STRATEGIC PLAN

2026-2030

Innovate, Integrate, Deliver: Digitally Transforming Public Services

SITA

state information technology agency

ACCOUNTING AUTHORITY STATEMENT BY THE CHAIRPERSON

As the Accounting Authority of the State Information Technology Agency (SITA), the Board affirms that information and communication technology (ICT) is a foundational enabler of South Africa's economic development, industrialisation and state capability. In a rapidly digitising global economy, public sector ICT must be purposefully positioned as a strategic asset and a proactive driver of government-wide digital transformation that supports productivity, competitiveness, skills development and inclusive growth.

SITA operates within a complex and rapidly evolving environment marked by fiscal constraints, accelerating technological change, cybersecurity risks, and rising expectations from citizens and government alike- for transparency, efficiency, cost-effectiveness and high-quality public services. Within this context, SITA plays a pivotal role in advancing digital government across all three spheres of government and supporting the development of a responsive, secure and capable state.

The organisation's mandate is central to the modernisation of the public sector, including the improvement of digital public infrastructure, the renewal of legacy systems and the enablement of data-driven programmes. In fulfilling this mandate, SITA is committed to investing in improved infrastructure that provides reliable and efficient services at competitive and transparent pricing; advancing data and digital sovereignty to protect national interests; ensuring secure stewardship of public data and strengthened resilience across the digital ecosystem. To accelerate digital transformation across government, SITA continues to promote platform-based and marketplace models that expand access to digital solutions, enhance interoperability and stimulate innovation.

The Board recognises that the achievement of sustainable impact is contingent on financial sustainability, sound governance, commercial discipline and operational resilience. Accordingly, SITA is focused on expanding its market presence through proactive client engagement and optimising its service offerings to deliver value for money. Improving service delivery remains a strategic priority, with particular emphasis on customer responsiveness, enhanced user experience, fit-for-purpose pricing and service catalogues, as well as the reliability and availability of services.

Strong governance, accountability and performance discipline underpin the Board's strategic oversight. The Board remains committed to SITA strengthening its governance frameworks, improving internal efficiencies, modernising the operating environment and fostering a high-performance organisational culture that enables execution excellence and institutional renewal.

As SITA advances the national digital transformation agenda, the Board will continue to provide clear strategic direction and oversight to ensure that initiatives are coherent, measurable and aligned to an integrated roadmap that balances immediate service delivery imperatives with long-term sustainability, institutional capability and national development priorities.

Looking ahead, we are confident that, through collective effort, sound leadership and effective partnerships, SITA will function as a capable ICT catalyst and strategic integrator for government digital services and driver of secure, inclusive and innovative digital solutions, which improve the lives of all South Africans. The Board also remains committed to work towards positioning SITA as a trusted strategic ICT partner that enables digital government, supports economic growth and contributes meaningfully to South Africa's digital future.

Interim Chairperson of the Board of Directors:
Ms Sedzani Mudau

State Information Technology Agency SOC Ltd

ACCOUNTING OFFICER STATEMENT BY THE ACTING MANAGING DIRECTOR

As the State Information Technology Agency, we remain steadfast in our mandate to enable a digitally transformed public sector through the provision of reliable, secure and innovative ICT solutions that enhance service delivery to all South Africans.

This Strategic Plan articulates SITA's long-term strategic intent, operational priorities and performance commitments for the period 2026–2030. It is aligned to South Africa's Vision 2030, the National Development Plan (NDP), the Medium-Term Development Plan (MTDP), the Digital Economy Masterplan and the South African Digital Transformation Roadmap. In an increasingly complex and technology-driven environment, SITA's role as the central enabler of government ICT has never been more critical, with a renewed focus on proactively shaping and aggregating government demand rather than responding reactively to departmental requests.

The rapid advancement of technologies such as artificial intelligence, the Internet of Everything, digital twins, advanced cybersecurity solutions and edge computing presents both opportunities and responsibilities for government. SITA is transitioning from stabilisation to scale, ensuring that emerging technologies are responsibly, securely and strategically deployed to meet the evolving needs of government departments and, ultimately, citizens.

Strategic context and direction

The digital era demands an agile, integrated and resilient state. SITA's strategic direction is anchored in digital transformation, service excellence and infrastructure modernisation. Guided by the Board and reinforced by a commitment to accountability, execution excellence and delivery capability, the Agency is positioning itself to support a responsive and future-ready public service.

Our strategic priorities include the modernisation of ICT infrastructure, cloud enablement and digital platforms, enhanced system interoperability, improved service reliability and responsiveness, as well as strengthened cybersecurity and data protection. These priorities are implemented through four strategic themes: customer-centricity; transforming the public sector; transforming SITA; and governance. Collectively, these themes support SITA's repurposing agenda, which provides a coherent and measurable roadmap to align organisational structures, skills and systems to sustainable improvement and long-term impact.

A key enabler of this transformation is the automation of supply chain management processes, which is improving procurement turnaround times, strengthening transparency and auditability, enhancing supplier engagement and enabling real-time reporting. This initiative represents a critical step towards efficient, ethical and accountable governance. In parallel, SITA continues to use procurement as a lever for inclusive economic transformation, with increased participation by Small, Medium and Micro Enterprises (SMMEs) and black-owned Exempted Micro Enterprises (EMEs) in line with national development objectives.

Significant investments have been made to strengthen government's digital backbone. SITA has redesigned its core network infrastructure, achieved high-levels of availability while transitioning to a software-defined networking architecture. This ensures stable, secure and high-speed connectivity across government. In the same period, the Agency completed information security assessments and implemented cybersecurity awareness initiatives across multiple government departments. This contributes to reinforcing government's overall security posture as services increasingly migrate online.

Organisational transformation and governance

Internally, SITA is undergoing a deliberate and comprehensive transformation focused on prudent financial management, organisational effectiveness and a renewed employee value proposition. This includes a strengthened focus on cost transparency, pricing competitiveness and achieving financial sustainability through a clearly defined breakeven trajectory. Our culture index has emerged as a key indicator of organisational health, reflecting progress towards leadership alignment, performance discipline and a values-driven culture.

While acknowledging operational challenges, SITA continues to fulfil its role as a leading digital transformation catalyst for government. The Agency's investments and services have benefited, and continue to benefit, millions of South Africans. Lessons drawn from recent audit outcomes have further strengthened our governance, risk management and internal control environment. The Board and Executive Management remain resolute that governance integrity, transparency and disciplined execution are non-negotiable foundations for sustainable performance.

The Agency is also leveraging data as a strategic asset to enhance decision-making, service delivery and innovation. Our digitalisation efforts are guided by international standards and focused on meeting the expectations of government customers and citizens, ensuring that technology investments translate into tangible public value.

Collaboration, partnerships and future outlook

Digital transformation is inherently collaborative. SITA continues to strengthen partnerships across government, industry, academia and emerging entrepreneurs to accelerate innovation, localise technology, transfer skills and nurture future ICT talent within the public sector. A particular focus is being placed on AI-driven data analytics and digital solutions that respond to the growing expectations of citizens and stakeholders.

Looking ahead, the next phase of SITA's repositioning will require focus, agility and unwavering commitment to excellence. As a public entity governed by the Public Finance Management Act (PFMA), SITA remains deeply committed to ethical conduct, compliance and value-for-money outcomes. Our goal is to operate as a high-performing, customer-centric organisation that delivers reliable, secure and affordable digital solutions in support of a capable and developmental state.

The continued transformation journey will modernise SITA's operating model, establish a national digital architecture framework and introduce governance mechanisms that promote accountability, data sovereignty and policy coherence across government ICT environments. Through this evolution, SITA will increasingly function as the State Digital Services Agency, serving as the primary conduit for government digital procurement and platform delivery, driving whole-of-government digital transformation and ensuring citizens experience seamless, secure and efficient digital services.

With the dedication of our employees, the support of our stakeholders and the trust of our clients, I am confident that SITA will continue to play a defining role in building a modern, connected and capable state. Together, we are enabling the digital future of government.

Acting Managing Director:
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, 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 2026-2030.

Mr Sidima Ntsangani
Executive: Applications Development and Maintenance

Mr Musa Kumalo
Acting Executive: IT Infrastructure Services

Ms Elize van Herk
Acting Executive: Service Management

Mr Fanie van der Walt
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Mr Edwin Mashatola
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Ms Carmen Le Grange
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Acting Managing Director

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OUR
MANDATE

1. CONSTITUTIONAL MANDATES

Over the next four years, the State Information Technology Agency (SITA) aims to strengthen its strategic position by becoming a capable, 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 public sector.

