and environmental protection worldwide.



Figure 4 – UN developmental goals

SITA, as a government technology enabler, can drive digital transformation that supports these goals. By modernising ICT infrastructure and promoting innovations like e-government platforms, SITA can help reduce inequalities (goal 10), support industry and innovation (goal 9), improve education and healthcare delivery (goals 3 and 4), and promote sustainable cities and communities (goal 11). Furthermore, SITA's role in ensuring secure, inclusive and efficient IT solutions can help drive progress toward peace, justice and strong institutions (goal 16) while contributing to responsible consumption and sustainable development (goals 12 and 13).

8.1.2 South Africa's digital priorities and indicators

South Africa's digital priorities correspond with its objectives for economic growth, social inclusion and technical progress as delineated in national frameworks such as the NDP 2030 and the 4IR plans. These initiatives seek to expedite the nation's digital transformation and guarantee that digital technologies are utilised for equitable development.

The following are some of the most important fundamental digital priorities on the agenda for digital transformation:

- (a) The entrepreneurial state (and its institutions and entities) as a catalyst for rapid and equitable growth in the digital economy;
- (b) Creating an optimal infrastructure for a burgeoning and inclusive digital economy;
- (c) Enhancing the security capacity of the physical network infrastructure and strengthening cybersecurity capabilities to promote individual trust;
- (d) Supporting the manufacturing sector through a state-led research agenda that is focused on advanced manufacturing and new materials;
- (e) Building a globally competitive, inclusive and shared digital economy by purposefully including the marginalised;
- (f) Digitally empowering and connecting cities and towns to be the engines of equitable economic growth and development;
- (g) Promoting digital inclusion by dismantling structural barriers to connecting, using initiatives driven by multiple stakeholders;
- (h) Ensuring that all South Africans have the necessary skills to create and participate in the digital economy; and
- (i) Improving the quality, cost-efficiency and reach of public services through a digital government.

8.1.3 SITA's strategic alignment with national policies

8.1.3.1 Alignment to Medium Term Development Plan

SITA's strategic initiatives are fully integrated with national priorities, contributing to a secure, efficient, and citizen-centric digital government. The figure below illustrates the alignment between South Africa's National Development Plan (NDP) goals, the Medium-Term Development Plan (MTDP) strategic priorities, DCDT priorities and SITA's strategic initiatives. The NDP's focus areas, namely; eradicating poverty, reducing inequality, building social cohesion, reducing unemployment, and driving economic growth are directly mapped to MTDP's three strategic priorities: Inclusive Growth and Job Creation, Reducing Poverty and Tackling the High Cost of Living, and Building a Capable, Ethical, and Developmental State.

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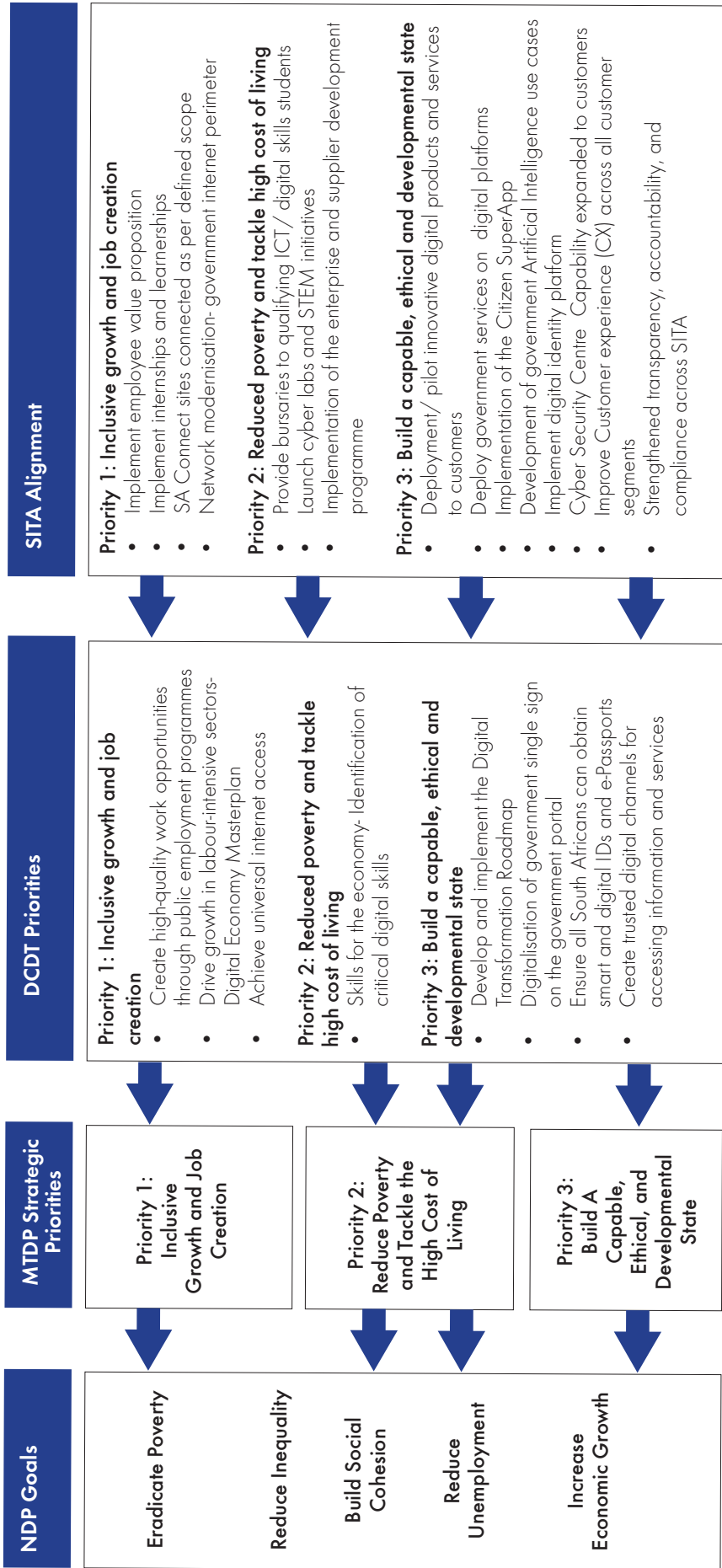


Figure 5 – Mapping of the NDP goals, MTDP strategic priorities, DCDT priorities and SITA alignment

SITA’s strategic initiatives are deliberately structured to support and implement these national priorities. Under Priority 1, SITA contributes by driving job creation through internships, learnerships, and modernizing digital infrastructure like SA Connect and network perimeter services. For Priority 2, SITA focuses on reducing poverty by offering ICT bursaries, launching digital skills initiatives, and advancing enterprise development. Under Priority 3, SITA emphasizes strengthening digital governance by deploying innovative digital solutions, supporting AI and digital identity initiatives, expanding cybersecurity services, and improving customer experience while enhancing compliance and accountability mechanisms.

Through this alignment, SITA ensures its programs directly contribute to broader government socio-economic objectives, positioning itself as a key enabler of South Africa’s digital transformation and development agenda

8.1.3.2 Alignment to Interdepartmental Working Group

SITA plays a pivotal role in advancing South Africa’s national digital transformation agenda by aligning its strategic objectives with key national policies, frameworks, and developmental goals. This alignment ensures that SITA remains a central driver of digital innovation, improved public service delivery, and inclusive socio-economic development. The Interdepartmental Working Group (IDWG) Roadmap for the Digital Transformation of Government is still in draft form and has not yet been finalised. Currently, funding has not been confirmed, and the priority list of services is still being determined.

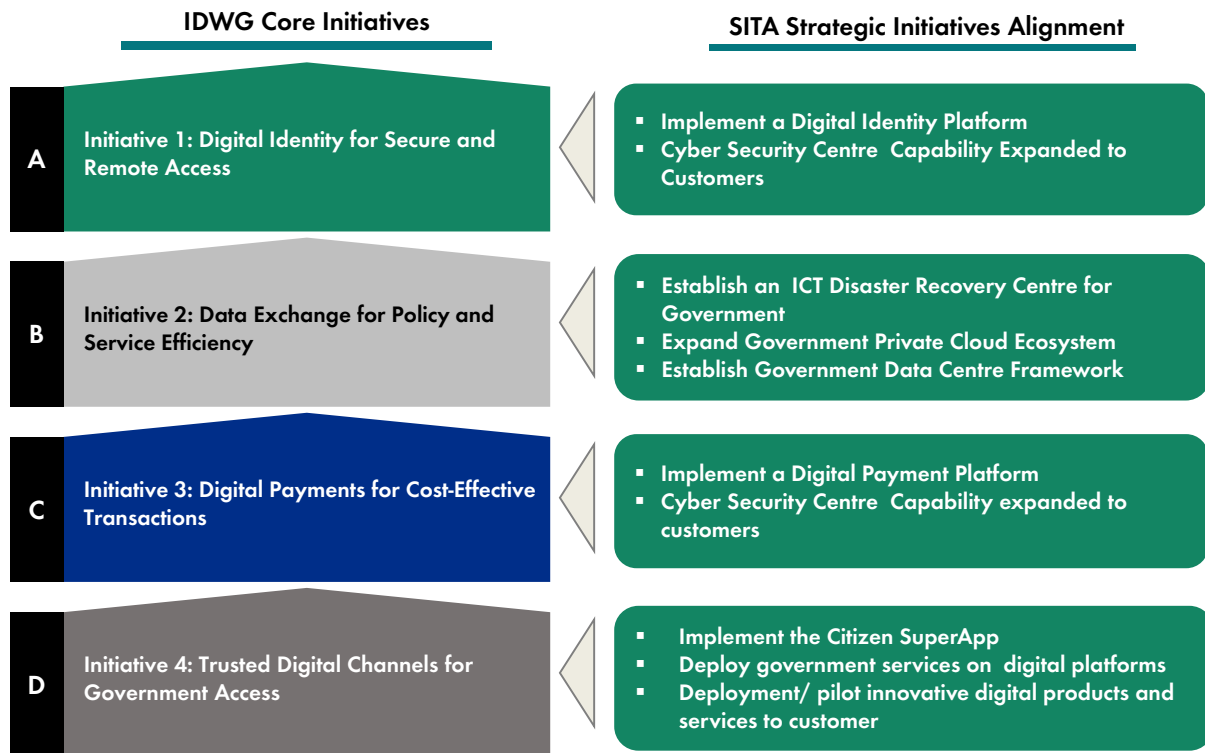


Figure 6: Alignment between SITA Strategic Initiatives and IDWG Core Initiatives

The above figure demonstrates the alignment between the IDWG (Inter-Departmental Working Group) Core Initiatives and SITA’s Strategic Initiatives. These alignments ensure that SITA’s digital transformation efforts directly support the government’s broader objectives for secure, efficient, and trusted digital services.

Initiative 1: Digital Identity for Secure and Remote Access

SITA will support this through the implementation of a Digital Identity Platform, enabling secure authentication and access to government services. Furthermore, the Cyber Security Centre (CSC) capability will be expanded to customers, ensuring robust protection of digital identities.

Initiative 2: Data Exchange for Policy and Service Efficiency

To facilitate efficient data exchange, SITA will establish an ICT Disaster Recovery Centre, expanding the Government Private Cloud Ecosystem and creating a Government Data Centre Framework. These initiatives ensure reliable, secure, and scalable infrastructure for seamless data sharing across government entities.

Initiative 3: Digital Payments for Cost-Effective Transactions

SITA will align with this initiative by implementing a Digital Payment Platform to streamline government transactions. The Cyber Security Centre capability will also be expanded to ensure the security and integrity of payment systems.

Initiative 4: Trusted Digital Channels for Government Access

SITA advances this through the implementation of the Citizen SuperApp, deployment of government services on digital platforms and piloting innovative digital products. These initiatives will enhance service accessibility, foster trust and improve the overall citizen experience.

8.1.3.3 Alignment to National Citizen-Centric Digital Government Strategy 2025–2030

SITA’s envisioned impact is aligned to the goals and objectives of the GITOC National Citizen-Centric Digital Government Strategy 2025 – 2030. This strategy adopts a whole-of-government approach and whole-of-society approach to digital transformation by including all spheres of government, citizens, business and civil society as depicted in the figure below. Through the modernization of government IT systems and a commitment to efficiency and accessibility, SITA supports the national agenda for inclusive development across all sectors. The agency’s strategy emphasizes the priority areas described below.

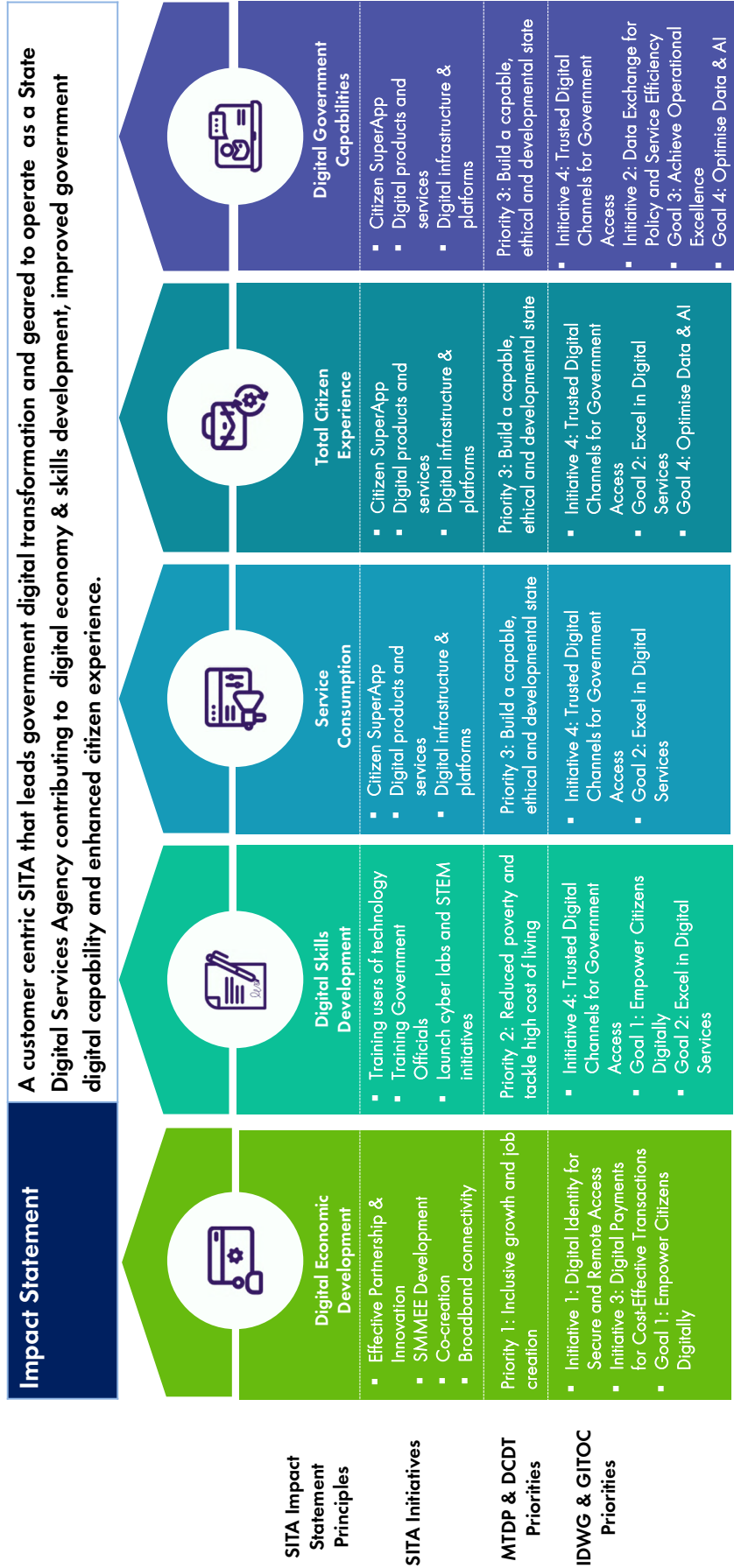


Figure 7 – Impact statement and strategic principles

(a) Digital infrastructure development

SITA remains a key player in the development and maintenance of South Africa's digital infrastructure, a foundational element for economic growth, inclusive development and public sector efficiency. By expanding broadband connectivity, deploying innovative digital platforms and modernising IT systems and applications, SITA ensures that the government operates on a robust and secure digital backbone. The agency continues to build scalable and secure digital platforms to expedite the transformation of public services, ultimately improving accessibility and operational efficiency across government departments.

(b) Efficient service delivery through technology

Modernising government systems and enhancing service delivery efficiency remain central to SITA's strategic focus. Through the deployment of advanced e-government platforms and innovative digital solutions, SITA has streamlined government operations, reduced service delivery delays and improved transparency. The agency has also made strides in achieving the deployment of digital transformation and platform ecosystems, enabling citizens to access government services seamlessly. Strategic partnerships with technology providers ensure the deployment of cutting-edge solutions, further enhancing the reach and impact of digital public services.

(c) Bridging the digital divide

Addressing the digital divide is a priority for SITA, with a strong focus on ensuring universal access to high-quality communication services, particularly in rural and underserved areas. The agency continues to prioritise digital equity by developing accessible online platforms, improving connectivity and implementing digital literacy initiatives. These efforts aim to empower marginalised communities, enabling their participation in the digital economy and ensuring that no citizen is left behind in South Africa's digital transformation journey.

(d) Digital skills development

SITA recognises that digital transformation requires a workforce equipped with the necessary skills to navigate a rapidly evolving technological landscape. To this end, SITA invests in comprehensive digital skills training programmes for its employees that aim to build competencies in emerging technologies, fostering a culture of innovation and adaptability aligned with the 4IR. This commitment supports the NDP's vision of a workforce capable of driving economic growth and technological advancement.

(e) Cybersecurity and data protection

In an era of increasing cyber threats and data breaches, SITA remains steadfast in its role as the custodian of digital government systems and data. The agency ensures compliance with national laws such as the Protection of Personal Information Act (POPIA) while strengthening cybersecurity frameworks to safeguard digital infrastructure and protect sensitive government data. By deploying advanced cybersecurity measures and promoting a culture of data protection, SITA fosters a resilient cybersecurity posture that safeguards government's digital services while strengthening stakeholder trust in an increasingly digital world.

(f) Innovation and economic growth

SITA actively fosters innovation as a driver of economic growth and improved competitiveness, and is positioned to harness the power of a variety of technologies. Through the adoption of emerging technologies, including Artificial Intelligence (AI), big data, Internet of Things (IoT), and cloud computing, the agency empowers government departments and state-owned entities to optimise decision-making processes, enhance productivity and deliver smarter services. Public-private partnerships are leveraged to create collaborative ecosystems that promote knowledge transfer, co-create innovative solutions and accelerate South Africa's digital transformation agenda.

(g) Sustainable development and green IT

SITA is committed to promoting environmentally sustainable ICT practices across government operations. By increasingly adopting energy-efficient technologies, reducing data centre energy consumption, utilising environmentally friendly hardware

and shifting away from paper-based processes, the agency aligns with national goals for sustainable development. These efforts not only reduce its environmental impact but also contribute to long-term operational cost savings and resource efficiency.

(h) Intergovernmental collaboration

SITA plays a critical role in fostering collaboration across national, provincial and local government departments. By promoting interoperable IT systems and facilitating seamless integration, the agency enhances the effectiveness and coherence of public service delivery. Additionally, strategic partnerships with private sector stakeholders strengthen the ICT ecosystem, enabling scalable and innovative solutions to address complex government challenges.

(i) Alignment with Medium-Term Development Plan (MTDP)

SITA aligns its digital transformation agenda with the priorities set out in the MTDP. This includes focusing on sustainable economic development, enhancing accessibility to public services and expanding digital infrastructure. Through the modernisation of government IT systems and a commitment to efficiency and accessibility, SITA supports the national agenda for inclusive development across all sectors.

(j) Data and Cloud Policy

SITA supports the implementation of the Data and Cloud Policy by building secure cloud infrastructure, managing data platforms and ensuring compliance with regulatory standards. By integrating security from the outset, SITA embraces the 'security by design' philosophy which mitigates vulnerabilities before they become exploitable. These efforts enhance public sector efficiency, data security and innovation, enabling government departments to leverage cloud technologies for improved service delivery and data-driven decision-making.

(k) National Integrated ICT Policy White Paper

Guided by the National Integrated ICT Policy White Paper, SITA focuses on expanding digital services to underserved communities and promoting digital inclusion. Through public-private partnerships and scalable digital solutions, the agency ensures that ICT services are equitably distributed across urban and rural areas, bridging the digital divide and fostering national connectivity.

(l) ICT and Digital Economy Masterplan for South Africa

SITA contributes to the implementation of the ICT and Digital Economy Masterplan by advancing digital infrastructure, driving innovation and promoting digital skills development. SITA fosters the use of emerging technologies like AI, big data and the Internet of Things (IoT) to drive innovation, improve service delivery and boost productivity. SITA also promotes digital skills development to enhance economic outcomes.

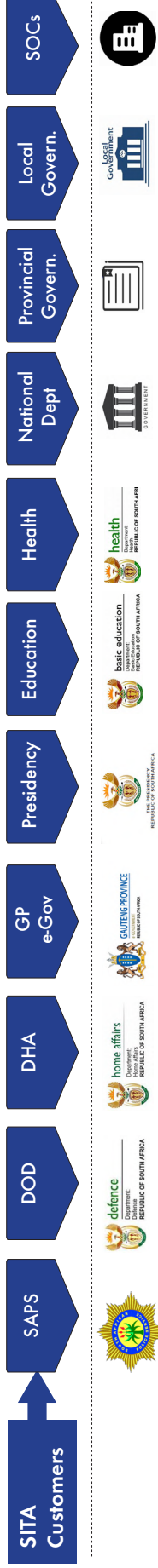
(m) National e-Government Strategy

SITA supports the implementation of the National e-Government Strategy by developing secure and user-friendly digital platforms that improve citizen access to government services. These platforms enhance transparency, reduce inefficiencies and streamline service delivery, ensuring that citizens can interact with government services efficiently and securely.

8.1.4 Voice of the customer

8.1.4.1 Customer segments

SITA is organising its customer segments based on government clusters, ensuring coherence with national development priorities and service delivery frameworks, as depicted in the figure below.



<p>RATIONALE FOR CUSTOMER SEGMENTATION:</p> <ul style="list-style-type: none"> Enhance service delivery By focusing on key clients such as SAPS, DHA, and DOD, SITA ensures that critical government functions like security and public services benefit from modern, secure, and integrated ICT solutions. Prioritize social impact Segments like Education and Health are prioritized for their direct influence on citizen well-being, ensuring equitable access to digital services that improve lives. Support economic growth Engagement with SOCs and economic clusters helps drive national development by modernizing ICT infrastructure in key sectors such as energy, transport, and communications. Improve coordination across government By segmenting customers based on government clusters and provincial ICT structures (GITOC), SITA ensures efficient, interoperable systems that serve national, provincial, and local governments. 	<p>THE BENEFITS OF CUSTOMER SEGMENTATION INCLUDE:</p> <ul style="list-style-type: none"> (a) better alignment with government objectives and the NDP, (b) enhanced service delivery to top-tier customers, ensuring the most critical areas of government are well-supported, (c) increased social impact, especially through customers in the education and health sectors, to ensure SITA's ICT services support equitable access to essential services for all citizens, and (d) effective coordination across all layers of government, ensuring ICT systems are integrated, secure and capable of supporting government-wide service delivery.
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Figure 8 – Customer segments

SITA's customers fall into several key cluster segments, each representing a significant part of government services, namely:

(a) Social Protection, Community and Human Development

For this segment, the focus falls on customers in the education and healthcare sectors. These sectors carry the highest social impact, as they deliver essential services that affect the most vulnerable sections of society.

(b) Justice, Crime Prevention and Security

Key customers include the South African Police Service (SAPS) and the Department of Defence (DOD), which are critical for maintaining national security and safety. These entities require robust, secure and integrated ICT systems to enhance their service delivery.

(c) Economic Sectors, Investment, Employment and Infrastructure Development

This segment includes customers that drive national economic growth, focusing on infrastructure, investment and employment creation. SITA's services to these sectors support initiatives related to digital transformation in government service delivery.

(d) Governance, State Capacity and Institutional Development

The Presidency, Parliament and Provincial Government form part of a governance structure segment that needs to be supported through improved digital services that enhance decision-making, transparency and governance.

(e) International Cooperation, Trade and Security

Facilitating cross-border cooperation and digital services that support South Africa's international obligations and trade facilitation.

In addition to the government cluster-based segmentation, SITA further refines its customer segmentation into the following primary categories, based on revenue and social impact:

(a) Top five customers

These customers are prioritised due to their significant revenue generation for SITA. This includes the SAPS, the Department of Home Affairs (DHA), the DOD, Gauteng Province e-Gov and the Presidency. These entities require highly customised ICT solutions, including cloud services and the modernisation of infrastructure, and cybersecurity, due to the size and complexity of their operations.

(b) High-social-impact customers (Education and Health)

Education and Health are designated as high-social-impact sectors due to their direct influence on the quality of life of millions of citizens. The shift toward digital education platforms, telehealth, and other digital initiatives in these sectors is central to improving access to services and bridging the digital divide.

Furthermore, the Government Information Technology Officers' Council (GITOC) represents provincial government ICT structures, ensuring alignment and consistency across all levels of government service delivery. GITOC is a critical customer segment for ensuring the interoperability of ICT systems across national, provincial and local government entities.

SITA's engagement with SOCs extends its support to key sectors such as energy, transport, and communications, ensuring that these critical industries benefit from modernised ICT infrastructure, secure systems and reliable digital platforms. These companies play a vital role in supporting the government's overall socio-economic objectives, and SITA's services help enhance their operational efficiency and service delivery.

8.1.5 Technology trends

The technology trends shaping SITA’s Strategic Plan 2030, as outlined by Gartner, include AI-driven decision intelligence, digital platform agility, adaptive security and data management, all of which are crucial for public sector transformation as outlined in the figure below.

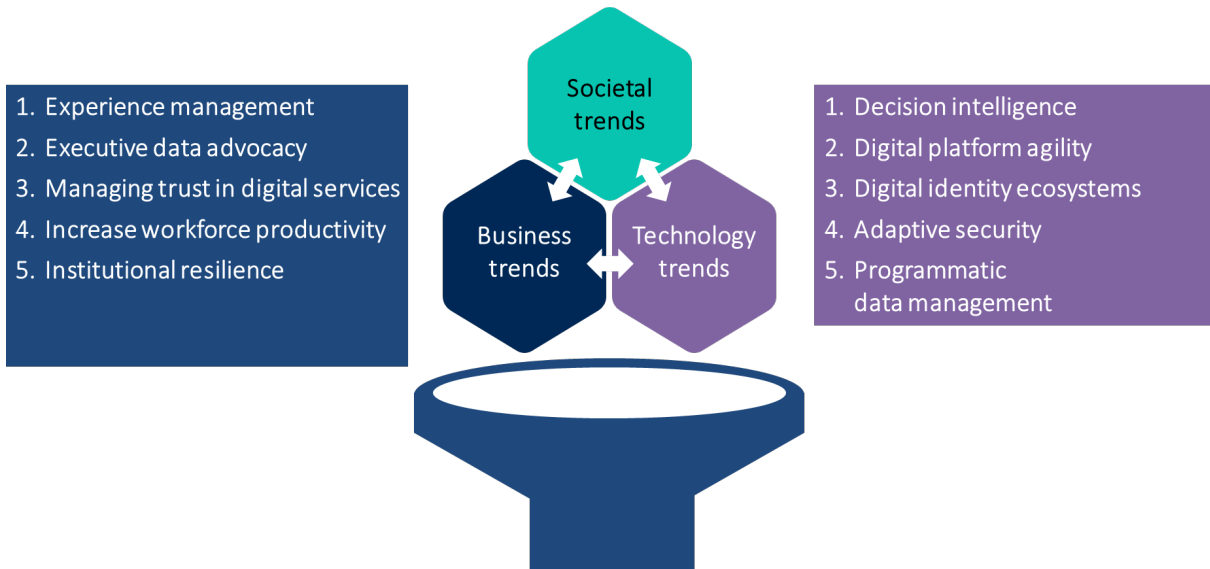


Figure 9 – Business and technology trends

The top technology trends for government for 2024 and what they mean for SITA are summarised below:

- (a) AI for decision intelligence:** AI will play a crucial role in improving administrative and operational decision-making, which aligns with SITA’s mission to optimise government processes and deliver efficient digital services. By 2026, over 70% of government agencies are expected to use AI, which supports SITA’s goal of becoming a leading digital services agency.
- (b) Digital platform agility:** Governments are increasingly adopting digital platforms to enhance service delivery, streamline operations and provide scalable, flexible solutions. SITA’s strategy to lead the digital transformation of government aligns with this trend, emphasising modernisation and the use of hyperscale cloud services.
- (c) Adaptive security:** The rise of adaptive security solutions is essential for managing cybersecurity risks as governments continue to digitise their services. SITA’s role in providing secure IT solutions to the public sector is reinforced by this trend, ensuring the protection of government data and infrastructure.
- (d) Data management and trust:** Managing trust in digital services and promoting responsible data use are critical to maintaining citizen confidence. As SITA continues to drive e-government initiatives, prioritising data protection and compliance will be essential for achieving its future state of secure and efficient service delivery.
- (e) Workforce productivity:** The integration of AI and other emerging technologies to enhance productivity aligns with SITA’s focus on building digital capabilities and supporting government departments in leveraging modern technology for better outcomes.

These trends position SITA to not only meet its current mandate but also transform into a digital services leader by 2030, enhancing the efficiency, security and overall quality of public sector IT services.

8.1.6 Competitive analysis

The figure below depicts a summary of key competitive forces impacting SITA's strategic stance and should be considered to enable the realisation of SITA's strategic direction.

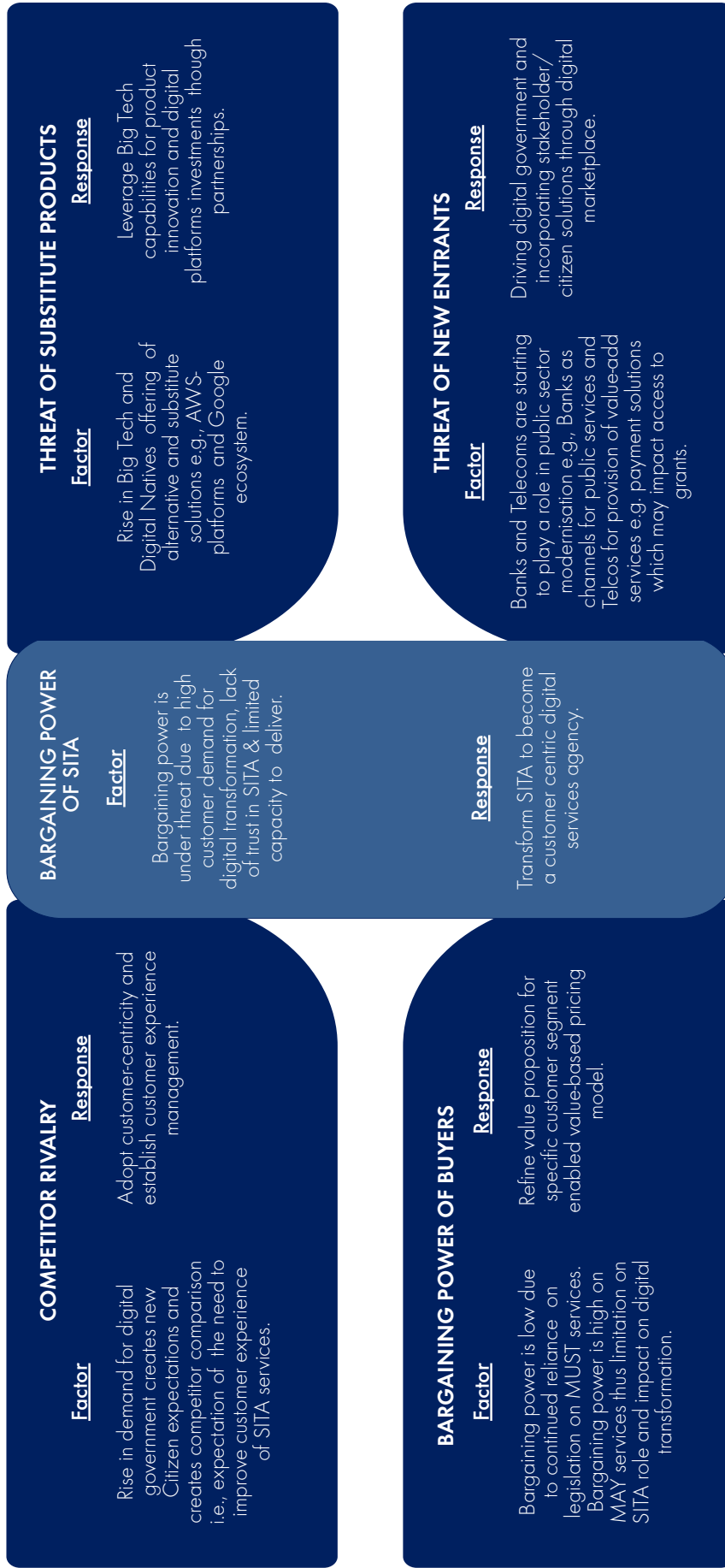


Figure 10 – Porter's competitive analysis

8.1.7 PESTLE analysis

The figure below depicts a summary of key external factors that should be considered for SITA’s strategic positioning.

	Factors	Response
Political	<ul style="list-style-type: none"> Renewed sense of focus and urgency to digitise Trade disruptions: Geopolitical tensions may lead to trade barriers, tariffs which could disadvantage SITA. Technologies and solutions, affecting SITA’s selected technology stack and ability to deliver innovative services. 	<ul style="list-style-type: none"> Reposition SITA to make visible socio-economic impact through digital government transformation. SITA to conduct review of existing contracts with OEMs, with emphasis on clauses related to force majeure, sanctions, and export controls. SITA to accelerate and create platforms for SMMEs to showcase solutions, foster innovation via Innovation Centres, and strengthen partnerships for SMME growth and collaborative solution development.
Economical	<ul style="list-style-type: none"> Drive to enable and respond to digital economic environment. Rising national debt - Deepening government debt risks austerity measures and may decrease in Government spending, which may negatively impact digital transformation and reduce opportunities for investment and innovation with adverse impact on SITA revenue. High unemployment rates - as of the third quarter of 2024 unemployment rate was 32.1%. 	<ul style="list-style-type: none"> Implement digital platforms and marketplace. Proactively manage finances, adjust budgets, and cut costs. Explore new revenue streams and partnerships to maintain operations. Improved provision of ICT bursaries, learnerships and IT skills training programs for unemployed youth, including partnerships with educational institutions, OEMs and industry to provide free online courses. Engage unemployed youth in experiential learning programmes and Hackathons to contribute to building a skilled workforce.
Social	<ul style="list-style-type: none"> Focus on development of digital skills, job creation and SMME empowerment. The rapidly escalating crime rate and violence necessitate SITA to examine opportunities for justice cluster system integration, digitization of processes to promote effective records management through a unified view of all relevant information. Changing lifestyles and consumer preferences can create opportunities or challenges. 	<ul style="list-style-type: none"> Drive digital skills development and ESD programmes to enhance digital capabilities Continue to accelerate the automation and digitization of services, migrating government transactions to user-friendly digital platforms. Focus on cost-effective solutions and adapt to changing consumer habits by prioritizing essential services and exploring innovative, budget-friendly technologies and Zero-rated Apps.
Technological	<ul style="list-style-type: none"> AI technologies are becoming more sophisticated and readily available. Rising Cyber-attack , data breaches lead to disrupted services, operations, damaged brand, business disruption, loss of revenue. Potential for more AI cyber-attacks and state-actors due to geo-political factors. Increased use of advanced technologies by government departments as government departments become more digital, requests for system integration and data sharing will rise. Integrating government apps and systems will promote efficient service delivery and single-platform management of both physical and digital data. 	<ul style="list-style-type: none"> Elevate RDI to drive product innovation, development and commercialisation across SITA customers. Accelerate the provisioning of customers provided with Cyber Security Centre (CSC) Capability Create data interoperability solutions, utilise modern technologies for public services and enhance partnerships to improve service delivery. SITA to continue and finalise the single view of a record project and expand to other government services.

	Factors	Response
Environmental	<ul style="list-style-type: none"> Increased awareness and commitment to environmental impact. Ensure responsible e-waste to ensure a long-term digital transformation. Water shortages lead to disruptions like office shutdowns, while water quality and flooding threaten infrastructure and projects. Limited energy supply leads to High costs associated with backup generators impact funds for infrastructure and increase emissions. 	<ul style="list-style-type: none"> Implement e-waste recycling, partner with disposal experts, support green. IT purchases and train staff on e-waste management. Continue to implement digital services and products such as leak detection, smart metering, conservation and recycling technologies. Invest in solar panels, energy-efficient equipment, and review energy use for optimisation aligned with green business practices.
Legal	<ul style="list-style-type: none"> Increased concerns about cybersecurity, privacy and data sovereignty. Cabinet approves submission of draft Public Procurement Bill to Parliament repealing PPPFA of 2000 (Act 5 of 200). Potential decreased non-mandatory ICT services and decrease in service revenues. The national cloud and data policy aim to boost state service delivery, enhance policy with data analytics and ensure data sovereignty. 	<ul style="list-style-type: none"> Enhance and embed information & cybersecurity capabilities within all SITA processes, products and services. Ensure procurement activities remain transparent and fair (aligned to Bill). Through ESD and R & I strategies contribute to socio-economic development and transformation. Identify alternative revenue streams to compensate for reduced non-mandatory service. Expand market share in cloud and digital tech, aligning with government goals.

Figure 11 – PESTLE analysis

8.1.8 Internal environment analysis

8.1.8.1 Internal challenges

Throughout the years, SITA has encountered several operational inefficiencies that have hindered its capacity to fulfil its goal. These challenges are multifaceted, including numerous aspects. The figure below delineates both internal and external unique challenges. SITA has not only documented these issues but has also contemplated the desired future, ideally encompassing the successful execution of the strategic plan 2025/30, and is enacting mitigating steps that will reinforce its standing in 2030. The intended outcome focusses on improved customer centricity, ensuring that SITA customers' service needs are consistently delivered. This strategic initiative will ensure customer retention, recruit new customers, and enhance business development procedures, resulting in elevated customer satisfaction levels.

Moreover, to solve the challenges confronting SITA, the agency aims to thoroughly examine opportunities for partnership with the premier service providers in the industry in order to provide novel ICT solutions, development, and implementation. This program is somewhat closely connected to the market position and perception, wherein SITA has made the decision to effectively communicate the value proposition in order to regain the trust and loyalty of its customers. The SITA partnership model focuses on creating mutually beneficial relationships that drive innovation and revenue growth.

Against this backlog, SITA will persist in conducting market research to remain informed about the latest digital business transformations trends, hence fostering collaborative efforts. This plan is poised to enhance SITA's digital culture. Furthermore, SITA aims to establish itself as the preferred service provider of digital government services, while prioritising improving the quality of services for all its customers.

SITA continues to modernise its digital infrastructure to ensure it is secure, scalable and meets the digital needs of customers. This will help SITA greatly improve its financial standing in various manners, and it will enhance it significantly. There is going to be an entire makeover of SITA's operational flexibility to work around restrictions brought about by our current cost model and tariff structures, to foster agility, accuracy and fair pricing. The figure below outlines SITA's internal challenges that necessitate focused attention to facilitate the effective implementation of the plan and achieve the targeted desired state.

1

Customer-Centric Transformation

- SITA faces challenges in the customisation of services and service delivery to meet diverse customer needs – which has led to a lack of trust and reliance on the agency.
- There is also a need for robust market intelligence and improved visibility into customer pipelines to enhance responsiveness and retention.
- Misalignment between customer expectations and pricing structures challenge value.

2

Market Positioning & Perception

- Historical perceptions of SITA as inefficient and non-responsive challenge its ability to establish itself as a leader and trusted partner in digital transformation.
- There is a pressing need to communicate the value proposition effectively and rebuild loyalty and confidence in the agency.

3

Operational Agility & Transformation

- The agency struggles with slow responsiveness due to rigid (in some instances, legacy) processes which limit the ability to adapt or respond to customer needs and deliver relevant and timely services.
- Leadership instability further creates greater uncertainty and has limited the execution of strategic initiatives.

4

Digital Infrastructure Enablement

- There is limited agility in adopting innovative and responsive digital solutions to improve public sector performance.
- There is a need to establish secure and scalable infrastructure that supports efficient government operations and contributes towards the modernisation of digital services and/or platforms.

5

Innovation & Partnerships

- There is inadequate funding and procurement flexibility to be able to support innovation and modernisation – which restrict SITA's ability to lead in digital services and transformation.
- The agency will need to leverage and collaborate with industry partners to co-create solutions and scale capabilities, in order to meet client needs effectively.

6

Sustainable Financial & Operating Models

- The existing funding model and tariff structures limit SITA's operational flexibility – with a need for revision to reflect the true cost of service delivery.
- Dependency on current financial mechanisms (which may be outdated) constrains SITA's ability to invest in growth and agility. There is a need to engage the relevant stakeholders to allow for borrowing and better financial management.

Figure 12 – Challenges facing SITA

8.1.8.2 SWOT analysis

The SWOT analysis provides a concise overview of SITA's internal strengths and weaknesses, as well as the external opportunities and threats it faces. It highlights key factors influencing the agency's ability to deliver on its mandate and drive South Africa's digital transformation agenda. By leveraging its strengths, addressing weaknesses, capitalising on opportunities, and mitigating threats, SITA aims to enhance public service delivery, foster innovation and strengthen its role as a strategic enabler of government ICT initiatives.

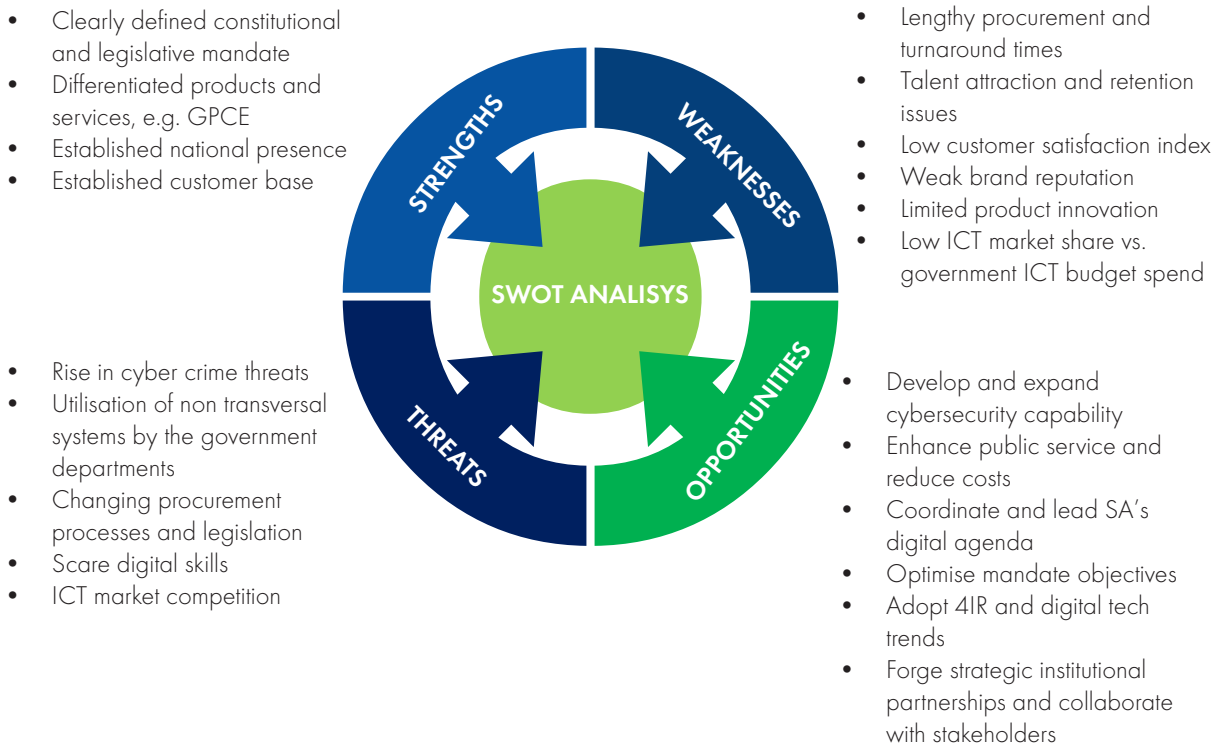


Figure 13 – SWOT

In light of the accelerated technological advancements within this era of extensive digitisation and in alignment with the current situational analysis, SITA is still pursuing a customer-centric strategic approach to fulfil its objective of providing an effective public service. These objectives include prioritising the modernisation of government services, enhancing performance efficiency, and enhancing the digital experience for citizens. Critical to this is reverting to fundamental principles in order to provide value to government departments and promptly ensuring the implementation of all service enhancement strategies.

SITA's inefficiencies frequently originate from outdated government systems, bureaucratic challenges, insufficient digital infrastructure, and sluggish acceptance of emerging technology. Confronting these problems is essential for SITA to successfully meet the requirements of a digital, rapid environment and to conform to the government's objectives of enhancing service delivery and governance.