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, 88 of 1998

In line with the PRC's recommendations, SITA was established in April 1999 under the SITA Act, 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, 37 of 2007, Public Finance Management Act, 1 of 1999, Companies Act 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 to achieve its mandate.

Act means "SITA Act 38 of 2002"; Regulation means "SITA General Regulations R.902 of 2005".

SITA Mandatory Services	Through Service Line
Private Telecoms Network	Wide Area Network (WAN)
Transversal Systems	Application Development & Maintenance Service Line
Transversal Data Processing	Hosting Services
Information System Security	Security Service Line
Disaster Recovery Plan	Hosting and Security Service Line
Procurement	Procurement Service Lines
Standards (Interoperability & Security)	Architecture, Security and Standards Service Lines
Certify Against Standards	Standards Service Line
IS Convergence Strategy	Architecture, Security and Standards Service Lines
Information System Inventory	Architecture, Security and Standards Service Lines
Research Plan	Research Service Line

Non-Mandatory Services	Through Service Line
Department ICT Training	Training Service Line
Department Information Systems Development	Application Development Service Line
Department ICT Maintenance	End User Computing (EUC) and Application Maintenance Service Line
Department Data Processing	Hosting and Data Centres Service Line
Advisory Services	Architecture, Research, Security and Standards Service Lines
ICT Management Services	Service Management and End User Computing Service Lines
Provide Authentication Products	Security and Standards Service Lines
Do ICT Research	Research Service Lines

Figure 1 – SITA's 'must' and 'may' services

3. INSTITUTIONAL POLICIES AND STRATEGIES GOVERNING THE FIVE-YEAR PLANNING PERIOD (2026-2030)

SITA's strategic direction for 2026-2030 is informed by a coherent framework of constitutional, legislative, and policy instruments that define its governance mandate and transformation agenda. These frameworks collectively guide the agency's transition toward the fully-fledged SITA Digital Services Agency (SDSA) that enables a secure, integrated and citizen-centred digital government.

Complementary standards, including the Minimum Interoperability and Security Standards and the Government IT House of Values, ensure compliance, interoperability and ethical governance.

Constitutional, Legislative, Policy Mandates, Regulations & Standards

Constitutional Mandates

- Right to dignity – chapter 1, section 1(a)
- Values and principles governing public administration – chapter 10, section 195
- Procurement – chapter 13, section 217

Presidential Review Committee (1996)

SITA Act, 88 of 1998

State Owned Entity Rationalisation

Electronic Communications Act, 36 of 2005 Committee (1996)

Electronic Communication and Transactions Act, 21 of 2002

National Key Points Act, 102 of 1980

Public Finance Management, Act 1 of 1999

Minimum Interoperability Standards

Minimum Information Security Standards.

Treasury Regulation 2005 sec 16A6.3

Government IT House of Values

Institutional Policies and Strategies

National Development Plan (NDP) 2030

- SITA to enable digital government for socio-economic transformation.

Medium-Term Development Plan 2025-2029

- SITA to drive innovation and ICT to support national developmental priorities.

SA's Roadmap for Digital Transformation of Government

- Whole-of-government approach to modernise, integrate and secure digital services.

Data and Cloud Policy

- SITA to implement secure, scalable cloud infrastructure and leverage data analytics.

National Integrated ICT Policy White Paper

- SITA to support equitable access and ICT industry growth through strategic digital initiatives.

SA ICT and Digital Economy Masterplan

- SITA to contribute to the development of the ICT sector, promoting a digital economy and job creation.

Artificial Intelligence Policy

- SITA to foster and amplify AI use in the public sector to enhance public service delivery, state efficiency and citizen well-being.

SITA Repurposing

- **Digital Transformation Mandate:** Lead the public sector's digital transformation, shifting from ICT provider to a State Digital Agency.
- **E-Government & Citizen Services:** Drive digital solutions to enhance service delivery and improve citizen experience.
- **Cloud Computing & Big Data:** Build a Government Private Cloud and leverage big data for smarter decision-making.
- **Digital Government Platform:** Develop a platform for integrating and streamlining government systems.
- **Cybersecurity:** Ensure strong cybersecurity to protect government data.
- **Innovation & Localisation:** Focus on R&D and localized solutions for South Africa's needs.
- **Policy Alignment:** Align with national strategies such as NDP 2030 and 4IR

Figure 2 – Institutional policies and strategies governing the 5 year period

National policy frameworks such as the NDP 2030, Medium-Term Development Plan (MTDP) 2024-2029, Digital Transformation Roadmap for Government, and the National Integrated ICT Policy White Paper establish the strategic priorities for digital transformation across the public sector. These directives position ICT as a key enabler of service delivery modernisation, socio-economic inclusion, and institutional efficiency.

Aligned to these imperatives, SITA's repurposing agenda focuses on delivering a digital transformation mandate, expanding e-government and citizen services, modernising cloud and data infrastructure, strengthening cybersecurity, and driving innovation and localisation. Together, these institutional frameworks provide the foundation for SITA's programmes and investments, ensuring that technology effectively advances government's service delivery and digital transformation goals.

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.

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 provide cost effective, innovative, digital solutions, that are secure, trusted and fit for purpose".

7. VALUES

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

CUSTOMER-CENTRICITY – Exceed customer expectations by providing the best appropriate services and solutions.

INNOVATION – Pursue innovation by demonstrating thought leadership and proactive behaviour on the use of ICT to enhance public service delivery.

INTEGRITY – Conduct our business with integrity at all times to inculcate a culture of honesty, respect and accountability among all our employees.

AGILITY – Be adaptive and responsive in an evolving environment to maintain relevance and competitive advantage

COLLABORATION – Cooperate with, and support, each other in pursuit of our shared goals to achieve synergies and greater productivity.

EMPATHY – Understand and support each other in our different perspectives.

8. SITUATIONAL ANALYSIS

8.1 External environment analysis

8.1.1 Global acceleration of digital transformation and imperatives

The global socio-economic and technological landscape is undergoing rapid digital transformation, influencing how governments, businesses, and societies operate. SITA aligns with this shift by positioning ICT as a driver of economic growth, service delivery improvement, and citizen empowerment. In line with global trends, SITA's strategy emphasises digital public infrastructure, data governance, cybersecurity, and innovation as foundational enablers of South Africa's digital state.

International frameworks such as the G20 Digital Economy Development and Cooperation initiatives provide guiding principles for inclusive, secure, and innovation-oriented digital economies. SITA will continue to leverage these platforms to strengthen national digital capabilities, advance cross-border collaboration, and promote digital inclusion.

In the African context, the G20 Africa Partnership and the African Union's Digital Transformation Strategy (2020–2030) highlight shared priorities for digital connectivity, skills development, and entrepreneurship. SITA aligns its initiatives with these frameworks to enhance digital infrastructure, expand access to broadband and data services, and accelerate South Africa's integration into the global digital economy.

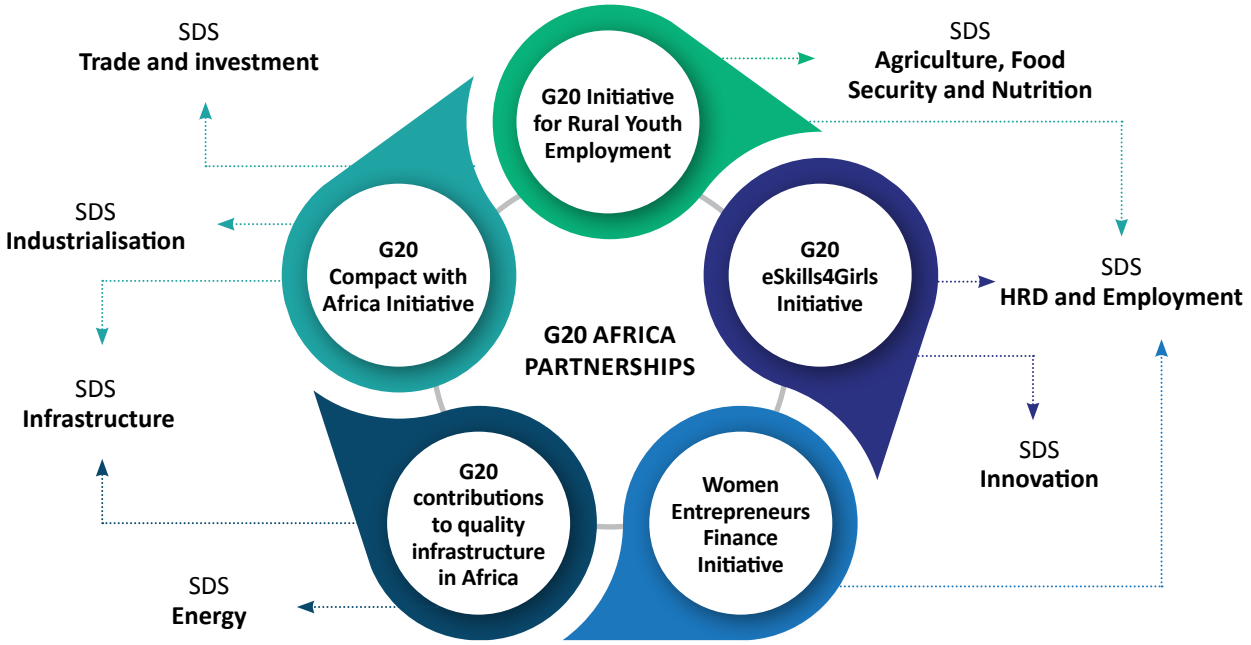


Figure 3 – The G20 Africa Partnership in the framework of the G20 Action Plan on the 2030 Agenda