8.1.9 Organisational structure

A well-balanced workload for both national and provincial customers is achieved through SITA's macro-organisational structure. Executives have the ability to specialise in various technology domains, enabling SITA to address significant challenges pertaining to provincial customer management. Moreover, SITA's executives, together with different tiers of management, are able to deliver the required level of service using the best technology.

In light of the accelerated technological advancements within this era of extensive digitisation and in alignment with the current situational analysis, SITA is still pursuing a customer-centric strategic approach to fulfil its objective of providing an effective public service. This objective includes prioritising the modernisation of government services, enhancing performance efficiency, and enhancing the digital experience for people. Critical to this is reverting to fundamental principles in order to provide value to government departments, and promptly ensuring the implementation of all service enhancement strategies.

The macro-organisational structure is aligned to the current operating model and covers the end-to-end service delivery value chain to enable the strategic direction and mandate of SITA. The macro-organisational structure is depicted below.

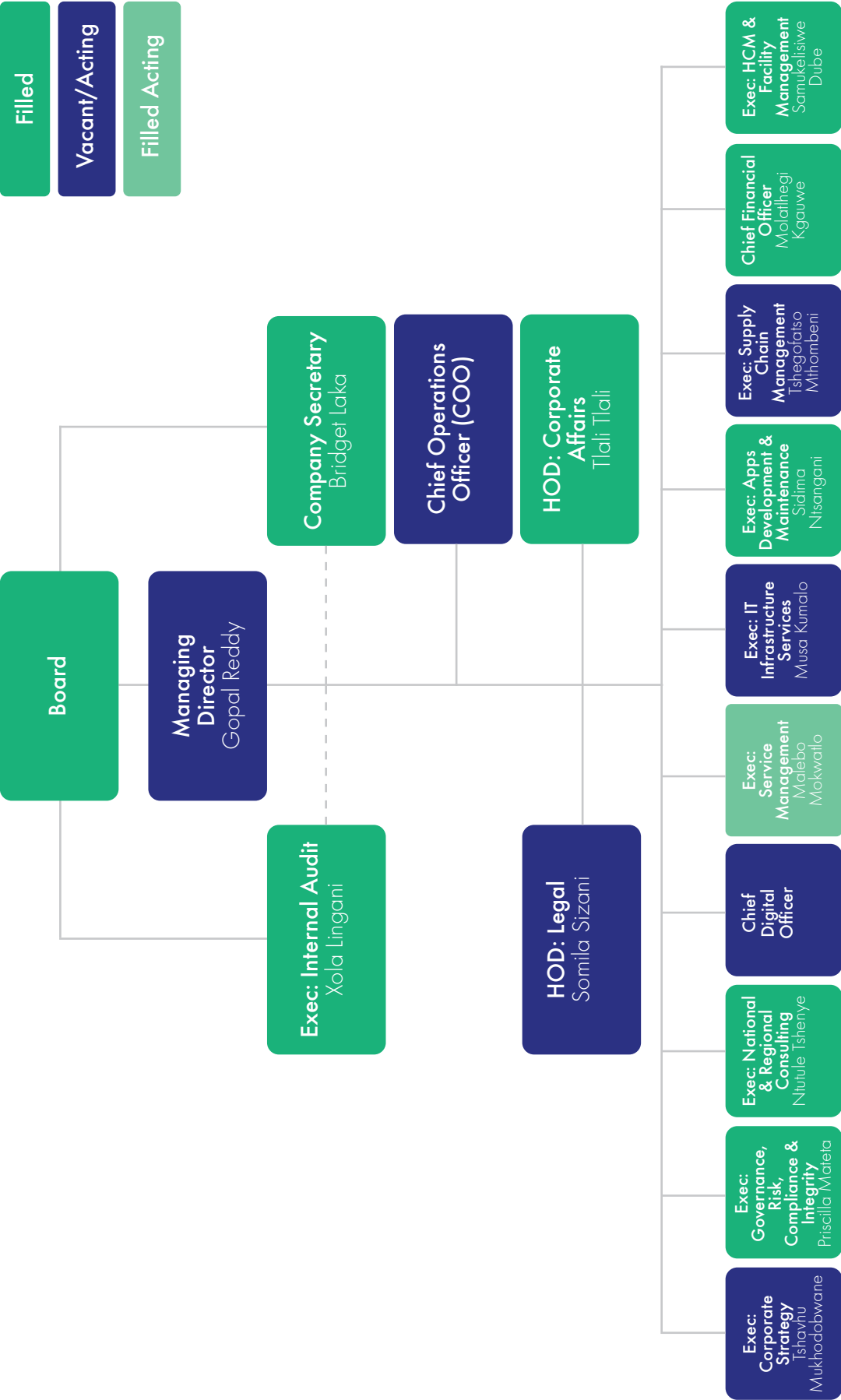


Figure 14 – SITA’s macro-organisational structure

8.2 Strategic response

SITA plays a critical role in supporting South Africa's government's digital transformation. As the country's central IT provider for the public sector, SITA's services are vital for the implementation of government policies and initiatives, enabling the smooth running of the country's public service operations. However, recent years have seen a shift in the landscape, as SITA faces increasing pressure from both internal and external challenges.

SITA's traditional role has centred around offering IT infrastructure, services, and solutions for the public sector, but as the digital transformation journey accelerates, the organisation finds itself needing to evolve its offerings and improve its operational capabilities to maintain its relevance in the market. This transformation requires not only technological upgrades but also a deep-rooted shift in leadership, organisational culture, customer engagement, and financial sustainability.

The challenges have been compounded by the rapid advancements in digital technologies, which have made SITA's traditional models of operation increasingly diminishing in effectiveness. These changes are amplified by external pressures from both the private sector, which has grown increasingly competitive in the digital space, and by the rising expectations from government departments, who demand faster, more efficient, and innovative IT solutions.

At the same time, SITA's internal operational structure has been affected by governance issues, leadership instability, and an organisational culture that, at times, has been seen as disconnected from the realities of the market and customer needs. The culmination of these challenges has led to an imperative need for the organisation to refocus its strategy, realign with governmental objectives, and position itself as a leader in the digital space.

8.2.1 SITA's strategic choices

SITA recognizes the urgency to enhance its capabilities and drive meaningful change in the government's digital agenda. To achieve this, SITA must align with internal and external drivers of change, which emphasize the need for a transformative digital government and a sustainable digital economy.

SITA's strategic direction involves evolving its business model and optimizing operations. This refinement will integrate elements from multiple approaches, rather than a drastic overhaul. Four potential business models have been considered to inform SITA's strategic position, as illustrated below.

- (a) **Scenario 1 – SITA as an ICT thought leader:** This scenario positions SITA as a predominantly research-focused organisation and limits its contribution to the delivery of digitally enabling services across government.
- (b) **Scenario 2 – SITA as ICT service broker:** This scenario is similar to the current SITA delivery model, with a focus on integrating services across SITA customers. This scenario limits SITA's delivery of digital products.
- (c) **Scenario 3 – SITA as a platform business:** In this scenario, SITA is geared to become a digital platform, providing platform-as-a-service capabilities and streamlining a demand-and-supply marketplace. This scenario lacks a focus on driving a digital experience across digital government channels.
- (d) **Scenario 4 – SITA as a digital services agency:** This scenario is the ideal scenario for SITA as it gears the organisation to become a digital services company focused on digital product development and a total-service experience for customers and citizens. In this scenario, SITA will drive digital government transformation across all government functions and clusters.

SCENARIO 1: SITA AS A ICT THOUGHT LEADER	SCENARIO 2: SITA AS A ICT SERVICE BROKER	SCENARIO 3: SITA AS A PLATFORM BUSINESS	SCENARIO 4: SITA AS A DIGITAL SERVICES AGENCY
Digital Transformation Thought Leadership	Multi-Source Service Integration	SITA Digital Platform & Marketplace	SITA Digital Products & Services
Definitions			
Influencing and driving digital government enablement research, development, advisory and innovation e.g. CSIR, ICASA for DG, Gartner	Streamlined Service Composition, Integration and Management e.g. Systems Integrator like BCX	Providing Digital Government Platform and Tools to enable partner product development and SITA Marketplace e.g. AWS, MS Azure	Building Digital Government Ecosystem and Provision of service or digital items through digitally enabled platforms and channels e.g. Uber, Meta Model, Amazon
Description			
<ul style="list-style-type: none"> Focus on R&D, Product Development, Certification Provide Research Insight, Digital Government Practices Drive Digital Government Architecture 	<ul style="list-style-type: none"> More of the current SITA model Prime Integrator and Contractor for All ICT Services Focus on Services Integration and Management (SM++) Drive Economies of Scale 	<ul style="list-style-type: none"> Enabling platform economy Elevated focus on the Marketplace Business Adopt PaaS model Enable multi-sided business model (demand and supply facilitation) 	<ul style="list-style-type: none"> Becoming full digital enterprise/ business Digital Product Management Leveraging digital platforms and infrastructure to provide digital products e.g. AI Apps, IoT Solutions
Pros & Cons			
<ul style="list-style-type: none"> Focus on influence over product delivery Overreliance on Partners & ESPs for Mainstream Solution Delivery Limited control on Customer Experience 	<ul style="list-style-type: none"> Multiple Supplier Management Full control of service fulfilment (pull model) Overreliance on Partners & ESPs for solution implementation and support Opportunity for ICT cost optimisation 	<ul style="list-style-type: none"> Responsible for demand and supply integration Focus on platform enablement over Citizen experience Full reliance on partners for digital channels and solutions 	<ul style="list-style-type: none"> Responsible for full stack across digital platforms, and infrastructure Multi vertical platform investment Proactive digital product management (push model) Full Automation (DevSecOps)

Figure 15 – SITA’s strategic choices

SITA aims to transform into a state-of-the-art digital services agency, driving digital government and public service transformation. This new direction prioritizes enhancing citizen experiences, promoting a digital economy, and delivering innovative, citizen-centric digital products and services.

To achieve this, SITA will shift from an internal focus to a customer-centric approach, embracing agile and collaborative delivery methods. Building on its foundation of modernized infrastructure, established platforms, and enhanced security, SITA will execute its vision through a focused business model.

SITA’s transformation journey outlines a structured progression towards becoming a fully operational SDSA by 2030, aligning with South Africa’s digital transformation agenda. This journey, depicted in the figure below, is designed to meet the expectations of internal and external stakeholders, including policymakers, government entities, and citizens, while ensuring alignment with national priorities.



Figure 16 – SITA Strategic Journey

(a) 2015–2020: Modernisation and Accelerating eGovernment

During this phase, SITA focused on addressing internal inefficiencies, modernizing ICT infrastructure to industry standards, and enhancing eGovernment implementation. Efforts included expanding the eGovernment service portfolio, improving procurement processes, and strengthening organizational health to establish a foundation for future growth.

(b) 2020–2025: Digital Transformation and Platform Ecosystems

This phase marked the transition towards digital transformation by establishing platforms and ecosystems to support modernization. Key initiatives included the development of digital platforms, adoption of cloud computing, enhancement of information and cybersecurity, and fostering innovation. Regional capabilities were prioritized to accelerate the digitization of provincial and local government services.

(c) 2025–2030: Gearing for a Digital Services Agency

The focus shifts to building customer-centric capabilities and driving digital optimization. SITA aims to enhance digital infrastructure, improve service delivery, and ensure financial sustainability through new revenue models. This phase emphasizes operational efficiency, governance, and delivering integrated digital services to meet evolving stakeholder needs.

(d) 2030 and Beyond: Fully Digital Services Agency

The final phase envisions SITA as a mature digital agency leading a fully optimized digital government. Priorities include delivering exceptional customer experiences, fostering innovation and partnerships, achieving operational efficiency, and introducing new revenue streams. SITA will enable a fully digital public sector, enhancing service delivery and promoting socio-economic development.

This transformation journey demonstrates SITA's commitment to becoming a leader in digital government, ensuring that services are efficient, accessible, and citizen-focused while meeting the strategic priorities of South Africa's developmental agenda.

The transformation journey acknowledges the intricate digital government landscape marked by numerous complexities listed below. However, these challenges also present a catalyst for SITA to demonstrate its value proposition and drive tangible, meaningful impact.

- (a) Lack of coherence in the policy framework to supports the vision of an accessible, efficient, responsive, and innovative government
- (b) Lack of coherence in the policy framework to supports the vision of an accessible, efficient, responsive, and innovative government
- (c) Key focus is predominantly towards procurement impact vs. the focus to transform government
- (d) Lack of funding and customer commitment for digital services and products
- (e) Minimal research and innovation projects which are often not customer or citizen focused
- (f) Lack of stakeholder support - access to data to enable integration
- (g) Leadership instability impacting sustainability
- (h) Limited engagement with industry

To realise its strategic aspirations and address the complexities of digital government, SITA will drive execution of its vision as follows:

(a) Strategic focus

A shift from general dealer strategy to a focused customer centric model which adopt an architectural approach to drive improved customer experience and citizen convenience by responding customer needs in considerations of citizen journey across multiple touchpoints. This necessitates the need to shift from eGovernment to digital government and the establish of performance metrics to measure transformation effectiveness and customer experience.

(b) Government enablement

Provide strategic vision and leadership through the development of digital government framework, establishing platforms to collaborate with the ecosystem to innovate, deploy digital services and infrastructure to accelerate government digital transformation. This will also require a revision of the procurement legislation to establish a special procurement dispensation for ICT.

(c) Approach

Adopt a whole of government approach ss drive a shared vision in a programatized approach by leveraging on strategic partnership with the Presidency, DCDT and DPS to ensure prioritisation and funding of digital government initiatives. The organisations will embrace a non-linearity in implementation i.e. parallel process of running operations and transformation and leverage on partnerships for capability and capital investment. This will necessitate a revision of the pricing model The pricing model based on value for money, efficiency & sustainability.

(d) Governance

The establishment of a centralised governance structure to drive whole of government collaboration, prioritisation and decision making as well as centralised resourcing of initiatives. SITA will leverage on collaborations with DCDT, DPSA & Presidency to foster a digital government task team. Governance will also consider principles to guide decision-making on prioritisation of services and resource allocation.

(e) Data sharing

Establish a change management drive to create willingness and commitment for cross governmental data sharing. This will ensure that ensure that customers and stakeholders are engaged early and that there is effective participation and governance.

The strategy will be implemented through the four strategic pillars i.e. Customer Centricity, Transform Government, Transform SITA, Strengthen Governance as depicted in the figure below. These pillars will be instrumental in enhancing the overall service delivery experience through innovative, secure and cost-effective ICT solutions. SITA's focus will be on increasing operational efficiencies, leveraging advanced technologies and fostering strategic partnerships that drive significant improvements in both internal capabilities and external outcomes.



Figure 17 – SITA as a customer-centric digital services agency

SITA's strategy is anchored on three strategic pillars, each designed to deliver targeted interventions that support both internal transformation and external value delivery to Government and citizens.

(a) Pillar 1: Customer Centricity (Total Service Experience)

This pillar focuses on enhancing the overall customer experience by addressing service pain points, improving responsiveness, and aligning services with customer needs. Key initiatives include service delivery improvements, customer personalisation, customer retention strategies, and proactive advisory services. Additionally, efforts to enhance SITA's brand and reputation form a central part of this pillar, aimed at restoring stakeholder trust and loyalty.

(b) Pillar 2: Transform Government (Digital Government Capability)

This pillar is aimed at driving digital transformation across government. It includes initiatives such as scaling digital innovation, developing AI use cases, and deploying new digital products and services like the Citizen SuperApp. Emphasis is placed on modernising government systems, enhancing network connectivity, expanding cloud and data centre capabilities, and strengthening cybersecurity through a centralised Cyber Security Centre (CSC).

(c) Pillar 3: Transform SITA (State Digital Services Agency)

This pillar focuses on transforming SITA's internal processes to improve efficiency, sustainability, and governance. It covers process improvement and automation, procurement reform, marketplace partnerships, funding and pricing model revisions, and initiatives for financial sustainability. Additionally, it prioritises building a high-performance organisational culture and strengthening corporate governance to ensure accountability and compliance.

(d) Pillar 4: Strengthen Governance (Effective Corporate Governance)

This pillar is focused on embedding sound governance practices to ensure that SITA operates with integrity, transparency, and accountability. It aims to enhance the internal control environment, manage strategic risks proactively, and drive environmental sustainability. Key initiatives include improving oversight mechanisms to achieve clean audit outcomes, implementing a robust enterprise risk management framework, and advancing the Green IT and environmental sustainability strategy. Furthermore, the pillar supports industry transformation through the empowerment of SMMEs and designated groups by improving procurement practices and enhancing SITA's BBBEE performance. This pillar underpins the successful execution of the other three pillars by ensuring that SITA operates efficiently and responsibly while contributing to socio-economic development.

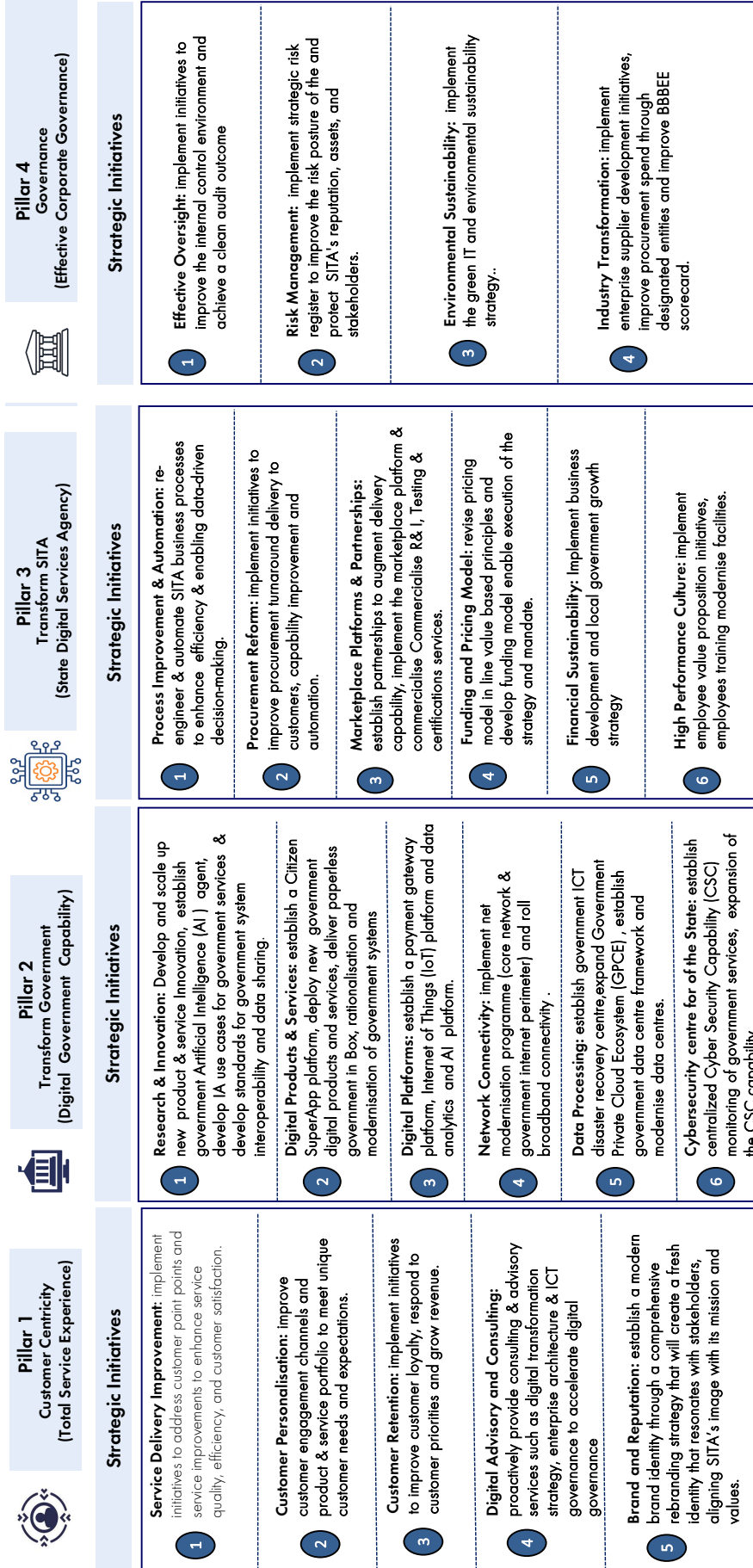


Figure 18 – Strategic Pillars and Strategic Initiatives

The realisation of the strategic posture is underpinned by assumptions and benefits for successful execution as depicted on the figure below.

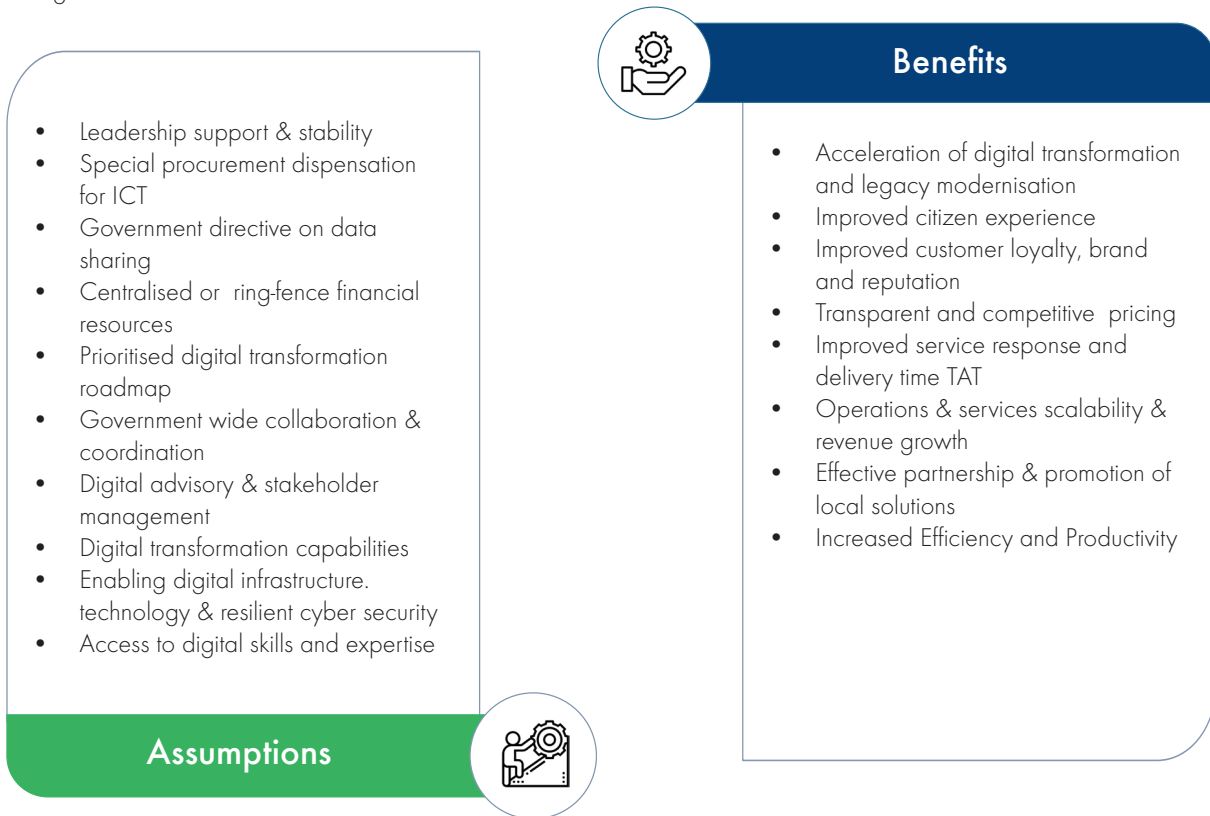


Figure 19 – Assumptions and benefits

8.2.2 Digital government reference architecture

The digital government reference architecture depicted in the figure below forms the backbone of SITA’s approach to enabling digital transformation across government services, focusing on three core pillars – digital experience management, digital government capabilities, and digital platforms and infrastructure.

Digital experience management aims to enhance the accessibility and usability of government services for citizens, organisations and foreign nationals. SITA’s strategic response includes expanding omni-channel management, such as government offices, partner centres, kiosks and digital channels. These efforts aim to establish a seamless, multi-channel service delivery experience by enhancing interaction points between government entities and citizens or stakeholders, ensuring efficient, secure service and consistent service delivery across various sectors.

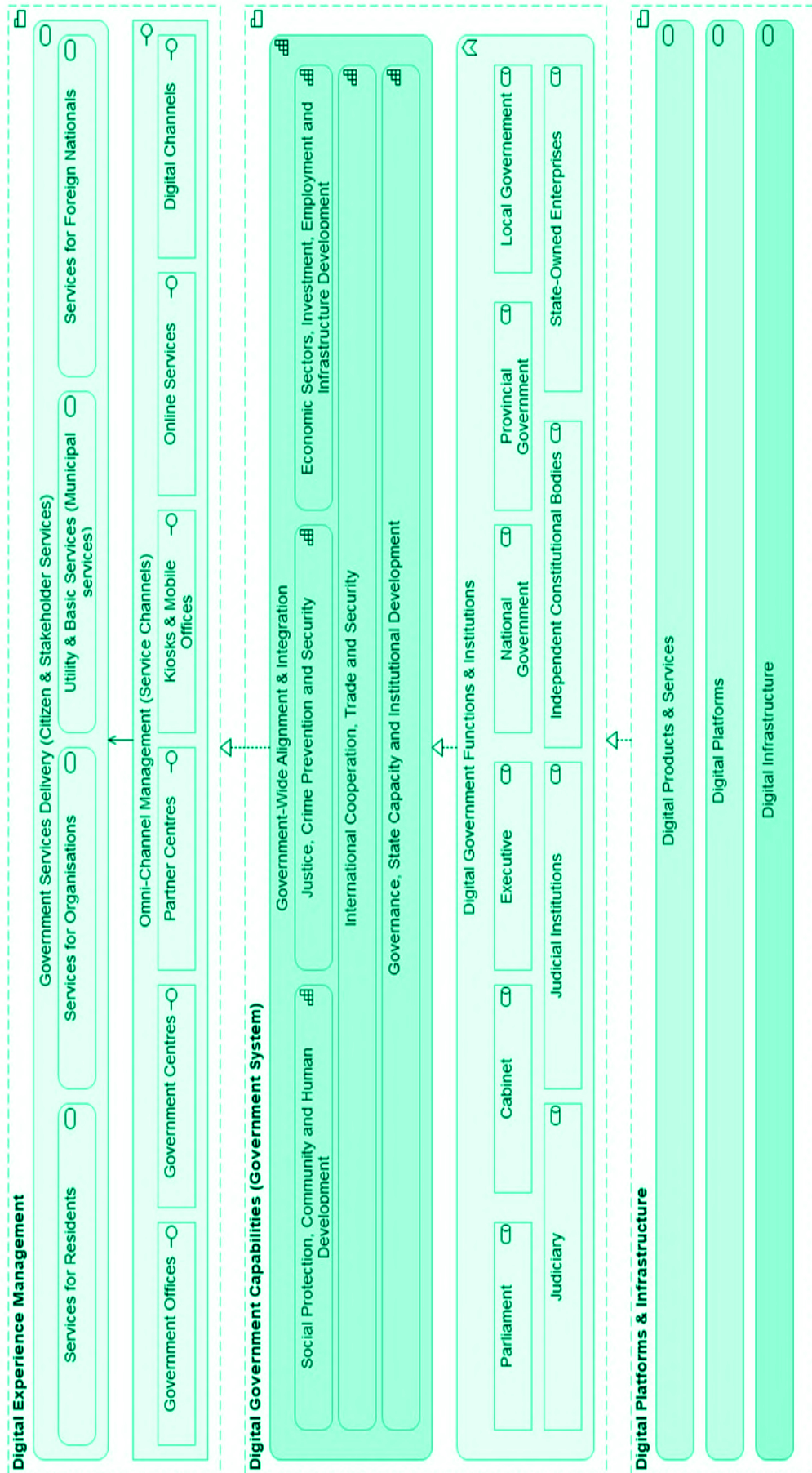


Figure 20 – Digital government reference architecture

Digital government capabilities focus on aligning and integrating functions across various government institutions, including Parliament, the Executive, national and provincial government, the judiciary, and state-owned enterprises. SITA is driving government-wide alignment and integration, particularly in critical clusters such as Justice, Crime Prevention, Security and Social Protection. By reinforcing digital capabilities across all government tiers, SITA ensures that key governance, security and social development functions are optimally supported through digital solutions.

Digital platforms and infrastructure emphasise the modernisation and integration of digital government platforms. SITA is investing in a robust ecosystem of digital platforms, including the government's hybrid integration platform, data and analytics platforms, e-gov platforms, and zero-trust security platforms. These platforms are designed to provide a secure, interoperable and agile environment for the delivery of e-services and data management. SITA also prioritises infrastructure enhancements such as broadband and network infrastructure and multi-cloud services to ensure scalability, reliability and connectivity. The optimisation of data platforms becomes essential for enhancing data management; however, significant challenges remain regarding data accessibility, necessitating legislative reforms to facilitate better data management and sharing across government entities.

Overall, SITA's strategic response through the emerging digital government reference architecture is centred on creating a cohesive, interoperable and secure digital environment that empowers government institutions to deliver effective and efficient services to all citizens while safeguarding sensitive data and ensuring system resilience.

8.2.3 Customer journey map

The SITA customer journey encompasses the entire experience that customers have with SITA's products and services. SITA's current customer journey is marked by dissatisfaction and frustration across multiple touchpoints. From the outset, customers approach with scepticism due to a poor brand reputation and lack of trust in SITA's ability to deliver. The procurement process is slow and complex, creating delays and hesitation. Once services are contracted, customers frequently experience inconsistent delivery and sporadic communication, further weakening their confidence. Support services are reactive and slow, leaving many issues unresolved. Key pain points include unreliable network services, inefficient procurement, high costs and service offerings that do not meet customer expectations. As a result, customer exits are often marked by unresolved frustrations, low retention rates and weak loyalty. To remedy the situation, SITA has the opportunity to rebuild trust by improving communication, streamlining procurement, enhancing service delivery and developing loyalty programmes that foster long-term relationships. Adopting a customer-centric approach is essential to restore stakeholder confidence and meet the agency's strategic objectives.

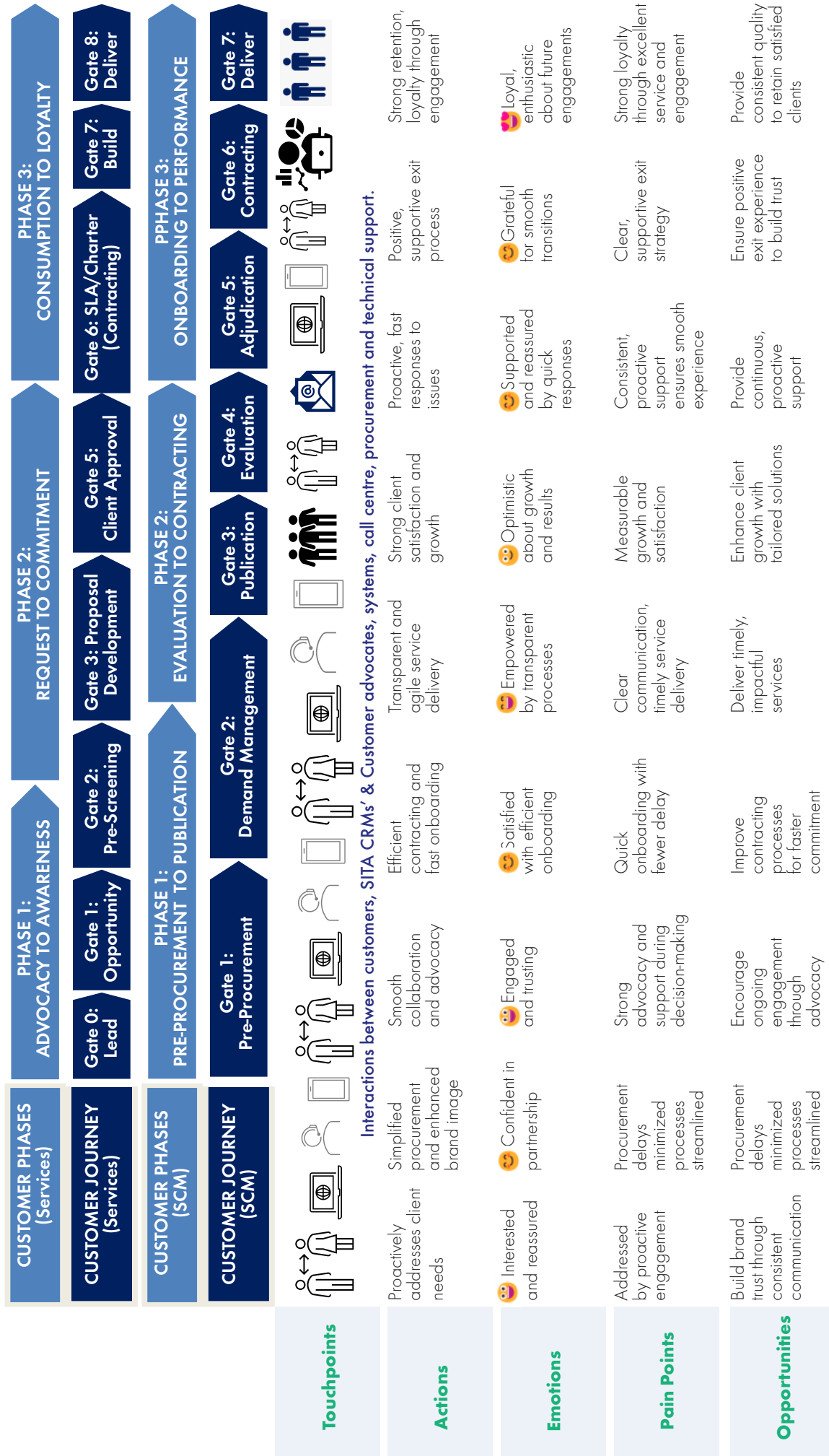
SITA's commitment to improving the customer journey is rooted in its adoption of a customer-centric culture. This approach ensures that every aspect of service delivery is designed with the customer's needs in mind, and that the organisation operates with a focus on long-term customer satisfaction. To realise this, SITA's future state customer journey will be guided by the following key principles:

- (a) Culture:** A customer-centric culture must be embedded within the entire organisation, starting with leadership. This culture prioritises the customer at every level and ensures that the organisation's values and processes reflect the goal of delivering exceptional customer service.
- (b) Employee experience:** Employee satisfaction directly influences customer service. By investing in employees, providing them with the right tools and ensuring they are well supported, SITA enables its workforce to deliver high-quality service to customers.
- (c) People before products and profits:** The focus is on solving customer problems rather than simply adding new features or prioritising financial returns. This approach ensures that the solutions provided address the real needs of customers, thereby creating more value.

- (d) **Customer understanding:** Active engagements and listening are critical. By developing a deep understanding of customer needs and pain points through research and feedback, SITA can better design and deliver solutions that meet specific requirements.
- (e) **Outside-in thinking:** Decisions should be driven by customer feedback rather than internal assumptions. This ensures that the organisation remains responsive to the evolving expectations of its customers, creating a more relevant and responsive service offering.

These principles form the foundation of SITA's strategic shift towards a more customer-focused model. By embedding these values into every aspect of its operations, SITA is positioning itself to better serve its stakeholders, improve service quality and enhance its overall value proposition. As SITA continues to focus on optimising the customer journey, the organisation is becoming better equipped to deliver services that align with the strategic objectives of its key stakeholders, including government departments, the ICT industry and the public sector. Through continuous improvement, innovation and a strong focus on customer centricity, SITA can achieve its mission of providing trusted, efficient and impactful ICT services to the state.

Therefore, SITA will adopt a proactive, customer-centric approach in its target customer state journey, rebuilding trust and improving service delivery at each stage, as depicted in the figure below.



From the awareness phase, customers will be engaged through clear messaging that addresses their needs, fostering confidence rather than hesitation. During consideration, streamlined procurement and an improved brand image will build trust. In the advocacy stage, SITA will collaborate closely with customers, aligning expectations and fostering engagement. The commitment phase will be quick and transparent, leading to faster satisfaction. In development, SITA will adopt an agile, transparent process, providing regular updates and ensuring timely delivery, all the while reinforcing trust. As customers experience measurable growth, their confidence in SITA's value will grow. Proactive support will address issues quickly, maintaining satisfaction. By the time customers reach the exit point, the process will be smooth and positive, keeping the relationship open for future engagements. Loyalty will now be built on trust, with customers being more willing to recommend SITA based on its reliability and service quality.

The future-state customer journey map reflects SITA's commitment to becoming a more responsive and customer-focused organisation. In order to address service inefficiencies and improve engagement, SITA will implement strategies that enhance service delivery, strengthen customer relationships, build loyalty, streamline processes and boost customer satisfaction.

Key actions include increasing awareness of SITA's ICT offerings through targeted outreach events such as workshops with key stakeholders and digital campaigns, along with providing clear, comprehensive information through brochures, case studies and a well-organised website. The role of customer relationship managers and customer advocates is crucial to help customers navigate services and make informed decisions.

Simplifying procurement processes is an imperative. SITA can automate procurement with digital platforms, standardise documentation and create fast-track options for urgent projects. Offering competitive and flexible pricing models, such as volume discounts, will address financial constraints and demonstrate value for money. In order to enhance service delivery, SITA should implement proactive monitoring, improve response times with automated ticketing systems, and maintain clear communication. Building digital capacity in customer organisations through training, workshops and knowledge-sharing initiatives will also support their digital transformation efforts.

Improving customer support and engagement involves regular feedback mechanisms and stronger relationships through strategic planning sessions and the co-creation of solutions. SITA should invest in advanced cybersecurity measures and leverage emerging technologies like cloud computing and AI to innovate and lead in digital transformation.

Finally, tailoring solutions to diverse customer needs, such as developing customised service packages and adopting a segmented approach, will ensure that SITA meets the varying requirements of its customer base. These strategies will help SITA address pain points, improve satisfaction and position itself as a trusted partner in its customers' digital journeys.

8.2.4 Customer value proposition

SITA's customer value proposition is anchored in its commitment to deliver secure, integrated and efficient ICT solutions that enable improved public service delivery, cost-effectiveness and citizen-centric outcomes. Rooted in the ICT House of Value depicted in the figure below, as formulated by the Department of Public Services and Administration, this value proposition reflects SITA's strategic focus on aligning its services with government priorities, enhancing productivity and ensuring digital inclusion.

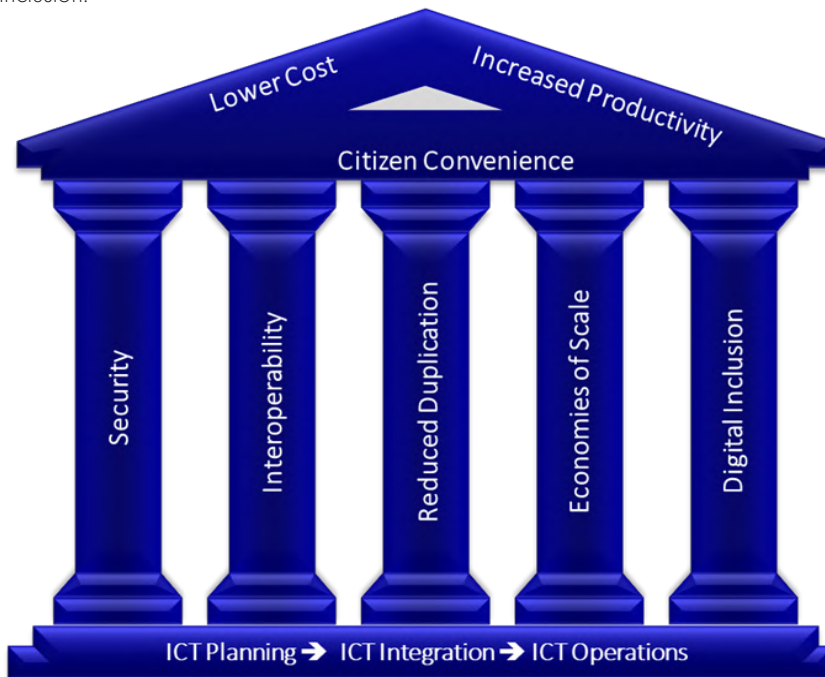


Figure 22 – ICT House of Value

At the foundation of SITA's value proposition lies government architecture, which encompasses ICT planning, integration and operations. This serves as the structural framework for SITA to deliver seamless and reliable ICT services, ensuring conformance to national standards while promoting operational excellence and technology alignment across government systems.

The pillars of the ICT House of Value further define SITA's core strategic priorities:

- (a) **Security** ensures the protection and integrity of government data systems, safeguarding sensitive information while adhering to global cybersecurity standards.
- (b) **Interoperability** focuses on creating systems that are interconnected and capable of seamless data exchange across government departments, reducing silos and enhancing collaboration.
- (c) **Reduced duplication** emphasizes the elimination of redundant ICT systems, the optimisation of resources and keeping an up-to-date inventory of government information systems.
- (d) **Economies of scale** enable cost-effectiveness by leveraging collective government purchasing power to negotiate favourable agreements with technology providers.
- (e) **Digital inclusion** (including B-BBEE) ensures equitable access to ICT resources, fostering inclusivity and enabling marginalised communities to participate in South Africa's digital economy.

These pillars support the 'roof' of the ICT House of Value, representing the measurable outcomes of SITA's strategic initiatives. By focusing on lower costs, SITA aims to simplify processes, reduce complexity and drive operational efficiencies. Simultaneously, increased productivity is achieved by improving service delivery processes, enhancing outputs and introducing innovative digital solutions. At the heart of these outcomes lies citizen convenience, ensuring equal access to quality government services while adhering to the Batho Pele Principles.

In alignment with the National eGovernment Strategy and Roadmap, SITA integrates these principles into its customer value proposition to ensure a seamless, transparent and efficient service delivery model. Through this customer value proposition, SITA commits to continuously improving its services, meeting stakeholder expectations and delivering on agreed timelines, thereby reinforcing its role as a trusted ICT partner to government departments and advancing the nation's digital agenda.

8.2.5 Fulfilment capabilities

8.2.5.1 Business capabilities

The current capability model of SITA reflects its traditional approach to delivering ICT services within the public sector. It is structured to address critical areas like business management, customer centricity, ICT advisory services and ICT service delivery, all underpinned by various support functions such as governance, risk and legal compliance, enterprise architecture, and strategic management. While this model supports existing operations, many capabilities are marked as underperforming or in need of significant improvement, particularly in areas such as business process optimisation, ICT governance and digital transformation. Some capability areas require immediate attention, such as data management and analysis, software development and maintenance, and architecture services, which underscores that SITA's current capabilities are not fully aligned with the agency's 2030 vision of being a leader in digital transformation for government services. The gaps in customer engagement, slow procurement processes and inconsistent delivery have contributed to weakened trust in SITA's ability to meet customer expectations.

In response to these challenges, SITA's emerging capability model, as depicted in the figure below, is designed to realign its capabilities with the Strategic Plan 2030, focusing on enabling a future-ready organisation that is agile, customer-centric and technologically advanced. This model places significant emphasis on digital management, digital enablement, and business support and governance, driving improvements in customer experience, ICT service delivery and internal governance. Key transformations include the shift towards agile product delivery, lean portfolio management and the incorporation of advanced technologies such as AI/ machine learning, data analytics and telemetry. This model enables SITA to respond more rapidly to the evolving demands of its customers by emphasising continuous integration, deployment and a customer-first mindset. The agile architecture and governance frameworks will enhance efficiency in service delivery, while digital product management will enable SITA to offer more tailored, innovative solutions to its government partners.