These global and continental partnerships position SITA to contribute to South Africa's national digital transformation objectives — driving innovation, improving service efficiency, and supporting a resilient, inclusive digital society.

8.1.2 UN Sustainable Development Goals (SDGs) – digital imperatives

South Africa's commitment to the United Nations Sustainable Development Goals (SDGs) aligns directly with SITA's mandate to leverage ICT for inclusive growth and improved public service delivery. Digital technologies are critical enablers for achieving national priorities related to poverty reduction, education, health, innovation, climate resilience, and strong institutions.

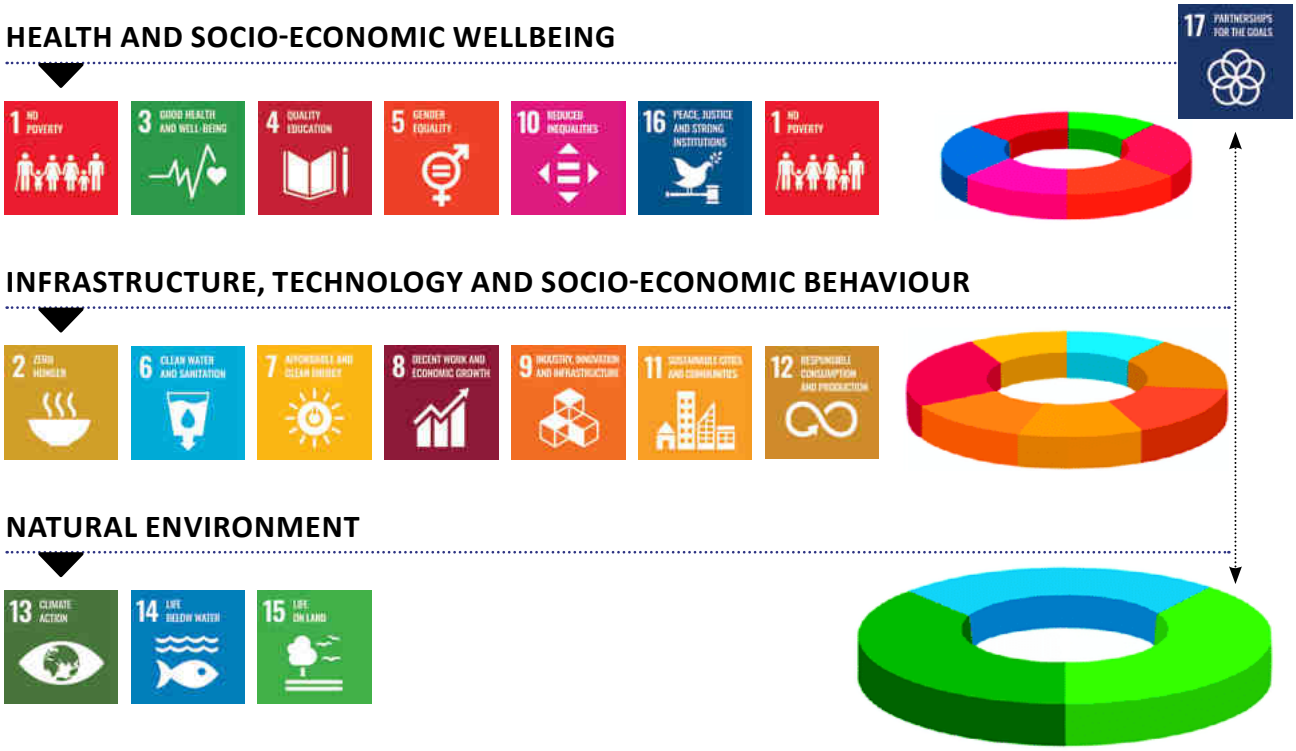


Figure 4 – UN Sustainable Development Goals (SDGs)

SITA contributes to the SDGs by advancing digital transformation across government, improving access to services, promoting transparency, and enabling data-driven decision-making. ICT integration across sectors strengthens governance, fosters innovation, and enhances public sector efficiency — directly supporting SDGs 4 (Quality Education), 8 (Decent Work and Economic Growth), 9 (Industry, Innovation and Infrastructure), and 16 (Peace, Justice and Strong Institutions).

Digital transformation also supports South Africa's participation in the Fourth Industrial Revolution (4IR) and complements global efforts to bridge the digital divide. Through initiatives such as cloud enablement, cybersecurity enhancement, and digital skills development, SITA aims to accelerate progress toward sustainable, equitable, and citizen-centred development outcomes.

8.1.3 African Union Digital Transformation Strategy for Africa (2020-2030)

The African Union Digital Transformation Strategy for Africa (DTS 2020-2030) aims to foster a unified and inclusive digital society and economy across the continent. The main goal is to utilise digital technologies and innovation to transform African cultures and economies, promote integration, generate inclusive economic growth, stimulate job creation, bridge the digital divide, and eradicate poverty.

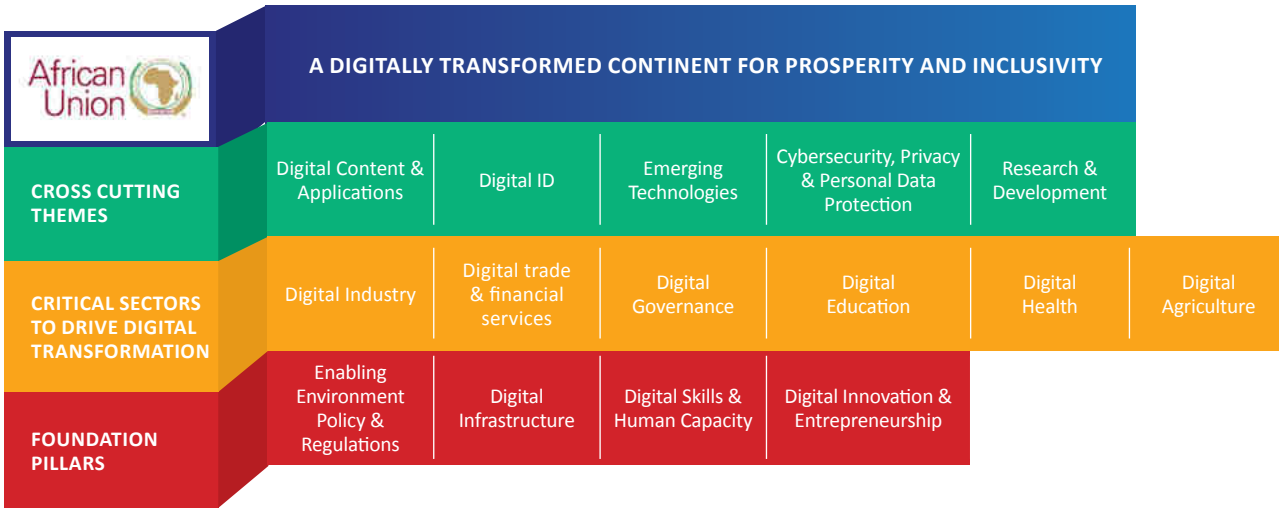


Figure 5 – Themes and pillars of the AU's Digital Transformation Strategy

Africa's digital transformation has achieved notable milestones recognised globally. By 2024/25, digital payment networks surpassed 1.1 billion mobile subscribers, enabling over $1.1 trillion in transactions and integrating millions into the global economy (World Economic Forum, 2025). The Digital Economy for Africa (DE4A) Initiative by the World Bank advances the goal of connecting all Africans to the digital economy by 2030, while the Monitoring, Evaluation and Learning (MEL) Framework tracks progress and impact across the continent's digital transformation agenda.