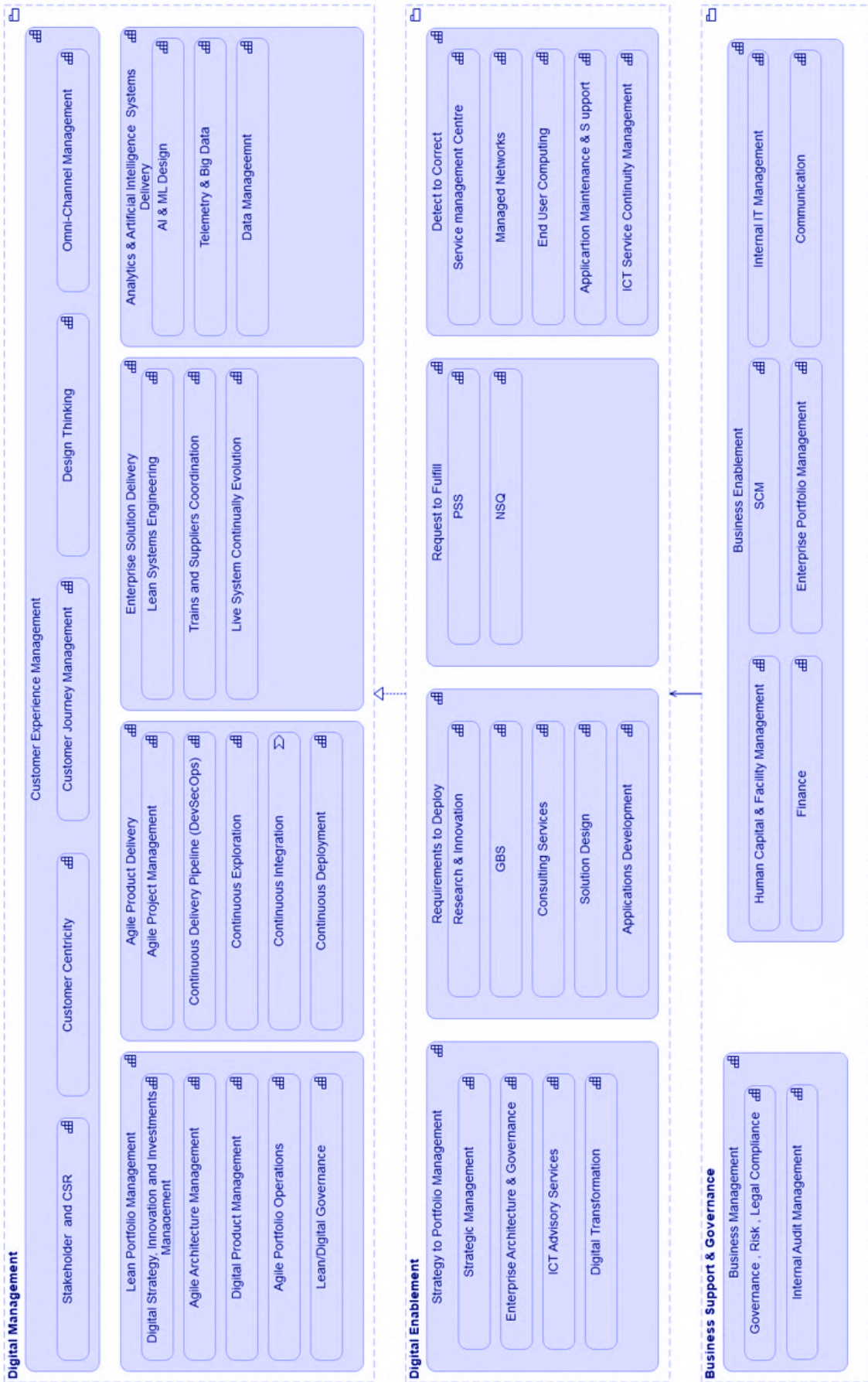


Figure 23 – Capability model

Moreover, the emerging capability model addresses the gaps identified in the current state by ensuring a stronger focus on enterprise solution delivery, customer journey management and the integration of digital and lean governance frameworks. This model aligns directly with SITA's strategy of modernising ICT infrastructure, improving service delivery and increasing trust and satisfaction among government stakeholders. By integrating DevSecOps methodologies and expanding AI-driven analytics across services, SITA is positioning itself to be a key enabler of South Africa's digital transformation agenda. This emerging framework also ensures that SITA's operations are scalable, secure and aligned with the long-term ICT objectives of the South African government.

Overall, the shift from the current model to the emerging capability model highlights SITA's commitment to addressing its present challenges, such as inefficient processes and inconsistent service delivery, while positioning the organisation for future success through enhanced agility, technology adoption and a customer-centric approach.

8.2.5.2 Partnerships

The establishment of strategic partnerships remains a critical component of SITA's strategy to drive digital transformation across the South African public sector by 2030. As part of its future state, SITA will actively cultivate relationships with a diverse set of partners, including big tech companies, state institutions, SMMEs and strategic service providers. These partnerships are essential for scaling digital solutions and delivering services that meet the dynamic needs of government entities and citizens.

8.2.5.3 Sustainability and financial model

SITA's sustainability and financial model is intended to ensure that the agency achieves sustainable growth while maintaining financial stability. The model depicted below focuses on aligning SITA's revenue streams, cost drivers and investment strategies with its long-term objectives of driving digital transformation across the public sector. This approach is central to positioning SITA as a key enabler of South Africa's digital government ambitions, ultimately supporting enhanced service delivery for citizens and government departments alike.



Figure 24 – Sustainability and financial model

SITA's revenue model is built on diverse income streams aligned with its mandate to provide critical ICT services to the public sector, driven by customer demands, digitalisation and its pivotal role in government's digital integration. The growth strategy focuses on customer-centric initiatives through insourcing and inflation adjustments, vertical and cluster growth, scalable solutions for state-critical clusters and the development of new products to meet digital transformation demands. Additionally, SITA aims to expand into new markets, positioning itself as a regional leader in digital transformation across Africa.

SITA's financial sustainability relies on effectively managing labour, infrastructure and development costs. Labour costs will require investments in automation and product development, while infrastructure costs are focused on expanding and maintaining digital platforms such as cloud services and e-government solutions. Development costs will be driven by innovation, balancing the need for cutting-edge products with financial efficiency. To support its growth, SITA will reinvest profits in product development, leverage partnerships and public-private partnerships for digital innovation, and adopt a self-funding approach for customer-driven projects.

By 2030, SITA aims for sustainable financial growth through a diversified digital product portfolio, a loyal customer base and a strong position as a leader in digital government transformation. The financial model underpins SITA's vision of being a proactive, agile partner in driving secure, scalable and cost-effective ICT solutions, ensuring the agency remains financially sound while contributing to the South African government's long-term digital transformation agenda.

The following principles will guide the implementation of the sustainability and financial models:

- (a) SITA must adopt a value-based pricing model to ensure optimum service delivery to customer segments.
- (b) A project-based and cost-plus model must be supported by optimum costing models and ABC to ensure value-based pricing for vertical growth and new customers.
- (c) A freemium pricing strategy may be adopted for introducing new products and architecture and to perform cybersecurity assessments.
- (d) A profit re-investment and self-funding strategy may be appropriate to leverage income surpluses from the top five customers to invest in innovation and scaling.
- (e) Project funding and customer funding may be considered for vertical/cluster growth, new customers and the scaling of existing services.
- (f) Partnerships, product development and PPPs may be considered for vertical/cluster growth, new customers, innovation of new products and the scaling of existing services.
- (g) Transversal funding may be obtained for vertical/cluster growth, new customers, innovation and scaling.

8.2.5.4 Marketplace Platform

The marketplace platform is SITA's commercial model aimed at positioning SITA as a pivotal enabler within the platform economy, SITA is committed to constructing a digital ecosystem that facilitates a seamless interaction between the supply and demand sides to fulfil the requirements of digital government and address significant challenges such as slow service delivery and digital divides. This economy is characterized by its capability to facilitate a vast number of interactions, accelerating service delivery and innovation, and creating an unprecedented scale of transactions. This model aim to provide cheaper, faster, and more secure ICT solutions for customers , whilst promoting innovation, and ensuring competitive pricing by suppliers. The approach highlights the need to scale up operations, enhance cyber security, and continue to modernise digital infrastructure.

The realisation of the marketplace platform is grounded in five key areas dubbed the 'five horses'—namely, Marketplace Business, Cybersecurity, Testing and Certification, Service Management++, and Data and AI Business (including Applications). These areas represent the core pillars whereby SITA intends to leverage partnerships to achieve a state of sustained growth and impact at the citizen and government levels. These 5 horses are supported by key enablers such

as Digital Advisory and Consulting, Research and Development, Service Delivery Excellence, and People and Skills. The implementation framework is depicted on the figure below.

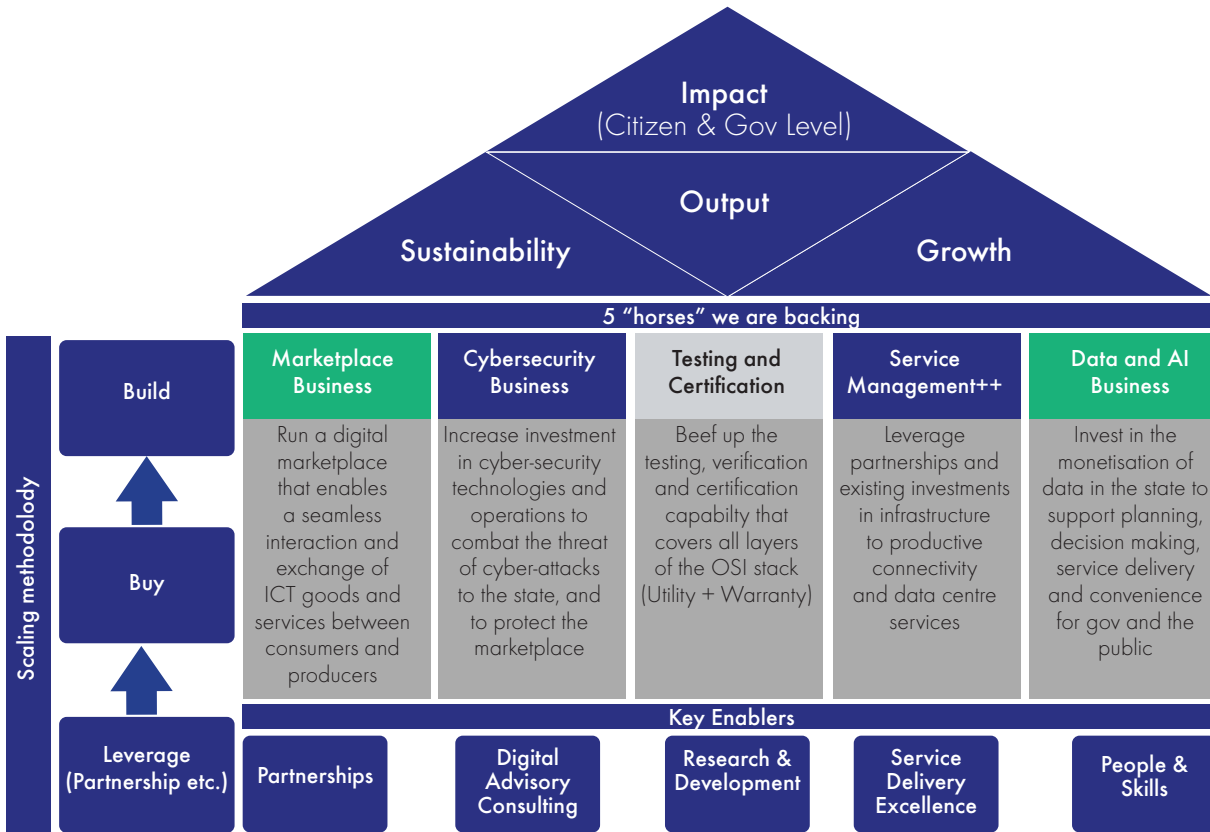


Figure 25 – Marketplace platform

(a) Marketplace Business

The marketplace will leverage technology to enable real-time transacting. Customers will have the ability to browse solutions (enabling customer choice), compare features and other related information. It will also provide transparent and real-time pricing that is competitive.

The deployment of the marketplace will adopt an AI-first strategy to enable the processing of the large amounts of data flowing through it. Furthermore, SITA will increase investment in cybersecurity technologies to combat the threat of cyber-attacks in the country, and to protect the marketplace. The marketplace will have omni-channel entry points for citizens, government employees, partners, SMMEs and other stakeholders.

(b) Service Management ++

Service management ++ focuses on leveraging partnerships and available technology capabilities to deliver on this strategy.

(c) Infrastructure

The ICT ecosystem (e.g. Telkom, BBI, Sentech, Research institutions, Cloud Service Providers, and other public and private players) has established top of the notch enormous digital infrastructure which SITA aims to leverage to improve connectivity, data centre services, and Cloud services to accelerate connectivity for all South Africans. Moreover, SITA will develop safeguards to protect the state from risks (e.g. Cybersecurity, Privacy, Data Residency etc.), so that we promote and ensure the Sovereignty of the State.

(d) Integrated Operations Centre

SITA has established and expanding on an Integrated Operations Centre capability that enables SITA and Clients to have access to a live/real time, end to end service performance dashboards through a Real Time Service Management portal. This will enable proactive monitoring of service health and quicker resolution times due to speedy fault finding and remediation action. The includes service availability and information security monitoring, service request and complaints monitoring and tracking. This is aimed at improving citizen service delivery through higher system / service availability and Cyber-security posture.

(e) Cybersecurity

SITA will increase investment in emerging technologies to unlock more revenue opportunities such as the commercialisation of the Cybersecurity Centre (CSC) capability, ensuring an effective response to the evolving cybersecurity requirements.. The investment will also create means for customers to access services in the public cloud in a safe and secure manner. The Agency has collaborated with all cloud service providers to get their architectures approved and signed off by SSA, furthermore, the cloud service provider panel will be the first in the public sector that allows sanctioned access to public cloud service.

SITA intends to ensure that every government ICT solution is delivered in a secure manner. Cybersecurity is part of the overall information security service which provides security operations, oversight, and end to end monitoring capabilities (using a CSC). The main objectives will be to:

- create a unified top-down approach for information and cyber security for SITA and Government to benefit from synergies and alignment with mandates and available and resources.
- improve the information and cyber security posture and position.
- improve cyber resilience capabilities to enable SITA to develop an array of optimal alternatives for meeting SITA and Customer needs when cyberattacks occur.
- improve SITA's capacity and capability to secure SITA and government information assets.
- ensure information and cybersecurity awareness across government and the public, consuming online government services.
- ensure continuous information and cybersecurity assessment and improvement programmes across government.

(f) Testing and Certification

SITA aims to improve the testing and certification service capabilities to be able to perform various testing methods such as performance, regression, usability, compatibility, integration, and security testing. These capabilities will be used to ensure that all solutions are tested and certified before being onboarded onto the SITA Marketplace. SITA will also certify CT hardware to ensure that they are eligible for government procurement and consumption.

(g) Applications, Data and AI Business

SITA aims to deliver best-of-breed and innovative digital solutions for SITA and the Public Sector by collaborating with other SITA divisions, Public Sector, and Industry Partners, embracing co-existence, co-creation, and open innovation, thereby stimulating local economies.

SITA will leverage data from all ICT solutions consumed by government to support planning, decision making, service delivery and convenience for government and the public. SITA will utilise APIs to serve as digital bridges, enabling seamless communication between applications and data sharing, thus unlocking opportunities for enhanced functionality, efficiency, and innovation for developers, businesses, and users.

While digital platforms offer a range of benefits for government operations and services, their development and implementation come with challenges that must be considered and addressed, namely:

- (a) Cost:** Developing and maintaining a digital platform can be costly. It requires significant upfront investments in technology, infrastructure, and people to ensure that the platform is reliable, secure, and user-friendly.
- (b) Collaboration and Coordination:** Developing a digital platform often requires cooperation and coordination among multiple government and external stakeholders. These stakeholders may have other goals and priorities, and coordinating their efforts can take time and effort.
- (c) Scalability and Flexibility:** Digital platforms need to be scalable and flexible enough to adapt to the changing needs of government agencies and citizens. This platform must be designed to handle a large volume of transactions and provide high accessibility and security.
- (d) User Acceptance:** The success of a digital platform often relies on user acceptance. Especially in countries where the trust in government and government services can be low, this can lead to significant challenges.
- (e) User Adoption:** Government digital platforms are often rolled out to a wide range of users, including citizens and businesses, with different levels of technical sophistication. Ensuring the platform is intuitive, easy to use, and meets all users' needs is challenging hence it is critical to ensure that adoption rates are at acceptable levels.
- (f) Data Governance:** When various agencies contribute data to a digital platform, it becomes crucial to establish data governance protocols to ensure consistency, accuracy, and completeness of the data. This is a difficult task requiring collaboration among multiple agencies and stakeholders. Data Security and Privacy is also critical as digital platforms often handle sensitive information, making this a top priority.

For a platform business to continue maintaining its effectiveness in terms of reaching its long-term goals, it requires strategic metrics and indicators. Identifying and tracking key performance indicators remains critical for accurately measuring the effectiveness of the SITA platform business and its impact. These KPIs can provide essential information into the platform's health and growth, allowing for more informed strategic decisions. Within the many essential strategic metrics and indicators that SITA's platform-based business should employ, the following have been identified:

(a) User Acquisition and Retention

Understanding how the platform attracts and retains users is critical. KPIs like daily active users, monthly active users, and user retention rate may shed light on the platform's capacity to attract and retain a devoted user base.

(b) Transaction Volume and Value

Tracking the quantity and value of transactions on the platform can provide insights into the level of involvement and efficiency of the platform in enabling transactions. Important variables SITA should consider include the overall volume of transactions, the average value of each transaction, and the frequency at which transactions occur.

(c) Network Effects

Evaluating the network effects of the platform serves as essential for understanding its value and capacity for expansion. KPIs associated with network effects comprise metrics such as the number of user-to-user connections, the amount of user-generated content, and the frequency of user activity.

(d) Revenue and Profitability

Monitoring revenue and profitability data is crucial for determining the financial performance of the SITA platform business. SITA will use KPIs such as total revenue, average revenue per user, and profit margins to provide essential insights into the financial health of the platform.

(e) User Activity and Interaction

In addition to monitoring the number of daily and monthly active users, it is essential to keep track of certain user behaviours, such as the frequency and duration of their interactions. Metrics such as the average length of a session, the count of interactions per session, and the rate at which users adopt features could provide valuable insights into the level of engagement users have with the platform.

(f) Customer Satisfaction and Feedback

Using surveys, ratings, and feedback to find out how satisfied SITA customers are will provide the organisation useful qualitative data. Understanding user preferences, what troubles them, and what they think could be done better can will assist SITA in making informed decisions which will improve the platform's features and the general experience of its users.

(g) User Loyalty and Turnover Rates

Monitoring user loyalty and turnover rates can serve as an indicator of the SITA's platform business capacity to maintain its client base in the long term. Metrics such as client lifetime value, repeat purchase rate, and turnover rate could provide an in-depth understanding of user retention and loyalty. Through an analysis of these KPIs related to user engagement and satisfaction, the platform will ensure that it not only draws in users, but also cultivates a favourable and enduring connection with them, ultimately leading to sustained success.

8.2.5.5 Operating Model

SITA's current operating model is primarily structured to facilitate the delivery of ICT services to various government departments, focused on engaging with customers through both customer relationship management (CRM) services and digital experience (DX) offerings. The current model is built around two key components, namely; the engagement model and the delivery model. The engagement model focuses on customer interaction through strategic and tactical consulting, aiming to align customer business plans with SITA's expertise and service portfolio. However, challenges such as inconsistent service delivery, slow response times, and unclear processes for addressing customer issues have led to dissatisfaction and a growing trust deficit. Meanwhile, the delivery model emphasizes core services like applications, infrastructure, ICT security, and managed services, but struggles with performance gaps in service management, procurement, and scalability. SITA's reactive approach, marked by delays in product lifecycle management and service delivery, further compounds these issues, weakening customer trust and satisfaction.

SITA's vision for 2030 marks a strategic shift towards a more agile, customer-centric operating model as depicted below. The transformation aligns with the agency's strategic goal of becoming a critical enabler of digital transformation within the public sector, building on three core pillars: customer centricity, government digital transformation and SITA's own digital transformation.

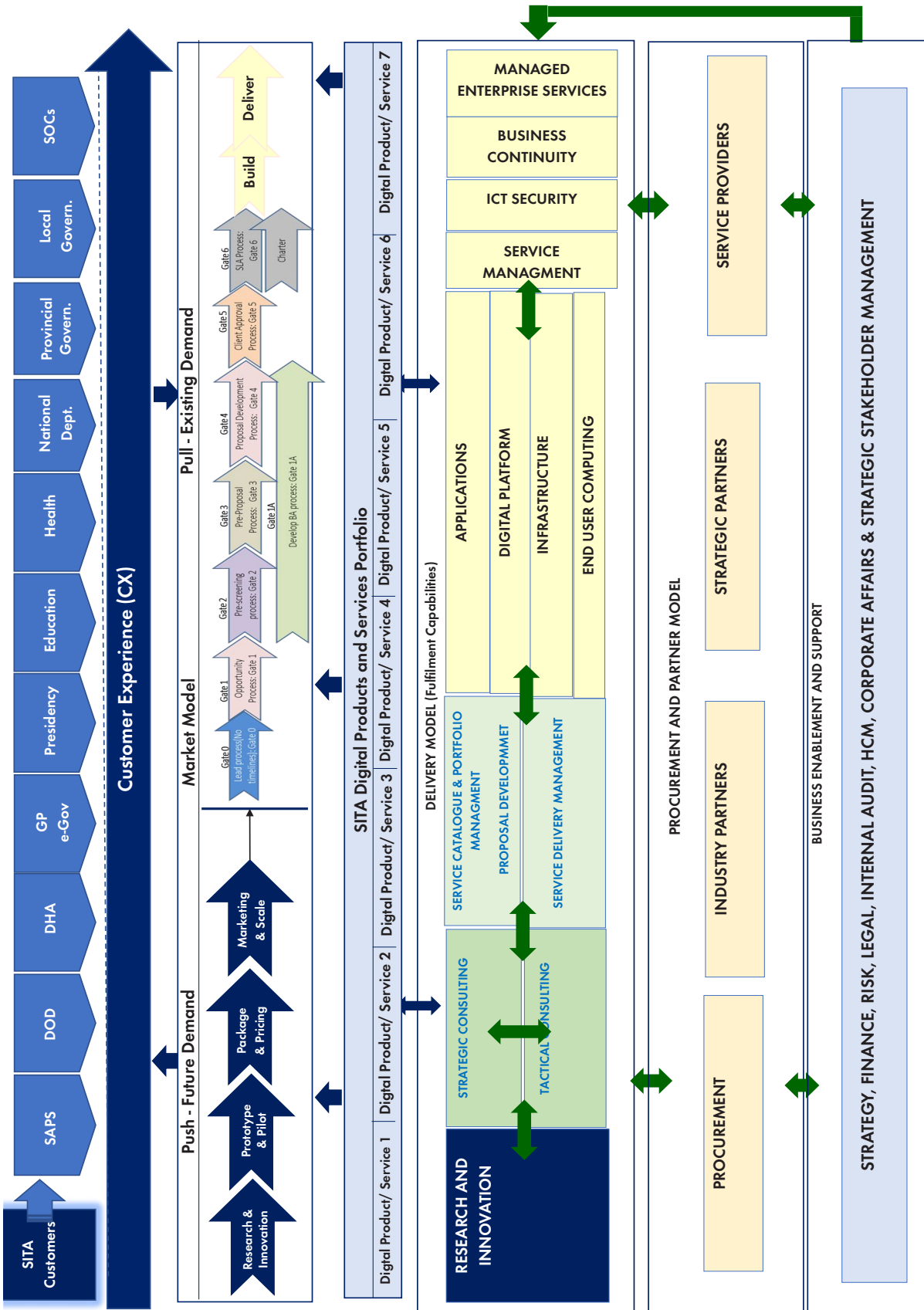


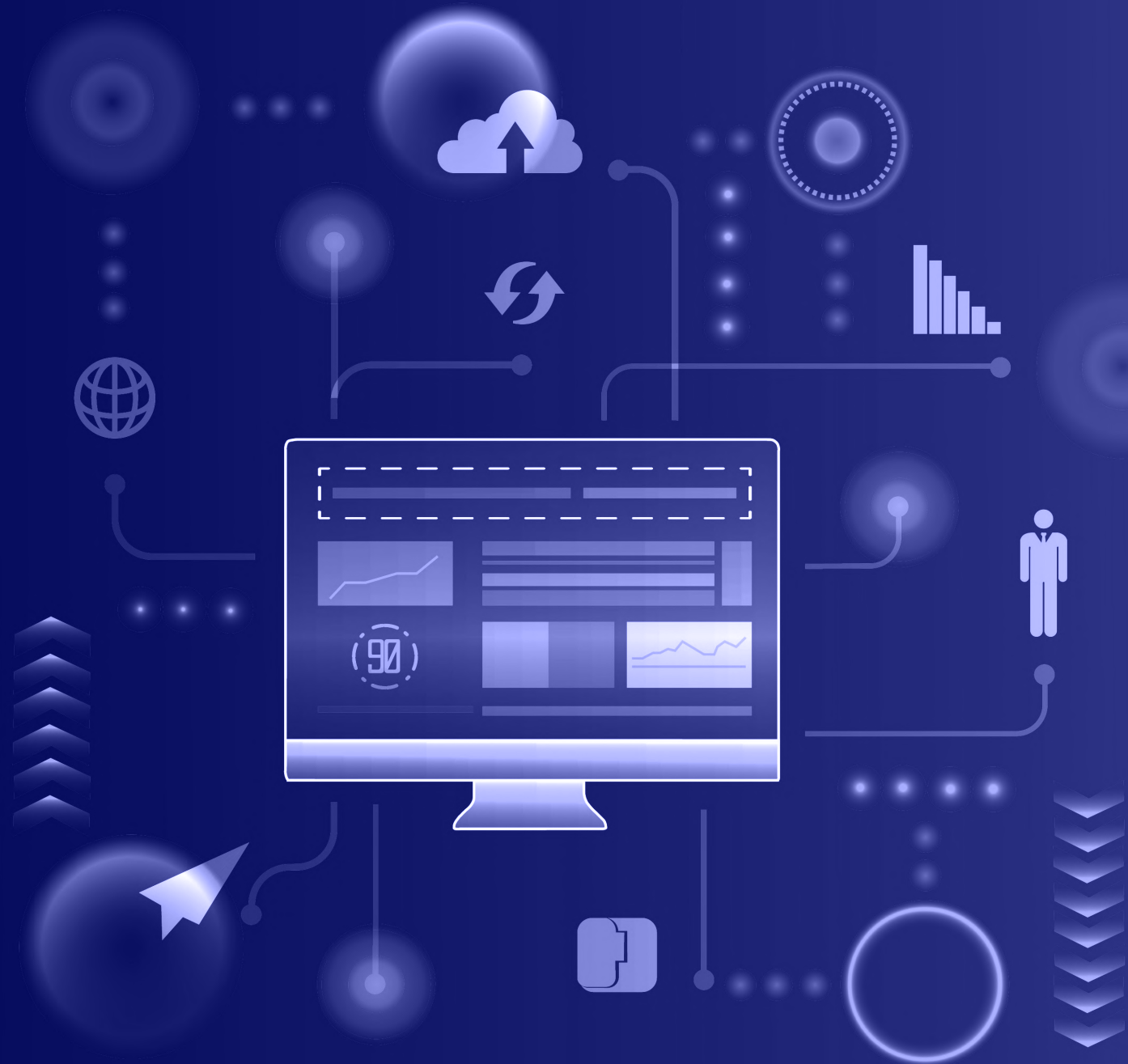
Figure 26 – Target Operating Model

In the target operating model, SITA moves towards a proactive, customer-first approach, prioritizing continuous engagement through strategic and tactical consulting. The model is designed to anticipate customer needs by ensuring a strong alignment between customer business plans and SITA's service offerings. A key aspect of this transformation is the focus on building and scaling digital products and services that deliver measurable outcomes aligned with government priorities. The aim is to improve trust, communication, and customer loyalty through transparent processes and regular updates on service performance.

The delivery capabilities in 2030 will be anchored in advanced technologies and enhanced by a shift towards agile product delivery. This model emphasizes the adoption of cloud computing, hyperscale services, and enhanced disaster recovery capabilities. SITA aims to streamline processes and reduce inefficiencies by embracing automation, data analytics, and artificial intelligence (AI) in service delivery to drive innovation and efficiency across its operations. Moreover, improved digital platforms will provide government entities with reliable, secure, and scalable infrastructure, leading to better service delivery outcomes across the public sector.

The procurement and partner model are also undergoing significant changes, with an emphasis on forming strategic partnerships with industry leaders, tech SMEs, and key stakeholders. This collaborative approach will ensure that SITA's services remain competitive and aligned with global best practices, driving innovation and operational excellence.

The transition from the current to the target operating model will reposition SITA as a critical ICT partner for the South African government. By focusing on agility, digital transformation, and a customer-centric culture, SITA is better equipped to address evolving demands, streamline service delivery, and foster long-term relationships with government departments. The new model also aligns with SITA's broader objectives of modernizing ICT services, improving operational efficiency, and positioning itself as a leader in driving the digital transformation of South Africa's public sector.



PART C: MEASURING OUR PERFORMANCE



9. Institutional performance information

As SITA embarks on its journey toward 2030, the agency has identified six strategic themes that will serve as the foundation for its long-term vision. These themes will translate into its six strategic programmes at a tactical level. As such, they represent critical areas of focus that will enable SITA to enhance service delivery, drive innovation, modernise its infrastructure, ensure its financial sustainability and strengthen its governance. Each theme is underpinned by targeted initiatives designed to improve operational efficiency, foster collaborative partnerships and align with the evolving needs of government stakeholders. Together, these strategic themes will guide SITA’s efforts in becoming a leading ICT partner for the public sector and contribute to the broader goal of digital transformation across SA’s government.

SITA implements its strategy through the six strategic programmes outlined in the figure below. The strategic plan is executed annually through the Annual Performance Plan (APP) and cascaded to the organisation using the corporate balanced scorecard. This approach enables the monitoring and evaluation of performance to ensure that the intended outcomes and impact of the strategy are realised.



<p>1</p>  <p>Customer Experience</p> <p>PURPOSE To build a customer centric culture that creates superior shared customer and employee experience through prioritization of customer needs, continuous service improvement, building a strong brand image thereby restoring stakeholder trust, loyalty and confidence in SITA.</p> <p>OUTCOMES Improved Customer experience (CX) across all customer segments</p>	<p>2</p>  <p>Innovation & Partnership</p> <p>PURPOSE To position SITA as a thought leader that understands its stakeholder’s challenges and continuously creates and implements innovative, desired, practical and viable solutions through collaborations with partners.</p> <p>OUTCOMES Improved government operations and services through innovative products and services</p>	<p>3</p>  <p>Digital Services & Infrastructure</p> <p>PURPOSE To develop digital products and services and establish secure, reliable, scalable digital infrastructure and platforms that will enable digital transformation and improve, access and consumption of public services.</p> <p>OUTCOMES Improved government operations and services through reliable, secure and efficient digital services, platforms and infrastructure</p>	<p>4</p>  <p>Revenue Growth & Financial Sustainability</p> <p>PURPOSE To ensure SITA remains self-sufficient while delivering cost-effective services in a sustainable manner by identifying new revenue streams and optimizing existing offerings to maintain its financial health and fund future innovations</p> <p>OUTCOMES Improved financial sustainability</p>	<p>5</p>  <p>Operational Efficiency</p> <p>PURPOSE To streamline internal processes, reduce costs & improve overall effectiveness of service delivery thereby ensuring that operations are agile, efficient, and capable of meeting the demands of a rapidly changing digital landscape.</p> <p>OUTCOMES Improved operational efficiency through efficient, agile internal processes, and high-performing culture</p>	<p>6</p>  <p>Governance</p> <p>PURPOSE To ensure that SITA operates with transparency, accountability, and ethical standards while complying with regulatory requirements to maintain trust with government stakeholders and mitigate risks in service delivery</p> <p>OUTCOMES Strengthened transparency, accountability, and compliance across SITA</p>
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Figure 27 – Strategic programmes

Each strategic theme is further elaborated upon below, describing the mechanisms that SITA plans to utilise to achieve its strategic plan and enable the organisation to reach its long-term objectives.

9.1 Customer experience

SITA's Strategic Plan 2030 prioritizes customer experience as the foundation for enabling digital transformation within government. The customer experience programme is designed to build a customer-centric culture, enhance service delivery, and rebuild stakeholder trust. This initiative addresses historical challenges like inefficiencies, poor service perceptions, and misaligned value propositions, aligning with the Board's vision for a proactive, innovative SITA. In order to ensure successful customer retention and the onboarding of potential customers, SITA will consistently conduct Customer Satisfaction Index surveys to evaluate customer satisfaction with SITA's products and services.

The Service Improvement Plan, rooted in the NRC business strategy, aims to optimize processes and enhance service quality through actions like automating workflows, implementing real-time reporting dashboards, and setting measurable quarterly performance targets. These steps, alongside efforts to tailor services to client needs using market intelligence, address inefficiencies and transition SITA to a customer-centric organization. By segmenting clients, forecasting trends, and aligning offerings to expectations, SITA strengthens its ability to meet diverse demands effectively.

Digital advisory and consulting services position SITA as a trusted advisor for digital transformation. Through expert consulting in cloud adoption, cybersecurity, and data governance, and by partnering with private stakeholders, SITA drives innovative solutions and affirms its role as a thought leader in the ICT sector. This complements a customer retention strategy that refines SITA's value proposition to emphasize unique capabilities, address client pain points proactively, and offer competitive pricing and flexible contracting to rebuild trust and loyalty.

SITA will also launch Voice of the Customer campaigns to gather actionable feedback from clients and stakeholders, guiding continuous service improvements. Concurrently, efforts to rebuild SITA's image as a leading digital transformation agency will include targeted media campaigns, digital marketing enhancements, and showcasing achievements to mitigate reputational risks and strengthen trust.

The customer experience programme underpins SITA's transformation into a trusted enabler of digital government. By addressing historical challenges and aligning with the Board's vision, these initiatives will drive improved service delivery, client satisfaction, and sustainable relevance in the digital age.

9.2 Innovation and partnership

Innovation and partnerships are critical to SITA's digital transformation goals. This programme focuses on fostering innovation, building strategic collaborations, and driving impactful outcomes. SITA will modernize legacy systems and introduce advanced digital platforms by investing in technologies such as AI, cloud services, and data analytics. These efforts aim to align innovative concepts with public sector needs, driving modernization and improving service delivery.

Through open innovation, SITA will collaborate with academia, research organizations, and private sector partners to accelerate the commercialization of ground-breaking ideas. Co-creation of solutions and the transition of research into market-ready products will enhance SITA's ability to address government priorities effectively. To further this goal, a centralized research and knowledge hub will be established, serving as a repository for best practices, case studies, and frameworks. The hub will identify emerging trends, promote cross-disciplinary collaboration, and generate actionable insights to support innovation and informed decision-making.

Additionally, a formalized partnership framework will strengthen collaborations with strategic stakeholder entities and encourage the co-creation of solutions, leverage global best practices, and enhance SITA's capacity to deliver impactful

digital transformation initiatives. By focusing on scalable innovation, collaboration, and knowledge sharing, the innovation and partnerships programme addresses strategic imperatives while ensuring SITA remains at the forefront of digital transformation in South Africa's public sector.

9.3 Digital services and infrastructure

Digital services and infrastructure are the backbone of SITA's mission to modernize government operations and deliver secure, efficient, and accessible digital solutions. This programme is designed to enhance the digital capabilities of the South African government through cutting-edge technology and strategic investments in critical infrastructure, aligning with an emphasis on resilience, scalability, and efficiency.

SITA will deploy innovative digital products and services to address the evolving needs of government departments and improve public service delivery. This includes accelerating application modernization to replace outdated systems with agile, cloud-native solutions and creating use cases that demonstrate tangible value for clients. The deployment will be complemented by the establishment of a marketplace platform to streamline access to digital products and services, fostering a robust ecosystem that drives collaboration and innovation.

Advanced technologies such as AI and analytics will be integrated into service delivery, providing actionable insights for decision-making and enhancing operational efficiency. By leveraging data-driven strategies, SITA aims to enable predictive analysis, improve resource allocation, and support evidence-based policymaking across government functions.

Key infrastructure initiatives include expanding broadband connectivity to underserved areas, ensuring reliable and equitable access to digital services. SITA will also modernize state data centres, enhancing their capacity, resilience, and energy efficiency to support the growing demand for digital services. The development of a secure government private cloud ecosystem will provide scalable and cost-effective storage and computing solutions, adhering to the highest standards of data sovereignty and security.

In order to strengthen cybersecurity, SITA will enhance its Cyber Security Centre (CSC) capabilities and implement comprehensive measures to safeguard government IT systems. This includes proactive threat detection, real-time monitoring, and rapid incident response to protect critical infrastructure and sensitive information.

By integrating these strategic initiatives, the digital services and infrastructure programme ensures that SITA delivers world-class digital solutions that empower government and benefit citizens. This programme underscores SITA's commitment to driving digital transformation and building a resilient, connected, and secure digital future for South Africa. Moreover, SITA aims to serve as a data governance centre of the state to enable data exchange for efficient data processing in line with the SITA Act. Furthermore, to enable data sharing capabilities, that include data quality, data Centricity (Single Source of Truth), legal considerations and profitability to SITA.

9.4 Revenue growth and financial sustainability

Revenue growth and financial sustainability are pivotal to SITA's strategic plan 2030, ensuring the agency's competitiveness and resilience. This programme emphasizes market expansion, innovative commercial models, and robust financial mechanisms to support SITA's role as a driver of digital transformation.

SITA will expand into untapped markets, focusing on local government growth through enhanced partnerships with municipalities and broadband connectivity in underserved areas. This approach will deepen engagement, drive digital solution adoption, and create new revenue streams.

Innovative commercial models will reshape client and partner engagements. Key initiatives include a marketplace platform for seamless transactions, dynamic pricing, and collaboration with SMMEs and the private sector. This fosters a robust digital ecosystem, generating scalable and sustainable revenue streams.

A strong financial model will optimize costs, enhance governance, and diversify funding. This includes advanced financial management systems, capital investment frameworks for ICT projects, and alternative funding mechanisms such as public-private partnerships. These measures aim to achieve service revenue growth, meet EBITDA targets, and secure unqualified audit opinions, reflecting SITA's commitment to transparency and accountability.

Moreover, this programme strengthens SITA's financial position, enabling it to lead digital transformation and deliver value to government and citizens.

9.5 Operational efficiency

Operational efficiency is the cornerstone to SITA's strategic plan 2030, emphasizing streamlined processes, enhanced governance, and resilient organizational capabilities. Procurement reforms will improve transparency, reduce turnaround times, and boost supplier diversity by automating supply chain processes and partnering with SMMEs and OEMs. In order to enhance agility, SITA will reengineer business processes, optimize workflows, and adopt digital tools, enabling faster decision-making and flexibility.

Human capital investment is key, focusing on a competitive employee value proposition, leadership development, and a high-performance culture. Facility modernization will create productive workspaces through hybrid models, optimized space use, and environmentally friendly infrastructure. SITA's commitment to sustainability includes adopting Green IT strategies, reducing emissions, and aligning social responsibility efforts with government priorities.

IT governance will be strengthened by implementing robust frameworks, enhancing data management, and adopting international cybersecurity standards to secure critical systems. Corporate governance will be reinforced through ethical leadership, regulatory compliance, and stronger oversight mechanisms, fostering trust and accountability.

This programme positions SITA as an agile, efficient, and sustainable enabler of digital transformation, addressing operational challenges while aligning with the Board's vision for excellence in service delivery and resilience.

9.6 Governance

Governance is a foundational pillar aimed at fostering accountability, transparency, and compliance across the organization. This programme strengthens environmental and social sustainability, IT governance, and corporate governance to ensure SITA delivers value to its stakeholders and aligns with the Board's vision for ethical and sustainable operations.

SITA is committed to environmental and social sustainability by integrating responsible practices into its operations. This includes adopting a Green IT strategy to reduce carbon emissions and implementing sustainable initiatives that minimize environmental impact. Social responsibility programs, such as community development projects and e-waste management, further reinforce SITA's dedication to bridging the digital divide and contributing to broader societal goals.

IT Governance is a critical component of SITA's digital transformation agenda. The agency will implement robust IT governance frameworks to enhance compliance, cybersecurity, and data protection. By adopting international standards and best practices, SITA will ensure secure and resilient IT systems, mitigate risks, and enable informed decision-making. These measures will safeguard government information assets and support the delivery of reliable digital services.

Strengthening corporate governance is essential to building stakeholder trust and organizational integrity. SITA will enhance oversight mechanisms, enforce compliance with regulatory requirements, and promote ethical leadership across all levels. Internal audit and risk management functions will play a pivotal role in evaluating and improving the effectiveness of controls, governance, and risk management processes. By fostering a culture of accountability, SITA ensures alignment with its strategic objectives and adherence to best practices in governance.

Overall, this programme underpins SITA's efforts to achieve operational excellence, environmental stewardship, and ethical leadership, aligned with a transparent, accountable, and future-ready organization.

10. Impact statement

SITA's Strategic Plan 2030 is anchored in a bold vision to drive South Africa's digital transformation while delivering measurable socio-economic benefits. Our impact is focused on five key areas that align with national priorities, stakeholder expectations and the evolving needs of citizens

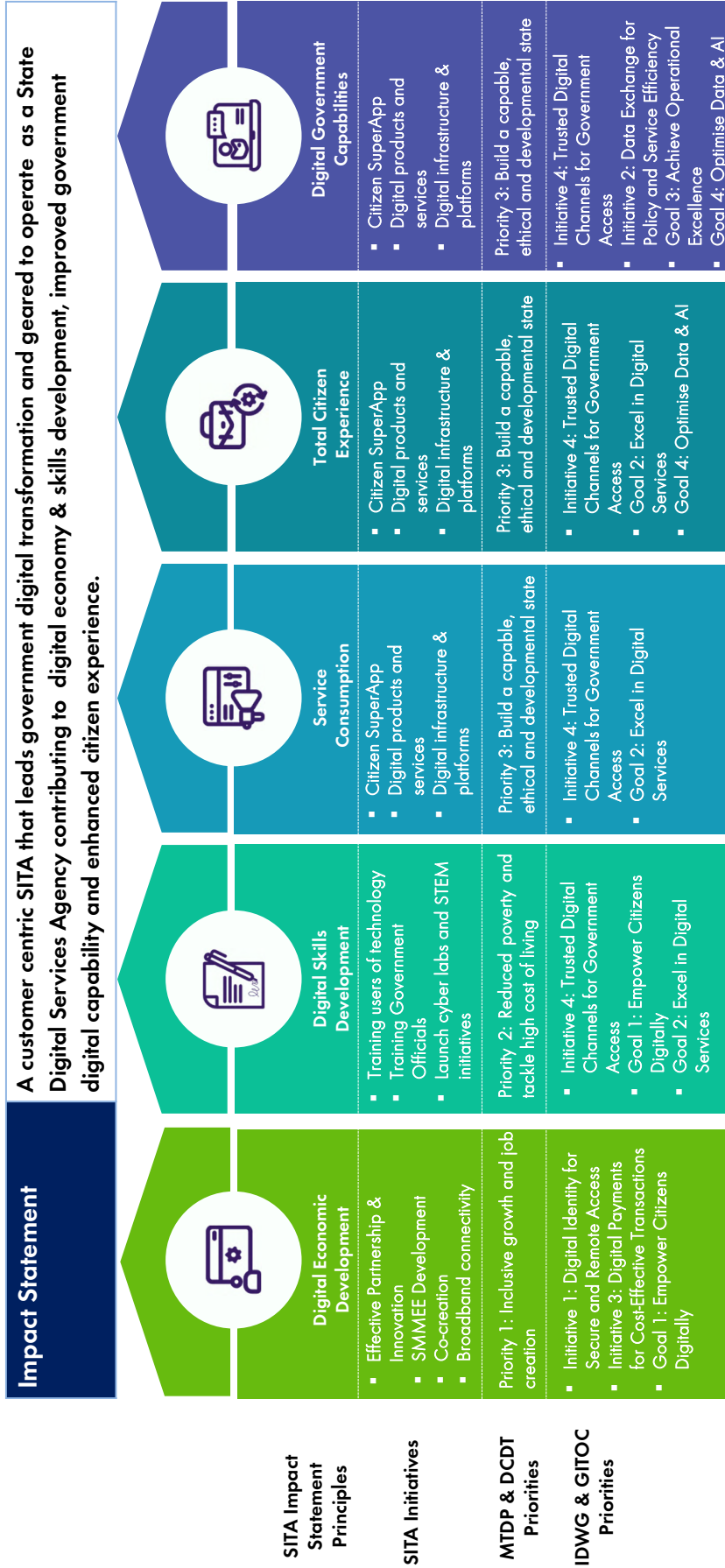


Figure 28 – Impact statement and strategic principles

(a) Digital Economic Development

SITA plays a central role in enabling economic growth by fostering innovation, supporting SMME development and building effective partnerships. Through initiatives such as broadband expansion and co-creation platforms, SITA helps stimulate job creation and inclusive participation in the digital economy, directly contributing to the country's economic and developmental goals.

(b) Digital Skills Development

Recognizing the importance of a digitally skilled workforce, SITA is committed to empowering citizens, government officials and youth with essential digital capabilities. Programmes such as digital skills training, cyber labs, and STEM initiatives help close the digital divide and equip South Africans with the skills needed to thrive in the digital era.

(c) Service Consumption

SITA enhances how government services are delivered and accessed by citizens. By developing platforms such as the Citizen SuperApp and ensuring secure, modern digital infrastructure, we make it easier for citizens to engage with government services efficiently and transparently, improving the overall service experience.

(d) Total Citizen Experience

Our focus on customer centricity drives us to continuously improve citizen interaction with government services. SITA prioritizes seamless, personalized, and responsive digital services, enhancing public trust and satisfaction while strengthening government-citizen relationships.

(e) Digital Government Capabilities

SITA supports government's ability to deliver secure, scalable, and innovative digital services. By modernizing ICT infrastructure, adopting emerging technologies like Artificial Intelligence and data analytics, and ensuring interoperability, we empower the public sector to operate efficiently and meet the evolving needs of the digital age.

Through the aforementioned five impact areas, SITA reinforces its role as the trusted digital services agency for government, delivering tangible outcomes that benefit the economy, improve citizen services and strengthen South Africa's digital capabilities.