8.1.4 Organisation for Economic Cooperation and Development's Digital Government Policy Framework

To assist progressive governments plan, and implement and monitor their digital transformation initiatives, the Organisation for Economic Cooperation and Development (OECD) has established the Digital Government Policy Framework (DGPF). This helps governments make the transition from a paper-based government, including digitising processes, to digital government, which strategically incorporates technology to improve government, services and citizen participation.

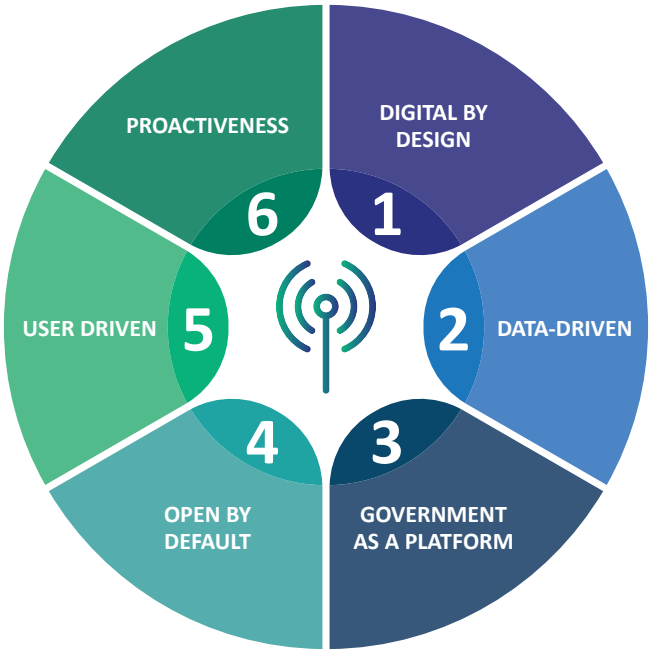


Figure 6 – The OECD Digital Government Policy Framework

SITA is pivotal in South Africa's public sector efforts to make these elements a reality. The following six policy frameworks are applicable to SITA's present policy framework:

(a) **Government as a platform:** Developing digital infrastructures, standards and services for the government as a whole that may be used on a continual basis.

(b) **Digital by design:** Advancing beyond mere "digitisation of existing processes" and creating digital-first services necessitates the incorporation of digital technology into policies, programmes and services from the outset.

(c) **Data-driven public sector:** Utilising data as a strategic resource for decision-making, service delivery and innovation.

(d) **User- (customer) driven:** Structuring services to prioritise the requirements of citizens and businesses over governmental frameworks, while engaging users in co-creation, feedback and the ongoing enhancement of services.

(e) **Proactiveness:** Delivering seamless services to citizens before they actively request them (e.g. automated benefits or registrations) using predictive analytics and AI-driven platforms; this helps to anticipate user wants.

(f) **Open by default:** Open data, open innovation and participatory governance are used to promote openness and accountability, as well as to ensure that individuals and enterprises can access, reuse and co-create public sector information.

8.1.5 South Africa's Digital Economy Masterplan

The goal of the South African Digital Economy Masterplan is to transform the country's digital economy to be more innovative, inclusive, and competitive. The document highlights the significance of digital technologies in driving economic growth, improving services, and bringing about social change. Its goal is to take advantage of these opportunities to further the nation's long-term development goals, such as the NDP 2030, the Medium-Term Strategic Framework (MTSF), and the alignment with the Digital Transformation Strategy (2020–2030) of the African Union.

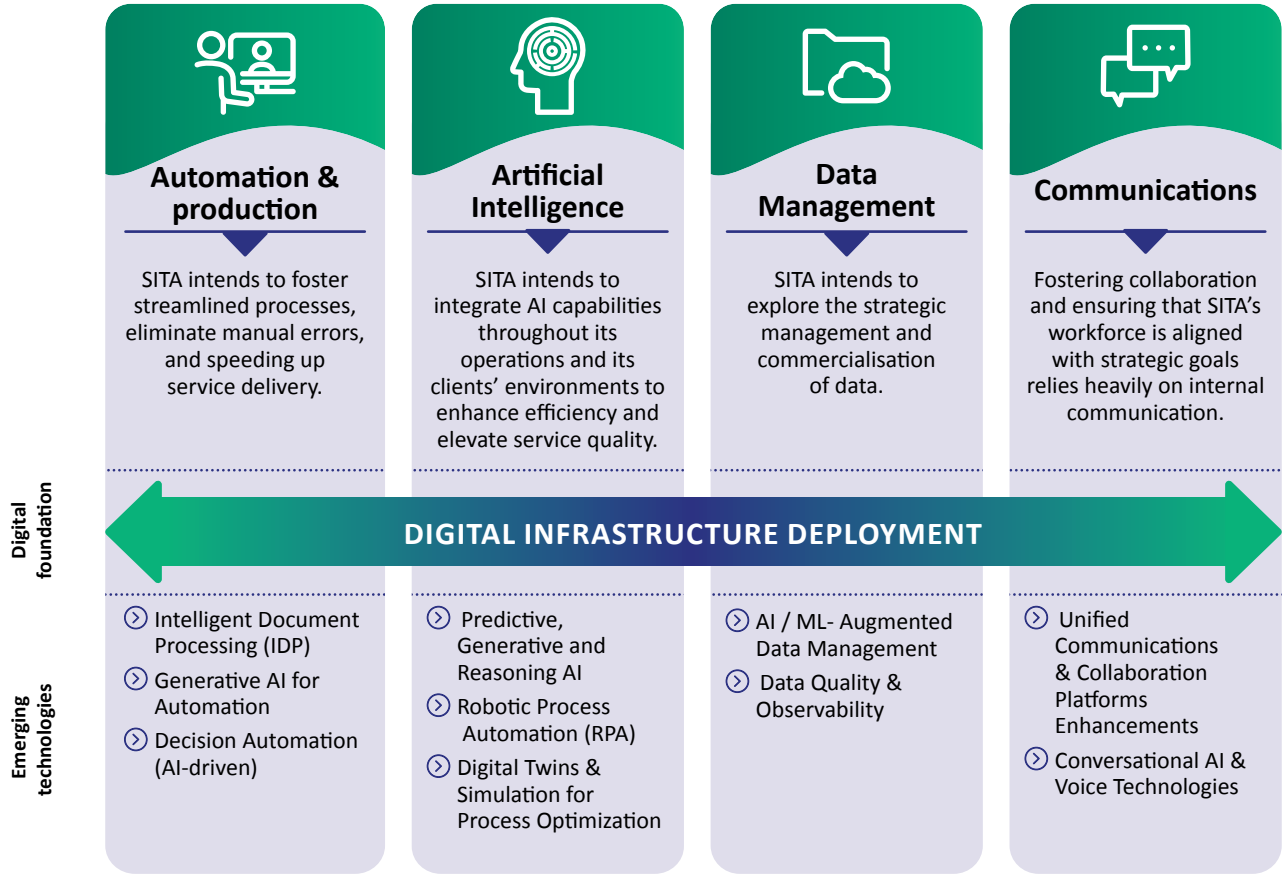


Figure 7 – Digital Economy Masterplan

SITA, as government's lead ICT agency, plays a central role in advancing South Africa's digital transformation agenda. By strengthening digital governance, modernising ICT infrastructure, and fostering innovation, SITA ensures that the objectives of the Digital Economy Masterplan translate into tangible benefits for citizens, businesses, and government. The Agency's response to the Masterplan's four pillars — Automation and Production, Artificial Intelligence (AI), Data Management, and Communication — is structured around four focus areas: developing robust digital infrastructure (cloud computing, data centres, cybersecurity, and 5G connectivity); enabling digital transformation of government and industry through platforms that support emerging technologies such as AI, blockchain, and Internet of Things (IoT); promoting innovation and entrepreneurship through research networks, incubators, and public-private partnerships; and strengthening policy, regulation, and governance to ensure inclusive, secure, and data-driven digital ecosystems.

8.1.6 National Digital and Future Skills Strategy

The National Digital and Future Skills Strategy serves as South Africa's framework for preparing citizens, workers, and institutions for the requirements of the digital economy and the 4IR and 5IR. It underlines that digital competencies are vital facilitators of economic expansion, social integration, and efficient public service provision. The strategy is integrated with the NDP 2030, the Digital Economy Masterplan, and the African Union Digital Transformation Strategy (2020-2030).