10.1 Theory of change

A large portion of the population in South Africa is now strongly involved in digital and mobile connections, which has led to the fast adoption of the digital environment in the country. What this has done is to lay the foundations for SITA to utilise technology in order to close the gaps in service delivery that have been discovered. The ICT landscape has witnessed tremendous improvements in areas such as data analytics, artificial intelligence and cloud computing on a global scale. These technologies have the potential to revolutionise the delivery of public services, making them more affordable, more responsive to the needs of citizens and more citizen-centered. The South African public sector is struggling with obsolete ICT infrastructure, fragmented systems, cybersecurity vulnerabilities and a huge digital divide, all of which hinder the effective use of these revolutionary technologies. Despite the opportunities that are available, the public sector is struggling with these issues.

There is a direct correlation between the efficiency and effectiveness of the procedures and systems utilised by the government and the delivery of services by the public sector. The public sector continues to struggle with insufficient coordination among government agencies and a dearth of digital procedures that are standardised. In addition, the government's inability to properly harness these disruptive technologies is hindered by its antiquated ICT infrastructure, fragmented systems, cybersecurity vulnerabilities and the digital divide. The consequence of this is that residents frequently face challenges while attempting to gain access to important services such as healthcare, education and social welfare resources.

10.1.1 SITA's theory-of-change context

SITA has devoted itself to the ongoing execution of innovative IT projects for bettering government service delivery, efficiency and effectiveness. This mostly comprises leveraging technology to streamline operations, improve partner relationships and enable the public sector to achieve its missions more efficiently. SITA adopted a theory-of-change model in the prior financial year, tailored to the advancements linked to the achievement of the last mile (last implementation phase) of the 2020/25 strategic plan. The effort for the new 2030 strategic plan and this year's shift in theory in respect of the APP is based on the same strategic foundation which introduced six newly established strategic themes: (1) Customer experience, (2) Innovation and partnership, (3) Digital services and infrastructure, (4) Revenue growth and financial sustainability, (5) Operational efficiency, and (6) Governance.

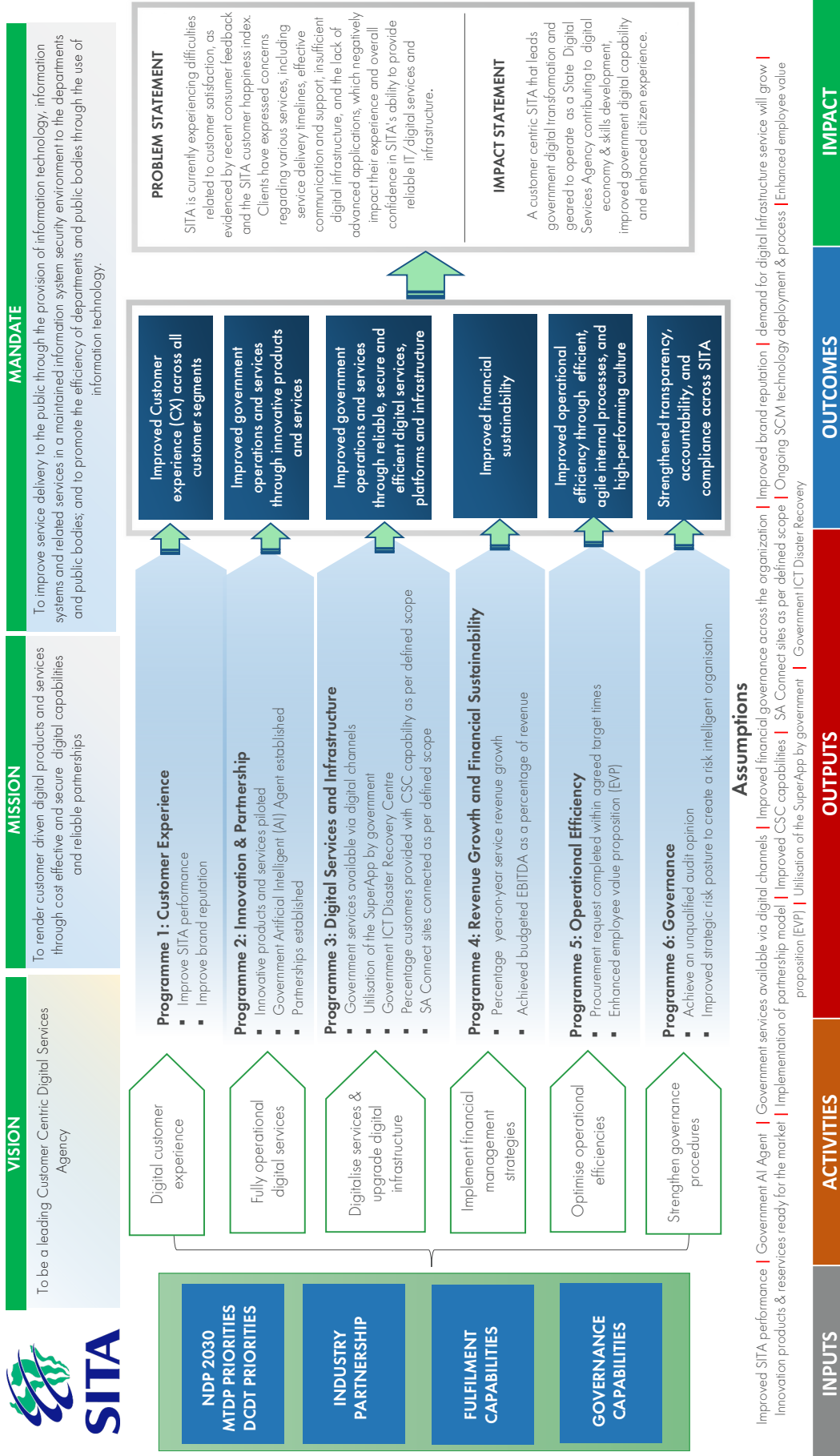


Figure 29: The theory of change

10.1.2 Problem statement

SITA is currently experiencing difficulties related to customer satisfaction, as evidenced by recent consumer feedback and the SITA customer happiness index. Clients have expressed concerns regarding various services, including service delivery timelines, effective communication and support, insufficient digital infrastructure, and the lack of advanced applications, which negatively impact their experience and overall confidence in SITA's ability to provide reliable IT/digital services and infrastructure. Conversely, there is a pressing necessity for SITA to re-evaluate its centralised disaster recovery strategy as its services and customer demands escalate. This endeavour, together with other advanced solutions and systems developments, necessitates that SITA re-evaluate its approach to cybersecurity operations to safeguard its applications, systems, and platforms while maintaining effective business continuity. Notwithstanding SITA has devised plans to address existing performance inadequacies to surpass customer expectations through its newly defined six programmes discussed in various sections of this document.

10.1.3 Assumptions

Within the framework of its theory of change, SITA has established a number of assumptions. For the purpose of ensuring that there is a mutual understanding of the manner in which change will occur, these assumptions constitute a framework for planning and assessment, respectively. The SITA model operates on the premise that customer departments and people will continue to embrace digital services and make appropriate use of these services to achieve improved customer experiences. The digital transformation of the government necessitates the participation of all relevant stakeholders and the provision of access to government data. On the assumption that government departments would collaborate with SITA on all needs for digital programmes while providing access to data, it is believed that digital programmes will be implemented.

Various government departments and organisations have demonstrated their dedication to digital transformation and modernisation activities, offering both political and administrative support for the initiatives undertaken by SITA. SITA operates under the assumption that government employees are working to improve their digital skills and capacities in order to successfully support and manage digital activities. The assumption is that the policy and regulatory framework for digital transformation will be examined and enhanced, and that all of the essential actions will be taken to facilitate the execution of digital projects. The government is presumed to be delivering digital efforts, and it is anticipated that interdepartmental fiscal collaboration will be successful.

10.1.4 Inputs

For the purpose of propelling its strategic efforts, SITA makes use of the inputs, which are basic components. The Department of Communications and Digital Technologies (DCDT), MTDP, IDWG priorities and the overall National Development Plan 2030 are included in this group of priorities. SITA is able to successfully carry out its mandate owing to its strong policy and strategic position, and operational advice that is provided by these inputs collectively. These inputs include competences such as governance, finance, procurement, as well as strategic partnerships with industry.

10.1.5 Activities

SITA has identified particular programmes to initiate change within the agency and its services, based on the context described in the inputs section. This aligns with the agency's ongoing efforts to enhance service delivery. The activities entail the following:

- (a) Improved digital customer service experience: SITA endeavours to ensure that government departments and public sector entities have superior IT applications, support and services.
- (b) Continued digitalisation of government services: SITA is committed to digitising government services to promote cost-effectiveness, accessibility and efficiency.

- (c) Ongoing development of digital services: SITA is unwavering in its dedication to the ongoing development of digital services that are trustworthy, secure, efficient and dependable.
- (d) Strategy implementation for financial management: SITA prioritises putting financial strategies into action with the goal of ensuring sustainable growth and prudent fiscal management.
- (e) Continuous expansion of the range of e-government services: SITA has the opportunity to improve its revenue through the expansion of its services. In addition to assisting government agencies to modernise their processes, the supplementary digital platforms and services it offers can provide other revenue streams.
- (f) Digital transformation: eGovernment platforms, digital infrastructure and better cybersecurity measures are some of the many ways in which SITA continues to play a pivotal role in facilitating the government's digital transformation agenda, with the ultimate aim of modernising public services.
- (g) Government disaster recovery: a centralized Disaster Recovery Centre ensures government business continuity by mitigating risks from system failures, cyber threats & disasters. It enhances service reliability, minimizes downtime, and aligns with best practices for operational resilience. This target directly responds to issues raised by clients and AGSA.

10.1.6 Outputs

Government disaster recovery: a centralized Disaster Recovery Centre ensures government business continuity by mitigating risks from system failures, cyber threats & disasters. It enhances service reliability, minimizes downtime, and aligns with best practices for operational resilience. This target directly responds to issues raised by clients and AGSA.

- (a) Programme 1 outputs prioritise improved SITA performance and brand reputation.
- (b) Programme 2 aims to pilot innovative products and services while fostering the implementation of a partnership model and establishing a government AI agent.
- (c) Programme 3 deliverables prioritise government services available via digital channels, utilisation of the SuperApp, centralised government disaster recovery capabilities, Cybersecurity Centre (CSC) capability rolled out to customer systems supported by SITA, and SA Connect sites connected as per defined scope.
- (d) Programme 4 aims to improve year-to-year service revenue growth, budgeted EBITDA as a percentage of revenue.
- (e) Programme 5 deliverables prioritise procurement requests within the agreed timeframes and the implementation of employee value propositions initiatives aimed at building a high performance culture.
- (f) Programme 6 focuses on achieving an unqualified audit opinion and an improved strategic position.

These outputs are expected to lead to the following outcomes:

- (a) An improved customer experience (CX) across all customer segments
- (b) Improved government operations and services through innovative products and services
- (c) Improved government operations and services through reliable, secure and efficient digital services, platforms and infrastructure
- (d) Improved financial sustainability
- (e) Improved operational efficiency through efficient, agile internal processes and a high-performing culture
- (f) Strengthened transparency, accountability and compliance across SITA

10.1.7 Impact

Using the theory of change, SITA is able to get a comprehensive understanding of the manner in which its interventions (such as the provision of IT services, support for digital transformation, and cybersecurity measures) deliver the intended results. Accordingly, the organisation is able to more easily prioritise operations, efficiently distribute resources and maintain its concentration on initiatives that will have a significant impact.

A customer centric SITA that leads government digital transformation and geared to operate as a State Digital Services Agency contributing to digital economy & skills development, improved government digital capability and enhanced citizen experience.

By implementing its theory of change in a strategic manner, as described above, SITA intends to close the gap that exists between the existing difficulties and the ideal state of ICT in the public sector. SITA is dedicated to facilitating a transformational influence on the delivery of public services by concentrating on enhancing procedures, infrastructure and skills. This will allow the organisation to realise its objectives and move closer to its vision for the future of ICT in government.

11. Measuring outcomes

11.1 Explanation of planned performance over the five-year planning period

Over the next five years, SITA will implement the six strategic programmes depicted in the table below, which are designed to enhance customer service, drive innovation and ensure operational and financial sustainability. These programmes align with SITA’s overarching goal of leading digital transformation within the public sector and delivering enhanced value to citizens, government departments and stakeholders.

Table 1 – SITA’s strategic programmes

Programme	Outcome	Outcome indicator	Baseline	Five-year target (2030)
Customer experience	Improved customer experience across all customer segments	Percentage customer satisfaction level	48% customer satisfaction level	75% customer satisfaction level
		Brand reputation index	44% Brand reputation index	60% brand reputation index
Innovation and partnership	Improved government operations and services through innovative products and services	Number of innovative products and services piloted	New indicator	10 innovation products and services piloted
		Number of Government artificial intelligence use cases developed	New indicator	5 artificial Intelligence use cases developed
		Number of projects implemented through partnerships	New indicator	10 projects implemented through partnerships
Digital services and infrastructure	Improved government operations and services through reliable, secure and efficient digital services, platforms and infrastructure	Number of government services available and accessible via digital platforms	19 government services available and accessible via digital platforms	15 government services available and accessible via digital platforms
		Number of government departments utilising the SuperApp as per defined scope	New Indicator	10 government departments utilising the SuperApp as per defined scope
		Number of SA Connect sites connected as per defined scope	6 761 cumulative sites migrated on the NGN	14 000 SA Connect sites connected as per defined scope
		Percentage customers provided with Cyber Security Centre (CSC) Capability as per defined scope	Security Operations Centre (SOC) Transversal Capability expanded to 39 National Departments	100% customers provided with CSC Capability as per defined scope

Programme	Outcome	Outcome indicator	Baseline	Five-year target (2030)
Digital Services and Infrastructure	Improved government operations and services through reliable, secure and efficient digital services, platforms and infrastructure	Percentage provision of the ICT Disaster Recovery Centre to customers as per defined scope	New Indicator	100% provision of the ICT Disaster Recovery Centre to customers as per defined scope
Revenue growth and financial sustainability	Improved financial sustainability	Percentage year-on-year service revenue growth	7% year-on-year service revenue growth	12% year-on-year service revenue growth
		Percentage EBITDA as a percentage of revenue	9% EBITDA as a percentage of revenue	12% EBITDA as a percentage of revenue
Operational efficiency	Improved operational efficiency through efficient and agile internal processes	Percentage of procurement requests completed within agreed target times	56.50% procurement requests completed within agreed target times	100% of procurement requests completed within agreed target times
		Number of employee value proposition initiatives implemented	New indicator	20 employee value proposition initiatives implemented
Governance	Strengthened transparency, accountability and compliance across SITA	Audit opinion	Disclaimer audit opinion	Clean audit outcome
		100% implementation of mitigations for the strategic risk register	79.49% implementation of mitigations for the strategic risk register	100% implementation of mitigations for the strategic risk register

SITA's planned performance for the next five years is driven by its commitment to align with the NDP, the national outcomes as set out in the strategic priorities as defined in the MDTP. The six strategic programmes developed by SITA are designed to contribute to inclusive growth, address social and economic challenges, and modernise the public service through digital transformation.

SITA's six programmes are intended to contribute to the following strategic outcomes:

- Strengthen trust and loyalty by implementing a customer-centric approach to improve the customer's experience across all segments. This aligns with SITA's role in enhancing the quality of public service delivery.
- Improve government operations by driving innovative products and services and enhancing the efficiency of service delivery. By collaborating with key partners, SITA will create solutions that meet the evolving needs of the government and citizens.
- Improve government operations and services through reliable, secure and efficient digital services, platforms and infrastructure. By expanding digital channels, enhancing connectivity and establishing new digital platforms, SITA aims to ensure that government services are easily accessible, resilient and aligned with international best practices. This approach supports the broader goal of fostering digital inclusion and closing the digital divide within South Africa.
- Enhance financial sustainability through focused revenue growth and improved financial performance. By growing annual revenue, improving EBITDA margins and ensuring efficient financial management, SITA will strengthen resilience and reinvest in technology, talent and service enhancements for long-term sustainability.
- Improve operational efficiency by streamlining internal processes and fostering a culture of performance excellence. Through streamlined procurement, timely service delivery and a high-performance culture plan, SITA will boost productivity, reduce bottlenecks and consistently meet stakeholder expectations with agility and precision.

- (f) Strengthen governance by promoting transparency, accountability and compliance across SITA’s operations to ensure that the agency maintains a high standard of public service. This is aligned with the broader government objective of fostering a capable and ethical state.

The impact of SITA’s strategic outcomes will be transformative for the organisation and its stakeholders. For SITA, these outcomes will secure its position as a leader in the digital transformation of the public sector, delivering innovative, reliable and secure services, while enhancing its reputation as the government’s preferred ICT partner and boosting financial resilience. For the government, SITA’s efforts will improve service delivery, operational efficiency and infrastructure modernisation, supporting goals such as reducing unemployment, fostering economic growth and building a capable and ethical public service. For citizens and customers, an enhanced customer experience and reliable digital services will improve access to public services, contributing to social and economic upliftment and offering a more efficient, user-friendly experience of government systems.

Moreover, SITA’s planned performance over the next five years will not only support national development goals but also drive a significant transformation in the way government services are delivered, ensuring that both the public sector and its citizens are well positioned for the digital future.

12. Key risks and mitigations

The following table outlines the key risks associated with SITA’s strategic outcomes and the corresponding mitigations designed to address these challenges. As SITA drives digital transformation across the public sector, it is essential to anticipate obstacles and implement proactive solutions to achieve its strategic goals. This approach ensures that risks related to customer experience, service delivery, financial performance and operational efficiency are effectively managed. The mitigations are aligned with SITA’s long-term vision of delivering secure, innovative and citizen-centric digital solutions while maintaining transparency, accountability and financial sustainability.

Table 2 – Key risks and mitigations

Outcomes	Key risks	Mitigations
Improved customer experience across all customer segments	Increased customer dissatisfaction	<ul style="list-style-type: none"> • Conduct regular customer satisfaction surveys and develop and implement service improvement plans • Establish modern brand Identity through revitalizing the SITA brand • Develop and implement service level agreement dashboards and other client feedback mechanisms • Develop and communicate SITAs value proposition
Improved government operations and services through innovative products and services	Delayed service delivery through partnerships	<ul style="list-style-type: none"> • Build internal capacity for innovation and technology management

Outcomes	Key risks	Mitigations
Improved government operations and services through reliable, secure and efficient digital services, platforms and infrastructure	Inability to digitalize, modernize and innovate government services and solutions	<ul style="list-style-type: none"> • Establish delivery partnerships to support improved government operations and services through innovative product and services • Establish new integrated services available via digital channels • Establish monetized digital infrastructure services • Modernisation of legacy, transversal and unique systems maintained by SITA, government departments • Develop a digital product management strategy with an approved list of planned innovative products and services • Build ADM internal innovation capacity and capability by investing in training programs
	Inability to continue with operations (Client or SITA)	<ul style="list-style-type: none"> • Investigate the distribution of critical systems across geographic locations (e.g. change the primary sites for some solutions) • Investigate alternatives of installing bulk fuel and water storage infrastructure for smaller switching centre sites • Develop and implement a power generation strategy that will address service continuity in the event of continuous high stages of load shedding • Develop adequate business continuity plans and processes
	Impaired network connectivity response times	<ul style="list-style-type: none"> • Implement/provide redundancies to address single points of failure • Design and implement a Photovoltaic (PV) Solar System Plant at the SITA Centurion Premises • Implement critical electrical and mechanical infrastructure upgrades and modernisation of data centres • Redesign and implement the new Internet architecture to provide seamless failover and direct peering to (other) Internet exchange • Expand the capacity of the compute and storage capacity on the SITA CFI to accommodate increasing demand for compute and storage and backup requirements. • Invest in high speed internet connectivity and upgrade the LAN/WAN infrastructure • Implement load balancing technologies and redundancy to ensure continuous network availability

Outcomes	Key risks	Mitigations
	Information security and privacy risks - Cybersecurity breach	<ul style="list-style-type: none"> • Improve cybersecurity posture of all departments and entities by implementing and recommending security hardening initiatives • Conduct government Information security maturity level assessments and awareness campaigns • Establish and enhance Cyber Security Centre (CSC) Capability across SITA services to government • Fully operationalise the Enterprise Security Steering Committee • Incorporate industry best practices through the information security processes and conduct penetration testing by independent third-party auditor/testers • Impose security requirements to third party service providers • Enhance comprehensive protocols to manage and recover from cybersecurity breaches/incidents • Perform periodic penetration tests
Improved financial sustainability	Unfavourable audit outcomes (qualified, adverse and disclaimer)	<ul style="list-style-type: none"> • Remediation of financial control environment: • Train and upskill all resources in SITA on financial management • Strengthen financial controls • Upgrade financial management systems • Development of business processes and development of SOP support the process • Implementation of audit action plan • Monitor and report on the status of the implementation of the AGSA recommendations • Capacitate Finance environment
	Threatened financial sustainability	<ul style="list-style-type: none"> • Develop additional sources of income and new business opportunities i.e. investment in digital services to reduce the reliance on concentrated revenue streams • Obtain approval for revised rates and tariffs from the ministry (DCDT) and National Treasury • Determine appropriate funding/revenue sharing strategies to exploit growth opportunities • Enhance working capital management through effective debtor's management and proactive monitoring of high-risk customers • Implement sustainable and effective cost control measures to minimise cash outflows • Revise the financial framework to mandate the submission of an approved business case and detailed procurement plans before budget allocation • Introduce incentives for achieving capex budget allocation and consequence management for not utilising allocated capex budget

Outcomes	Key risks	Mitigations
Improved operational efficiency through efficient and agile internal processes	Slow and inefficient procurement processes	<ul style="list-style-type: none"> • Implement bid specification centre of excellence • Automate the end-to-end SCM process • Implement SCM process and related legislation training for Bid Evaluation Committee (BEC) members and employees • Revise engagement models for RFQs (panels and transversals) to be more responsive and create "call-off" contracts from RFAs • Review and implement SCM policy, SOP and DOA
	Inability to attract, develop and retain qualified key employees to address current and future business demand	<ul style="list-style-type: none"> • Build internal digital skills through OEM/OSM partnerships • Recruit vacant positions to capacitate core, critical and scarce business roles • Define and establish a SITA workplace culture program • Streamline recruitment processes, introducing tools to decrease the time to recruit
	Reduced corporate performance and deteriorating corporate culture	<ul style="list-style-type: none"> • Partner with industry and academia to address capacitation gaps and improve client service delivery • Build futuristic skills aligned to digital transformation and develop a high-performance workforce • Assess and update skills requirements regularly to align with business goals • Invest in ongoing training and development initiatives to close skill gaps in alignment with WSP • Promote a positive organizational culture through clear values, improving communication and encouraging transparency • Implement employee wellness initiatives to enhance well-being and health management needs of employees • Conduct comprehensive process reviews to identify bottlenecks and inefficiencies and automate repetitive tasks
Strengthened transparency, accountability and compliance across SITA	Governance failure	<ul style="list-style-type: none"> • Stabilize executive and management leadership by filling vacant positions • Implement robust leadership succession planning and establish targeted retention programmes for HODs • Establish and implement a code of conduct that sets out clear ethical guidelines • Enhance and strengthen governance structures • Establish clear governance frameworks

13. Strategy execution model

SITA’s strategy execution model integrates strategy and execution, emphasizing an agile and responsive approach to drive the organization’s transformation agenda. The model depicted below, aims to ensure alignment between strategic objectives and operational implementation, enabling efficient delivery and continuous improvement.