Within government and the wider digital ecosystem, SITA supports and advances this plan as the State's ICT enabler. These goals of the strategy have highlighted the demand for advanced digital capabilities, equitable access to opportunities for skill development, and universal proficiency in digital technologies is reinforced directly by SITA's mandate to deliver, modernise, and protect government

ICT systems. Citizens have the chance to access online platforms and participate in digital learning through the deployment of digital infrastructure. A culture of sharing knowledge, innovation, and digital empowerment is fostered across the public sector by SITA through GovTech and related platforms. In line with the strategy's emphasis on specialist and advanced ICT and skills, SITA fosters the development of government capacity in areas like cybersecurity, data science, cloud computing, and AI.

The National AI Strategy of South Africa provides several strategic options for the SITA to enhance digital transformation and improve public service delivery. SITA can utilise the AI Strategy to incorporate intelligent automation, data analytics, and machine learning into public sector operations as part of its duty to modernise government ICT systems. This creates opportunities for the development of AI-driven platforms like SITA Marketplace, improving cybersecurity intelligence, and optimising procurement and service management via predictive analytics.

8.1.7 National Artificial Intelligence Strategy

The National AI Strategy serves as South Africa's policy framework for the ethical development, deployment, and governance of AI-related technologies. It identifies AI as a pivotal catalyst of the 4IR and 5IR and strives to establish the nation as both a producer and consumer of AI-driven solutions. The strategy promotes inclusive economic growth, enhanced public service delivery, ethical technology use, and the advancement of a globally competitive digital economy.

With the emergence of widespread advanced technologies, AI is regarded as a crucial facilitator of inclusive socio-economic development, innovation, and improved governance. SITA, as a government ICT agency, is optimally positioned to foster and amplify AI use in the public sector, thereby enhancing public service delivery, state efficiency, and citizen well-being.

8.1.8 South Africa's digital priorities and indicators

South Africa's digital revolution is unfolding within a complex social and economic environment. As the most developed economy in Africa with a sophisticated ICT sector, the country holds significant potential to expand its digital footprint. SITA continues to play a critical role in expanding and accelerating broadband access in collaboration with key ecosystem players to ensure no community is left behind. With a goal of achieving universal broadband access by the end of the decade, SITA's strategic outcomes reaffirm alignment with the NDP 2030, G20 commitments, and 4IR imperatives, which recognise digital infrastructure as a catalyst for inclusive economic growth and social equity. SITA is therefore positioned as a key enabler within the broader digital economy ecosystem, driving digital transformation and innovation across all government institutions.

These efforts correspond with South Africa's broader objectives for economic growth, social inclusion, and technological progress as delineated in national frameworks. They seek to accelerate the nation's digital transformation and guarantee that digital technologies are leveraged for equitable development and global competitiveness within the digital economy ecosystem.

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, working collaboratively with ecosystem players such as ICT industry stakeholders, private sector partners, regulators, academia, civil society, and citizens.

(b) Creating an optimal infrastructure for a burgeoning and inclusive digital economy, supported by aligned policies, investments, and partnerships within the digital economy ecosystem.

(c) Enhancing the security capacity of the physical network infrastructure and strengthening cybersecurity capabilities to promote individual trust and protect the digital economy ecosystem.

(d) Supporting the manufacturing sector through a state-led research agenda that is focused on advanced manufacturing and new materials in line with 4IR priorities.

(e) Building a globally competitive, inclusive and shared digital economy by purposefully including the marginalised among all ecosystem stakeholders.

(f) Digitally empowering and connecting cities and towns to be the engines of equitable economic growth and development within the digital economy.

(g) Promoting digital inclusion by dismantling structural barriers to connecting, using initiatives driven by multiple stakeholders and ecosystem partnerships.

(h) Ensuring that all South Africans have the necessary skills to create and participate in the digital economy supported by partnerships with ICT industry role players and educational institutions.

(i) Improving the quality, cost-efficiency and reach of public services through a digital government that leverages 4IR technologies and works closely with key digital ecosystem stakeholders to drive innovation, resilience, and service excellence.

8.1.9 SITA's strategic alignment with national and shareholder priorities

8.1.9.1 Alignment to Medium-Term Development Plan

SITA's strategic direction for 2026-2030 is fully aligned with South Africa's national development agenda and the Department of Communications and Digital Technologies (DCDT) priorities. This alignment ensures that the Agency's programmes directly contribute to government's broader socio-economic objectives of eradicating poverty, reducing inequality, promoting inclusive growth, and building a capable, ethical and developmental state.

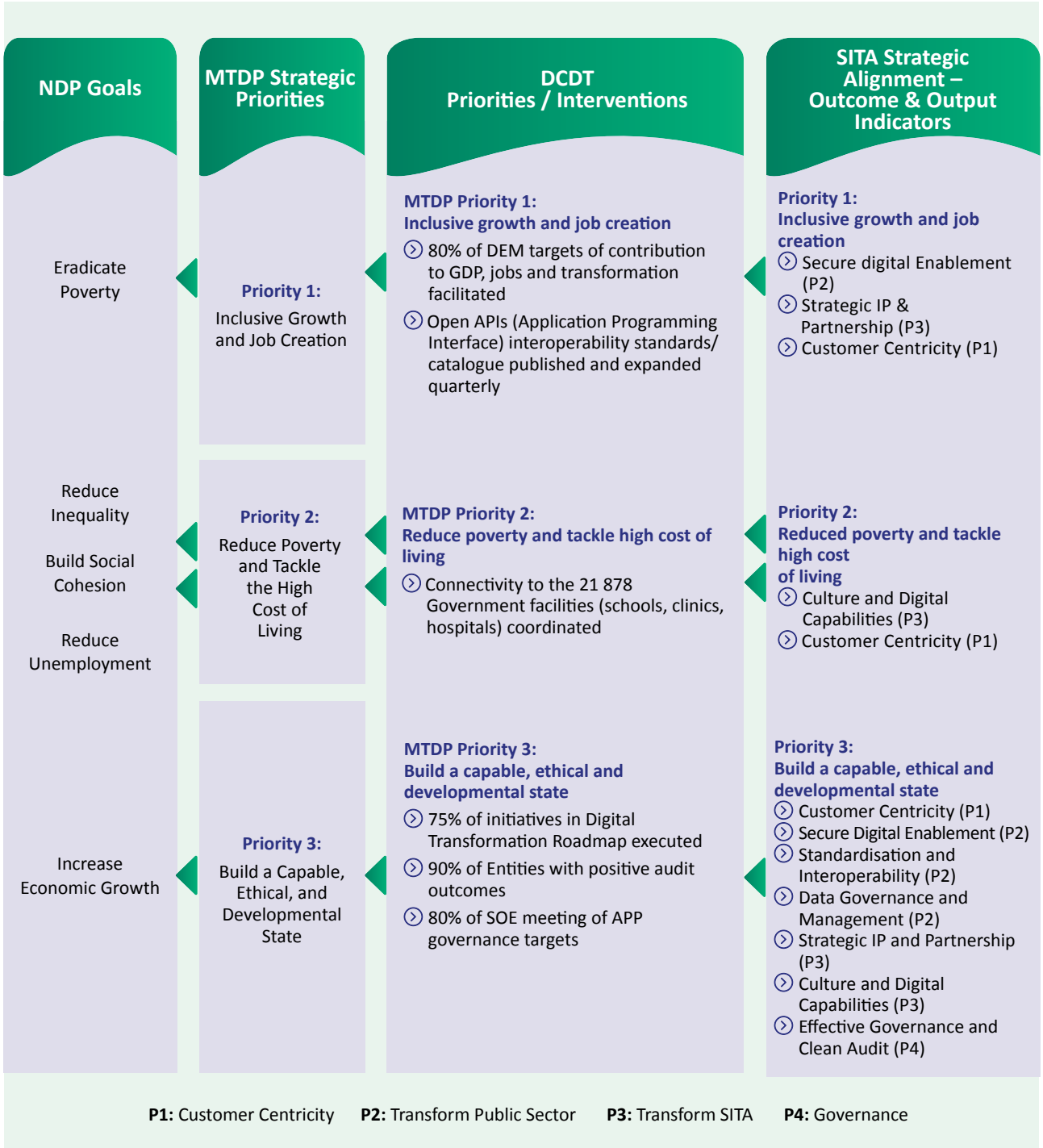


Figure 8 – Mapping of the NPD goals, MTDP strategic priorities, DCDT priorities and SITA strategic alignment

As shown in the above figure, the NDP 2030 and the MTDP establish three overarching priorities: (1) inclusive growth and job creation, (2) reduced poverty and the high cost of living, and (3) building a capable and ethical state. These are reinforced through the South African Digital Transformation Roadmap, which promotes universal connectivity, digital inclusion and the digitalisation of government services.

SITA's Strategic Plan and APP translate these priorities into measurable outcomes and outputs through four strategic programmes. Under inclusive growth and job creation, the agency advances secure digital enablement and strategic partnerships to stimulate digital innovation and employment. In addressing poverty reduction and cost of living, SITA builds digital capabilities and drives a culture of innovation across the public sector. To build a capable and ethical state, SITA strengthens customer-centricity, interoperability, data governance and cybersecurity while upholding effective governance and audit integrity.

This integrated alignment ensures that SITA's interventions not only support shareholder priorities but also accelerate South Africa's digital transformation agenda, contributing to a more connected, transparent and citizen-oriented public service.

8.1.9.2 Alignment to South Africa's Digital Transformation Roadmap

SITA's Strategic Plan 2030 is fully aligned with the national roadmap for the digital transformation of government, which provides a unified, whole-of-government approach to modernising public service delivery through secure, inclusive and people-centred digital solutions.

As the State IT Agency, SITA plays a pivotal enabling role in delivering the roadmap's vision by providing the foundational ICT infrastructure, cybersecurity, interoperability standards and key digital platforms needed to implement DPI at scale, as depicted in the figure below.

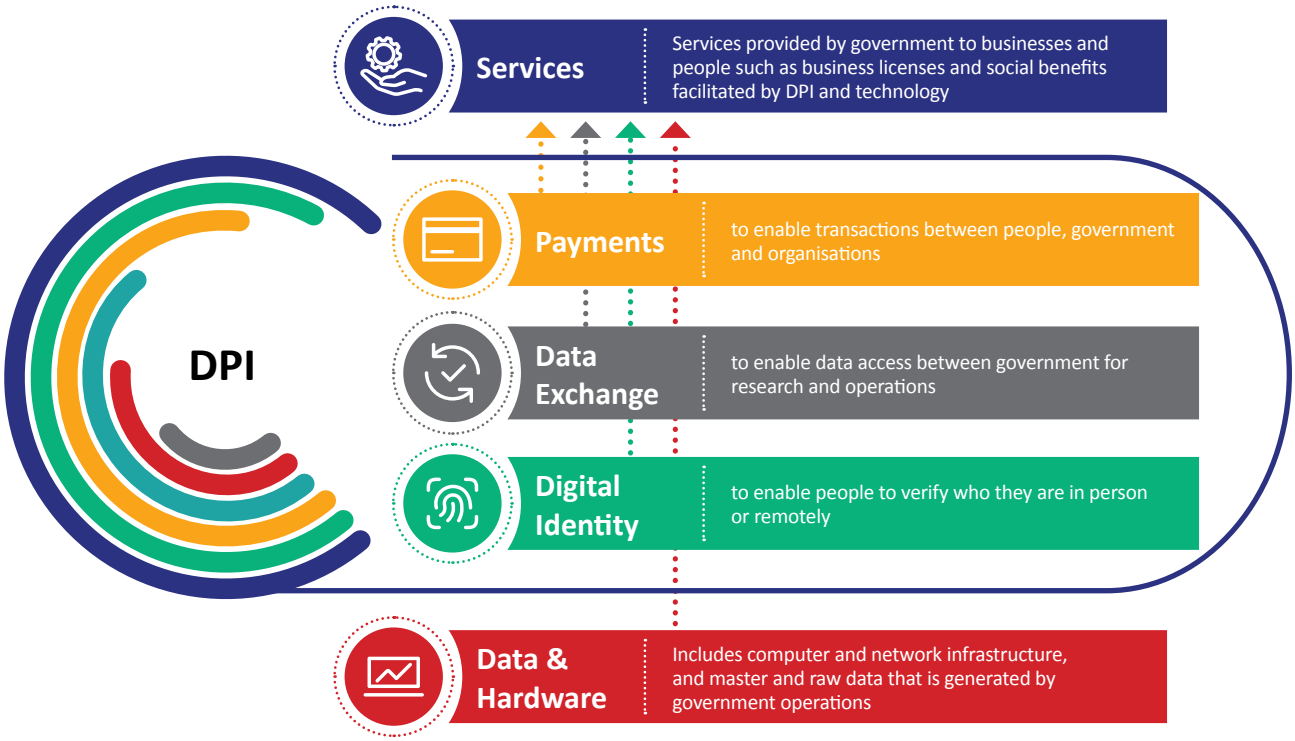


Figure 9 – Government's Digital Public Infrastructure Stack

SITA's strategic programmes directly support core roadmap initiatives, such as universal digital identity, integrated data exchange, modern digital payments and the roll-out of trusted digital channels like the MyMzansi platform.

Through its strategic pillars – customer experience, digital services and infrastructure, operational efficiency, and governance — SITA is strengthening the State's digital capabilities and partnering across the public and private sectors to unlock innovation and ensure no citizen is left behind. In doing so, SITA contributes to the NDP 2030, 4IR readiness, and South Africa's commitments under the G20 Digital Economy Working Group.

By aligning its operations, programmes and performance targets with the roadmap, SITA remains central to accelerating South Africa's transition to an inclusive, secure and citizen-centric digital government.

8.1.10 Customer and stakeholder expectations

As SITA positions itself as the lead digital transformation catalyst for government, the expectations of its customers and stakeholders – including national and provincial departments, municipalities, the shareholder, the ICT industry and ultimately citizens – continue to evolve. These expectations are shaped by rapid digitalisation, technological advancement and rising standards for secure, efficient and citizen-centred public services.

Understanding and responding to these expectations is critical to ensuring that SITA's services remain relevant, trusted and aligned with national priorities, South Africa's digital transformation and inclusive growth agenda. The figure below illustrates the collective expectations of SITA's key stakeholders and how these inform the organisation's strategic focus and delivery commitments.

Government

- **SA priorities:** alignment with the MTDP priorities of driving inclusive growth, reducing poverty & building a capable & ethical developmental state.
- **Stabilization & effective governance:** stabilize operations, address governance challenges & ensure effective management.
- **Improved service delivery:** enhance its service delivery i.e. infrastructure, cybersecurity & timely delivery.
- **Accountability & transparency:** maintain transparency, consequence management: Implementing consequence management for irregularities or maladministration.
- **Addressing capacity constraints:** enhance skills development & effective resource allocation.

Shareholder

- **Repurposing – State Digital Service Agency:** focus on research and innovation, digital government, cybersecurity, procurement reform, capability building, financial sustainability, and radical service improvement.
- **Improved service delivery:** deliver efficient and effective ICT services to government.
- **Governance & accountability:** maintain transparency & accountability in operations, addressing allegations of corruption & maladministration.
- **Alignment with government priorities:** align targets with DCDT outcomes to ensure seamless implementation of government priorities.
- **Financial sustainability:** achieve financial sustainability through innovative digital service investments, promoting growth in revenue and profitability.

EXPECTATIONS

Customers

- **Reliable infrastructure:** stable & secure ICT infrastructure to support government operations.
- **Good customer service:** responsive & supportive customer service & regular engagements to understand their needs and priorities.
- **Innovative solutions:** implementation of innovative digital solutions to address government challenges.
- **Competitive pricing:** pricing that is competitive and aligned with the value delivered.
- **Improved TAT:** complete procurement & projects within the agreed-upon timeframe.
- **Digital transformation:** Implement digital technologies, platforms, automate process, expand broadband, data governance, data management & disaster recovery.

ICT Industry

- **Joint Innovation:** collaborate on developing innovative digital solutions for mutual benefit.
- **Capacity building:** partner in building ICT capacity & skills in the public sector.
- **Technology adoption:** promote the adoption of new technologies and digital solutions in the public sector.
- **Public-Private Partnerships:** explore public-private partnerships to deliver ICT projects and services.
- **Industry engagement:** SITA to engage regularly to understand their needs and priorities.

Figure 10 – Stakeholder expectations

(a) Digital transformation and modernisation:

(i) Government departments and customers increasingly expect modern, flexible and scalable ICT solutions that improve service delivery and internal efficiency. This includes the transition from legacy systems to cloud and hybrid environments, the roll-out of intelligent government platforms, electronic services and mobile-centric applications.