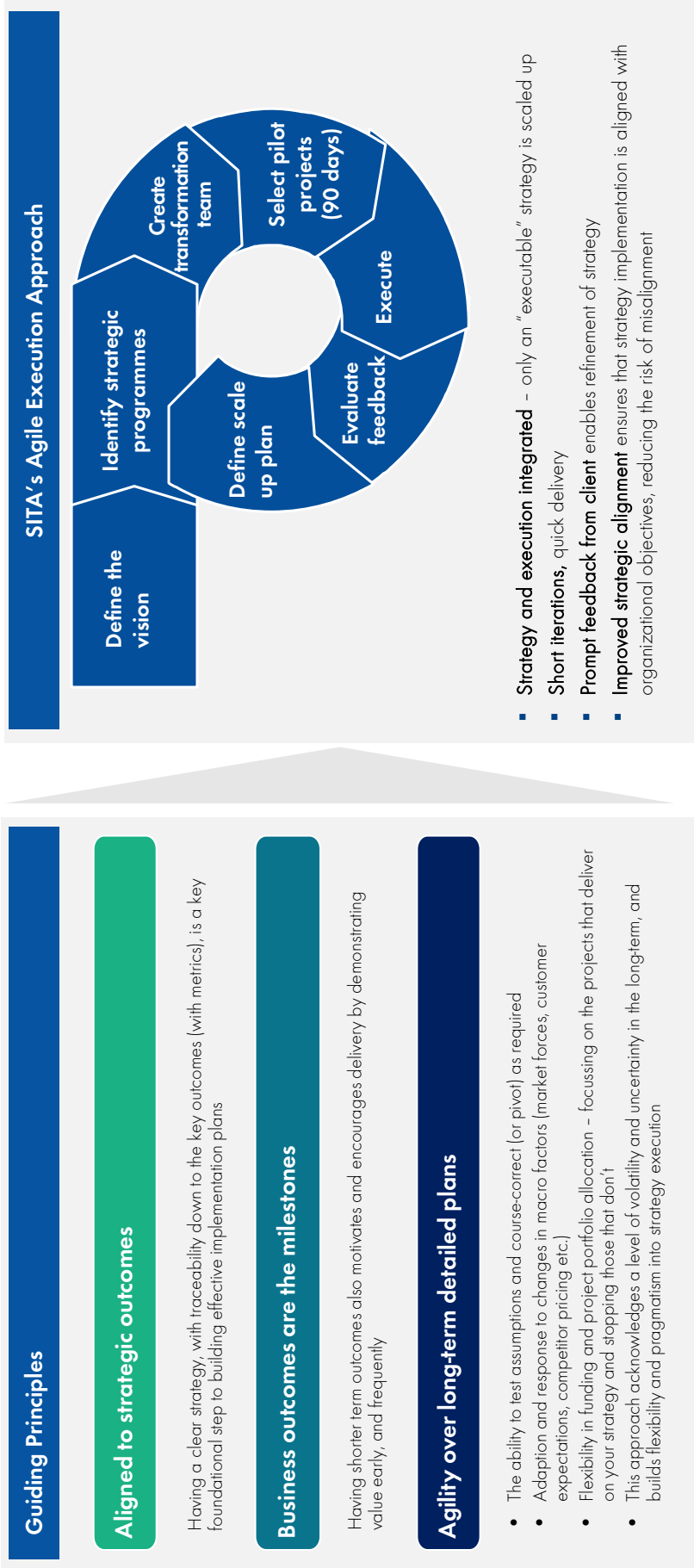


Figure 30 – Strategy execution model

SITA's strategy execution model integrates strategy and execution, emphasizing an agile and responsive approach to drive the organization's transformation agenda. The model aims to ensure alignment between strategic objectives and operational implementation, enabling efficient delivery and continuous improvement.

SITA's proposed agile execution model represents a departure from the traditional approach, which treated strategy and execution as separate, linear tasks. Key elements of the agile model include:

- (a) Integration of strategy and execution:** Only executable strategies are scaled up, ensuring immediate alignment with organizational objectives.
- (b) Short iteration cycles:** Agile principles enable quick delivery of projects through short iterations, reducing lengthy working cycles and promoting adaptability.
- (c) Feedback and refinement:** Regular customer feedback inform continuous refinement of strategies, ensuring customer-centric service delivery.
- (d) Improved strategic alignment:** Agile practices ensure that execution remains aligned with strategic goals, reducing the risk of misalignment and driving measurable outcomes.

The agile execution model adopts a dynamic and iterative approach to strategy implementation. It begins with defining a clear vision and identifying strategic programs that align with organizational objectives. A dedicated transformation team is then established to oversee the execution process, ensuring accountability and focus. Pilot projects are selected and implemented in 90-day cycles, allowing for rapid testing and learning. The outcomes of these cycles are evaluated, and feedback is incorporated to refine the strategy further. Successful initiatives are then scaled for broader implementation, ensuring continuous improvement and alignment with strategic goals.

The strategy will be implemented through a set of strategic initiatives over the five-year planning period and will result in a transformed SITA, addressing immediate stabilisation, building confidence and digitising the organisation and its customers. Implementation is broken into three distinct phases as follows:

- (a) Phase 1: Stabilising SITA** – This phase focuses on addressing immediate challenges such as governance issues, leadership instability, and operational inefficiencies. It includes streamlining procurement processes, clarifying the roles and responsibilities of leadership, and aligning internal capabilities with the needs of government customers. The goal is to stabilise the organisation and create a foundation for long-term growth and transformation.
- (b) Phase 2: Building Confidence in SITA** – The second phase will shift towards executing initiatives efficiently and improving customer service delivery. This will involve expanding SITA's product offerings, enhancing customer relationships, and improving the overall customer experience. By the end of this phase, SITA aims to build strong customer trust and demonstrate its ability to effectively deliver digital services to government entities.
- (c) Phase 3: Digitising SITA and Customers** – The final phase of the strategy focuses on fully digitalising SITA's operations and those of its customers. This phase will involve scaling up digital solutions, further automating government services, and positioning SITA as a leader in digital government transformation. The key objective of this phase is to achieve widespread adoption and usage of SITA's digital services across government, ultimately improving service delivery and citizen engagement.

Implementation of the initiatives over the planning period will result in a transformed SITA, addressing immediate stabilisation, building confidence and digitising the organisation and its clients. The implementation roadmap aligned to the phases above will be developed with prioritised initiative and funding requirements.



PART D: TECHNICAL INDICATOR DESCRIPTIONS



14. Technical indicators

14.1 Percentage Customer Satisfaction level

Definition	Customer satisfaction level measures the extent to which SITA's services meet or exceed customer expectations, based on feedback from CSI surveys. It is expressed as a percentage reflecting the proportion of customers satisfied with service quality, responsiveness, and overall experience.
Data/evidence source	Customer satisfaction survey
Method of calculation	As per results of customer survey conducted
Means of verification	Customer satisfaction survey report
Assumptions	(a) The preliminary assessment of improvements implemented in previous financial years will be conducted in quarter 4 (b) Targeted focus for service delivery in high-impact clusters will have a positive spill-over effect on the overall customer satisfaction improvements (c) Supply chain management reforms will be implemented (Procurement request completed within agreed target times)
Disaggregation of beneficiaries (where applicable)	Target for women = N/a Target for youth = N/a Target for people with disabilities = N/a
Spatial transformation (where applicable)	National and provincial
Desired performance	75% Customer satisfaction level
Indicator responsibility	Executive: National and Regional Consulting Services

14.2 Brand reputation index

Definition	This indicator measures the overall public perception of a brand by taking into account various factors such as brand loyalty, media coverage, social media sentiment, and customer and employee satisfaction to create a comprehensive picture of an organisation's brand's reputation.
Data/evidence source	Brand reputation surveys
Method of calculation	(a) As defined in the brand reputation survey report. (b) Brand reputation index (BRI) = customer satisfaction (CS) + brand loyalty (BL) + social media sentiment (SMS) + corporate social responsibility (CSR) + media coverage (MC) + employee satisfaction (ES)
Means of verification	Use several customer satisfaction factors to qualify and quantify customer's brand perception
Assumptions	Independent service provider will perform the survey with due diligence
Disaggregation of beneficiaries (where applicable)	Target for women = N/a Target for youth = N/a Target for people with disabilities = N/a
Spatial transformation (where applicable)	National and provincial
Desired performance	60% brand reputation index
Indicator responsibility	HoD Corporate Affairs

14.3 Number of innovative products and services piloted

Definition	This indicator refers to the development of new or improved products or services to pilot them through the application of new technologies or creative solutions.
Data/evidence source	Demonstration of pilot product or service
Method of calculation	Actual number of innovative products and services piloted
Means of verification	(a) Project charter and plan (b) Demonstration of Proof of Concept
Assumptions	The products and services innovated will be of value to the market therefore potentially aiding in improving SITA's service delivery and overall customer satisfaction.
Disaggregation of beneficiaries (where applicable)	Target for women = N/a Target for youth = N/a Target for people with disabilities = N/a
Spatial transformation (where applicable)	N/a
Desired performance	10 innovative products and services piloted
Indicator responsibility	Executive: Corporate and Digital Strategy

14.4 Number of projects implemented through partnerships

Definition	This indicator aims to measure the extent to which a partnership model has been successfully implemented and optimised for efficiency, effectiveness, and alignment with strategic objectives
Data/evidence source	Partnership framework
Method of calculation	Actual number of partnerships established
Means of verification	Signed partnership document
Assumptions	Industry willingness and buy in
Disaggregation of beneficiaries (where applicable)	Target for women = N/A Target for youth = N/A Target for people with disabilities = N/A
Spatial transformation (where applicable)	N/a
Desired performance	10 projects implemented through partnerships
Indicator responsibility	Executive: Corporate and Digital Services

14.5 Number of government Artificial Intelligence use cases developed

Definition	This indicator refers to the establishment of a government AI agent aimed at to utilising artificial intelligence to automate tasks, analyse data, and establish use cases aimed at enabling informed decisions within government thereby, improving efficiency and enable improved citizen support.
Data/evidence source	Digital platforms
Method of calculation	AI agent pilot
Means of verification	Demonstration of pilot AI Agent platform
Assumptions	Seamlessly integration of existing digital services, APIs, APPs, and databases.
Disaggregation of beneficiaries (where applicable)	Target for women = N/A Target for youth = N/A Target for people with disabilities = N/A
Spatial transformation (where applicable)	N/a
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly
Desired performance	5 AI use cases developed
Indicator responsibility	Executive: Corporate and Digital Services

14.6 Number of government departments utilising the SuperApp as per defined scope

Definition	To enable citizens to easily access key government services via the Citizen SuperApp thereby accelerating adoption of eGovernment which aims to enhance citizens experience through improved delivery of public services.
Data/evidence source	Citizen SuperApp
Method of calculation	Actual number of government departments utilizing the SuperApp
Means of verification	SuperApp utilisation statistics report
Assumptions	(a) Key government stakeholders will be available to collaborate with SITA SuperApp development team (b) Affordable internet access through zero-rating and incentivising the less affording communities will be provided by SITA partners
Disaggregation of beneficiaries (where applicable)	Target for women = N/A Target for youth = N/A Target for people with disabilities = N/A
Spatial transformation (where applicable)	N/a
Desired performance	10 government departments utilising the SuperApp as per defined scope
Indicator responsibility	Executive: Applications Development and Maintenance

14.7 Number of government services available via digital platforms

Definition	This indicator refers to the number of government services accessible through use of communications technologies (including mobile devices), websites, applications and other ICT services and platforms to link citizens and the public sector and facilitate collaborative and efficient governance.
Data/evidence source	e-Services platform
Method of calculation	Actual number of digital services
Means of verification	Project charter and plan Demonstration of platform
Assumptions	There will be utilisation of the government services made available via digital platforms
Disaggregation of beneficiaries (where applicable)	Target for women = N/a Target for youth = N/a Target for people with disabilities = N/a
Spatial transformation (where applicable)	N/a
Desired performance	15 government services available via digital platforms
Indicator responsibility	Executive: Applications Development and Maintenance

14.8 Number of SA Connect sites connected as per defined scope

Definition	This indicator refers to connectivity of identified government sites at bandwidths of 10Mbps to enable access to digital platforms and services thereby supporting government operations and improving citizen access to e-government services.
Data/evidence source	Completion certificates of connectivity of identified government sites at bandwidths of 10Mbps
Method of calculation	Number of sites connected as per defined scope
Means of verification	Completion certificates
Assumptions	Mobile Network Operators (MNO) partnerships will be timeously finalized and sites will be ready for SITA for deployment
Disaggregation of beneficiaries (where applicable)	Target for Women: n/a Target for Youth: n/a Target for People with Disabilities: n/a
Spatial transformation (where applicable)	N/a
Desired performance	14 000 SA Connect sites connected as per defined scope
Indicator responsibility	Executive: IT Infrastructure Services

14.9 Percentage provision of the ICT Disaster Recovery Centre to customers as per defined scope

Definition	This indicator measures the percentage of activities completed towards establishing Phase 1 of the Government ICT Disaster Recovery Centre as per the approved plan.
Data/evidence source	Approved project charter and plan
Method of calculation	$(\text{Actual number of customers provided with ICT Disaster Recovery Centre} / \text{number of targeted customers as per defined scope}) \times 100$
Means of verification	Signed off site readiness report and approved proposal
Assumptions	(a) Customer demand (b) Funding for the provisioning of Government ICT Disaster Recovery Centre (c) Timely completion of Government ICT Disaster Recovery Centre (d) No major delays in procurement processes
Disaggregation of beneficiaries (where applicable)	Target for Women: n/a Target for Youth: n/a Target for People with Disabilities: n/a
Spatial transformation (where applicable)	N/a
Desired performance	100% provision of the ICT Disaster Recovery Centre to customers as per defined scope
Indicator responsibility	Executive: IT Infrastructure Services

14.10 Percentage customers provided with Cyber Security Centre (CSC) Capability as per defined scope

Definition	This indicator refers to the percentage Cyber Security Centre (CSC) Capability rolled out to customer systems visible on the SITA network using SITA's Managed Detection and Response (MDR) service offering which is designed to protect and defend information and technology infrastructures and assets within SITA's control against cyberattacks, intrusions, and loss of credibility and reputation.
Data/evidence source	Project plan dashboard
Method of calculation	$\text{Percentage} = (\text{Total number of customer systems supported by SITA} / \text{Number of customer systems with CSC capability deployed}) \times 100$
Means of verification	(a) Project plan and charter (b) Internal acceptance certificate (c) Expansion letter to customer (d) Initial Report to customer
Assumptions	Minimum required available infrastructure to deploy CSC capability is reliable, and accessible.
Disaggregation of beneficiaries (where applicable)	Target for women = N/a Target for youth = N/a Target for people with disabilities = N/a
Spatial transformation (where applicable)	N/a
Desired performance	100% Customers provided with CSC capability as per defined scope
Indicator responsibility	Executive: Services Management

14.11 Percentage year-on-year growth service revenue growth

Definition	The percentage growth in service revenue is calculated using the previous years' service revenue as per the Annual Financial Statements as the basis and calculating the increase in revenue year-on-year
Data/evidence source	(a) Quarterly Finance reports (b) Annual Financial Statement
Method of calculation	$(\text{Current period service revenue} - \text{service revenue per previous year financial statements}) / \text{service revenue per current year financial statements}$
Means of verification	SITA ERP system/general ledger data
Assumptions	(a) Synchronisation between national/provincial consulting and units responsible for delivering the actual services (b) Departments will obtain the necessary funding for digitalisation
Disaggregation of beneficiaries (where applicable)	Target for women = N/a Target for youth = N/a Target for people with disabilities = N/a
Spatial transformation (where applicable)	N/a
Desired performance	12% year-on-year growth in service revenue on the FY2024/25 baseline
Indicator responsibility	Chief Financial Officer

14.12 Percentage Earnings Before Interest, Taxes, Depreciation and Amortisation (EBITDA) as percentage of revenue

Definition	EBITDA is measured as a percentage of revenue
Data/evidence source	Budgeted income statement, quarterly statement of financial performance, financial statements
Method of calculation	$(\text{Net surplus before tax} + \text{depreciation} + \text{amortisation} - \text{interest received} + \text{interest paid}) / \text{Revenue}$
Means of verification	Financial reports and financial statements
Assumptions	(a) Improved financial governance across the organisation (b) Managing HCM-related cost as well as recoverability rates
Disaggregation of beneficiaries (where applicable)	Target for women = N/a Target for youth = N/a Target for people with disabilities = N/a
Spatial transformation (where applicable)	N/a
Desired performance	12% EBITDA as a percentage of revenue
Indicator responsibility	Chief Financial Officer

14.13 Percentage of procurement requests completed within agreed target times

Definition	This indicator refers to the accumulative total number of tenders approved within the targeted turnaround times agreed with the customer
Data/evidence source	Turnaround time database report
Method of calculation	Method of calculation: (Total number of approved procurement awards completed within the SLA agreed timeframes)/ (Total number of approved procurement awards)x 100 (a) It measures end-to-end process from procurement management / brand specific approval to award (b) Condition: Only procurement awards completed (adjudicated) for the reporting period are part of the formula; this excludes transactions that emanated from prior years (c) The days used in SCM are working days
Means of verification	(a) SCM tender register/report (b) SCM tender SLA targets (c) Proof of resolution date from relevant adjudication committee (d) Signed off agreed to project plan by Customer
Assumptions	Ongoing SCM technology deployment and process refinements SCM does not encounter any legal constraints Audit integrity reviews findings are concluded within 10 days
Disaggregation of beneficiaries (where applicable)	Not Applicable
Spatial transformation (where applicable)	National and provincial
Desired performance	100% of procurement request completed within agreed target times
Indicator responsibility	Executive Supply Chain Management

14.14 Number of EVP initiatives implemented

Definition	This indicator aims to implement a unique benefits, experiences, and opportunities that SITA offers to its employees, aiming to attract top talent, retain employees, and foster a sense of engagement and a high performing culture.
Data/evidence source	Deliverables as per culture plan EVP implementation project plan
Method of calculation	Actual number of initiatives implemented
Assumptions	(a) Organizational Support: Leadership and management are committed to the EVP project and actively support its goals and implementation. (b) Resources: Adequate financial, human, and technological resources are available for the project. (c) Stakeholder Engagement: All key stakeholders, including employees at various levels, will be engaged and provide inputs during planning and execution. (d) Commitment to Development: Leaders recognize the importance of continuous development and are willing to participate in training and mentoring programs. (e) Inclusive Culture: The organization promotes inclusivity, diversity, and a sense of belonging to enable organisational performance. (f) Technology Enablement: Tools and platforms that enhance employee experience and engagement are available and user-friendly. (g) Data-Driven Decisions: Employee satisfaction and engagement data will inform decisions and adjustments.
Disaggregation of beneficiaries (where applicable)	Target for women = Yes Target for youth = Yes Target for people with disabilities = Yes
Spatial transformation (where applicable)	National and provincial
Desired performance	20 Employee value proposition initiatives implemented.
Indicator responsibility	Executive Human Capital Management

14.15 Audit opinion

Definition	Achieve an unqualified audit opinion from the Auditor-General of South Africa
Data/evidence source	Audit report issued by the Auditor-General of South Africa
Method of calculation	Unqualified audit opinion on Annual Financial Statements as per the audit report from the Auditor General of South Africa
Assumptions	The Annual Financial Statements audit will be conducted and concluded
Disaggregation of beneficiaries (where applicable)	N/a
Spatial transformation (where applicable)	N/a
Desired performance	Clean audit opinion
Indicator responsibility	Chief Financial Officer

14.16 Percentage implementation of mitigations for the strategic risk register

Definition	This indicator refers to the percentage of strategic risks that have been identified, managed and mitigated according to the risk register over a given period. This indicator measures the extent to which risk mitigation strategies identified in the strategic risk register have been implemented.
Data/evidence source	Risk management reports, internal audit reports and the strategic risk register
Method of calculation	$(\text{Number of completed mitigations for strategic risks} / \text{total number of mitigations for strategic risks}) \times 100$
Assumptions	(a) All risks in the register are actively monitored and addressed within the reporting period (b) Collaboration between risk owners and management is effective in mitigating risks
Disaggregation of beneficiaries (where applicable)	N/a
Spatial transformation (where applicable)	N/a
Desired performance	100% implementation of mitigations for the strategic risk register
Indicator responsibility	Executive: Risk Management

Annex A: List of abbreviations/acronyms

4IR	Fourth Industrial Revolution
AfCFTA	African Continental Free Trade Area
AGSA	Auditor General of South Africa
AI	Artificial Intelligence
APP	Annual Performance Plan
BL	Brand Loyalty
BRI	Brand Reputation Index
CRM	Customer Relationship Management
CS	Customer Satisfaction
CSR	Corporate Social Responsibility
DaaS	Data as a Service
DBC	Department of Basic Education
DCDT	Department of Communications and Digital Technologies
DevSecOps	Development, Security, and Operations
DHA	Department of Home Affairs
DPME	Department of Planning, Monitoring and Evaluation
eGov/e-gov	Electronic Government
ERP	Enterprise Resource Planning
ES	Employee Satisfaction
ESG	Environmental, Social and Governance
GBS	Government Business Services
GITOC	Government Information Technology Officers' Council
IaaS	Infrastructure as a Service
ICT	Information and Communication Technology
IMST	Information Management Systems and Technology
IoT	Internet of Things
MC	Media Coverage
ML	Machine Learning
MSMEs	Micro, Small, and Medium Enterprises
MTDP	Medium-Term Development Plan
NDP	National Development Plan
NSQ	Norms Standards Quality
OEMs	Original Equipment Manufacturers
PaaS	Platform as a Service
PFMA	Public Finance Management Act
POC	Proof of Concept
POPIA	Protection of Personal Information Act
PRC	Presidential Review Committee
PSS	Product Services Solutions
SA	South Africa
SaaS	Software as a Service
SAPS	South African Police Services
SMME	Small, Medium and Micro Enterprises
SCM	supply chain management
SITA	State Information Technology Agency
SLA	Service Level Agreement
SMS	Social Media Sentiment
SOE	State-owned Entity
SOEs	State-owned Enterprises
SOC	Security-owned Company
TX	Total Experience
XaaS	Everything as a Service

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