(ii) From a stakeholder perspective, government and the shareholder expect SITA to drive alignment with national priorities, stabilise operations, strengthen governance and accountability, and deliver improved services efficiently through digital innovation. Customers, in turn, expect innovative, competitively priced solutions, faster turnaround times and tangible progress on digital transformation to meet evolving public service needs.

(iii) **Impact on SITA:** SITA is required to accelerate digital innovation, modernise its service portfolio and strengthen interoperability across government. This reinforces SITA's role as a central enabler of transversal digital platforms and integrated e-government services, as reflected in the figure above.

(b) Improved cybersecurity and data protection:

(i) As digital adoption increases, customers and stakeholders expect secure, resilient and trusted ICT environments. This includes robust data hosting, strong access controls, protection of sensitive government and citizen information, and compliance with cybersecurity and data protection standards.

(ii) Government and the shareholder place strong emphasis on sound governance, accountability and risk management, while customers expect stable and secure infrastructure that supports uninterrupted service delivery.

(iii) **Impact on SITA:** SITA must continue strengthening its cybersecurity posture, including the enhancement of the Cybersecurity Operations Centre, advanced security solutions, and identity and access management systems. These expectations underscore SITA's responsibility to safeguard national digital assets and maintain stakeholder confidence, as depicted in the figure above.

(c) Digital inclusion and accessibility:

(i) Departments and public entities require ICT systems that support inclusive, multi-channel service delivery – spanning mobile, web-based platforms and walk-in service points – to ensure equitable access to government services for all citizens.

(ii) The ICT industry further expects SITA to promote technology adoption, support public-private partnerships, foster joint innovation, and build digital skills and capacity within the public sector to enable inclusive digital growth.

(iii) **Impact on SITA:** SITA continues to design and implement digital services and platforms informed by user-experience principles, accessibility standards and inclusive technology approaches. This enables citizen-centred service delivery while supporting industry collaboration and innovation, reinforcing SITA's strategic positioning outlined in figure above.

8.1.10.1 AI customer delivery model

SITA's AI customer delivery model will incorporate AI into government service delivery over the long term, enabling a shift from reactive support to digital platforms that are intelligent, predictive and laser-focussed on citizens. To deliver faster, more reliable and more secure services, the model will bring together AI-driven service management, intelligent process automation, personalised customer engagement and advanced cybersecurity.

Using AI-driven data analytics, SITA will improve evidence-based governance, and its AI innovation ecosystem will make it easier to collaborate with government agencies, academic institutions and SMMEs, among other strategic partnerships. By addressing the evolving digital demands of citizens and government stakeholders, this strategy would position SITA as a proactive digital partner that offers dependable, inclusive and innovative ICT services, supporting South Africa's transition to digital government.

8.1.10.2 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 Values 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.

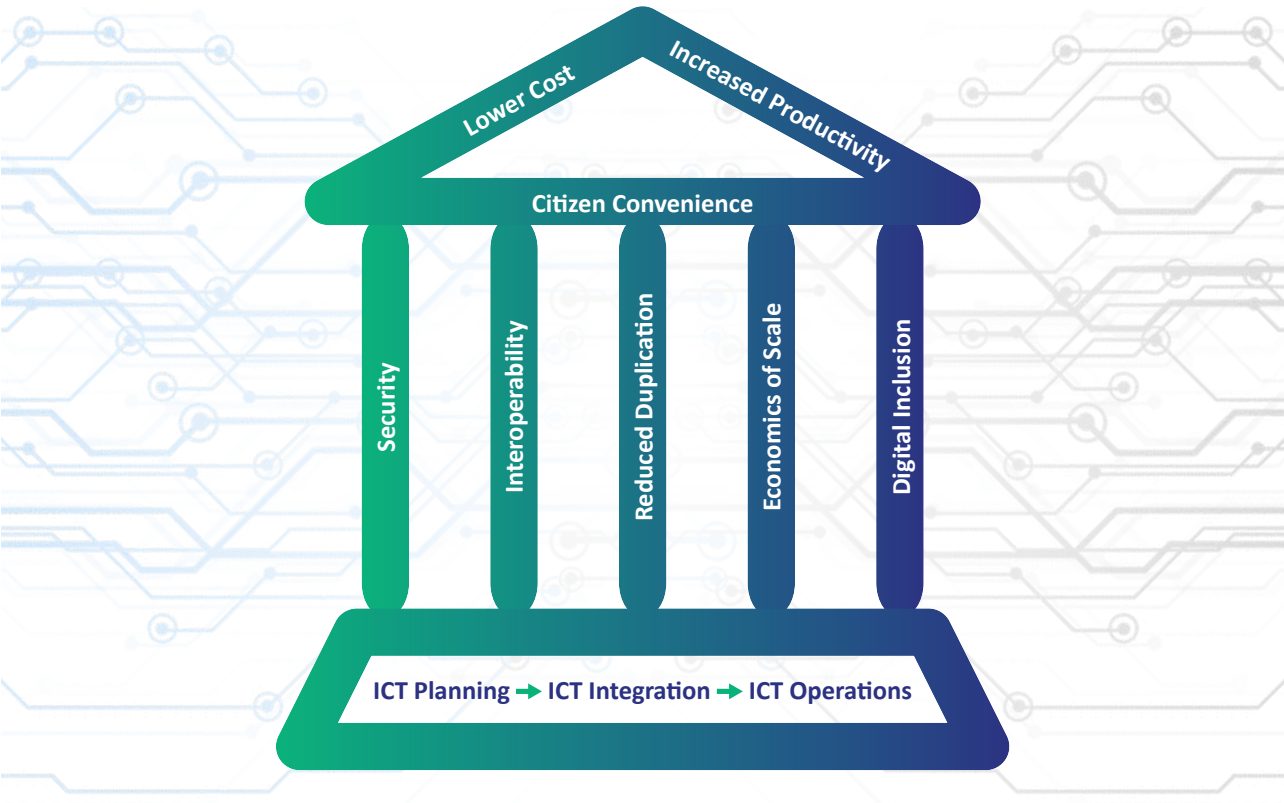


Figure 11 – ICT House of Value

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 Values 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** emphasises 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 BBBEE) 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 Values, 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.

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.

8.1.11 Technology and industry trends

Rapid technological advancement is changing public expectations, government operations and the ICT industry as a whole. Preparing for, adjusting to, and leading the integration of necessary technical and industrial developments is essential for SITA to remain relevant and fulfil its mandate. SITA intends to align its strategic goals with the major industry and technology changes impacting digital governance. Cloud and edge computing, cybersecurity resilience, data-driven governance, next-generation connectivity (5G and IoT), digital identity systems and AI-related solutions and automation will constitute the main areas of emphasis.

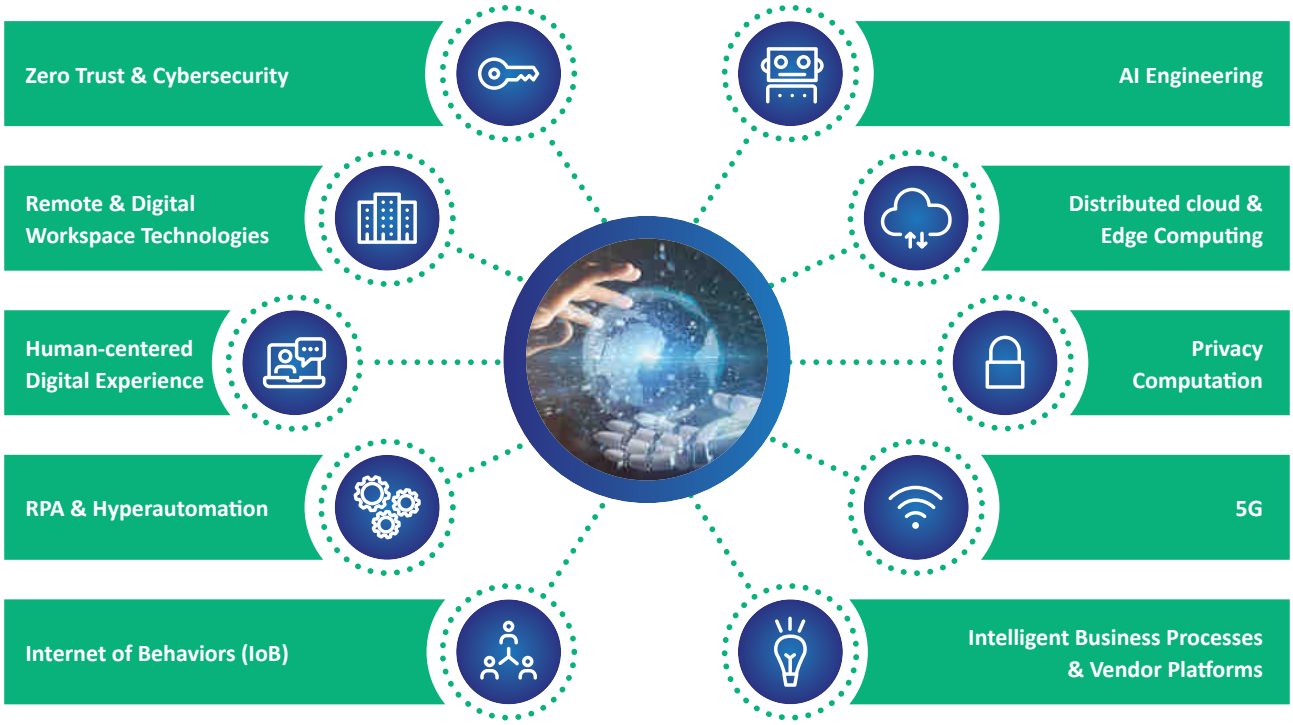


Figure 12 – ICT industry trends

It is expected that these advancements would strengthen digital trust, enhance service delivery and transform governmental processes. SITA will further cement its role as South Africa's digital transformation facilitator by tackling these tendencies and offering the government innovative, safe and modern ICT capabilities that improve service delivery, encourage inclusivity and boost productivity. To provide sustainable and ecologically conscious digital infrastructure, SITA intends to track and test emerging technologies such as blockchain, immersive reality and quantum computing while fostering green ICT practices.

8.1.12 Competitive analysis

This figure reflects the key external factors shaping SITA's strategic position. It highlights rising digital government demand, Big Tech alternatives, and new players like banks and telecoms entering the public sector space. It also shows the tension between buyer bargaining power on mandatory versus optional services. In response, SITA aims to strengthen customer centricity, refine its value proposition, leverage partnerships for innovation, and transform into a trusted, citizen-focused digital services agent to stay relevant and unlock delivery capacity.

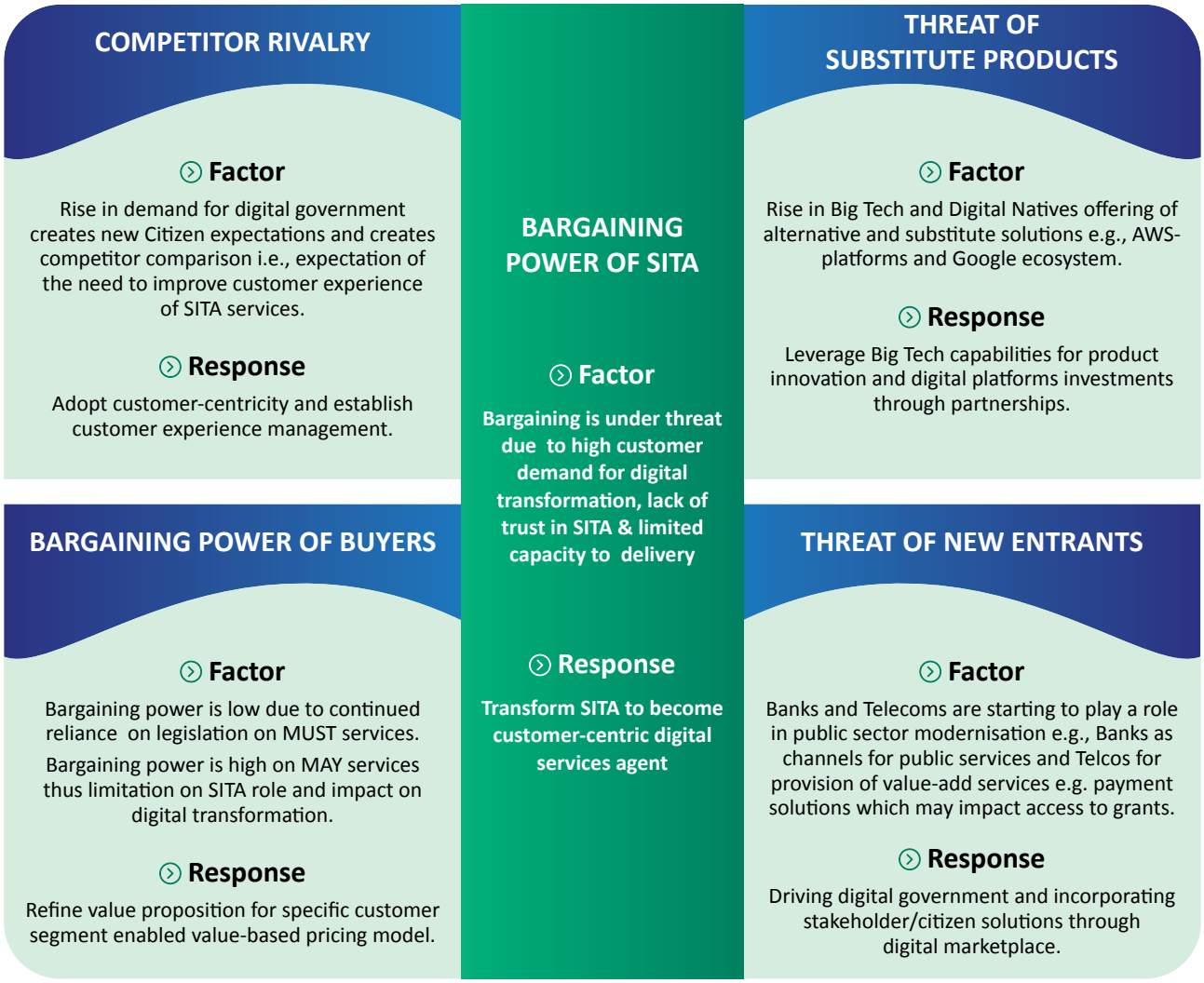


Figure 13 – Porter's competitive analysis

8.1.13 PESTLE analysis

The PESTLE analysis below provides factors expected to affect SITA's performance in the new financial year.

Factor		Obstacles and prospects	Impact	SITA response
POLITICAL	**Ongoing geopolitical instabilities**	Trade disputes, sanctions or export restrictions may limit access to certain technologies or make them more expensive. SITA, as the custodian of government ICT systems, may face heightened risk to its networks and sensitive data.	Negative	• SITA continues to examine OEM contracts for force majeure, sanctions and export restrictions. • SITA to accelerate and build platforms for SMMEs to display novel concepts, inspire creativity through innovation centres, and strengthen ties for growth and collaborative solution development. • SITA will strengthen vendor diversification and localisation within its procurement strategy to mitigate global supply disruptions.
	Government policy and mandates	Changes in administration can lead to shifts in digital priorities (e.g. a new focus on citizen-centric services vs. cost-cutting). SITA must adapt to new mandates, which can disrupt long-term projects.	Positive	• Despite all the untimely political changes, SITA continues to keep pace with the NDP 2030. The focus will be on SA's Digital Transformation Strategy, the AI Roadmap and the National Digital and Future Skills Strategy.
	Corruption at political levels and public service	Political and SOE corruption undermines public trust, hinders economic progress, and reduces the effectiveness of government services.	Negative	• The agency continues to ensure institutional procedures' legitimacy with stakeholder perception surveys and corporate governance reform programmes.
	Corruption at political levels and public service	Political and SOE corruption undermines public trust, hinders economic progress, and reduces the effectiveness of government services.	Negative	• SITA implements policies such as the declaration of interest and the gift register, lifestyle audits and consequence management to minimise potential improper conduct.
ECONOMIC	**Deepening national debt**	Government debt may lead to austerity measures and reduced spending, impacting SITA revenue.	Negative	• Proactively manage finances, adjust budgets and cut costs. Explore new revenue streams and partnerships to maintain operations.
	High unemployment rates	South Africa's official unemployment rate was 33.2% in the second quarter of 2025 (Stats SA, 2025). Expanded unemployment rate in Q2 is at 42.9% (Stats SA, 2025).	Negative	• SITA to expand youth-focused digital skills initiatives, promote SMME participation, and leverage the innovation ecosystem to enable job creation through co-creation hubs.
SOCIAL	**Digital skills gap**	Persistent shortages in advanced digital and technical skills across the public sector hinder adoption of digital transformation initiatives.	Negative	• SITA to strengthen digital skills development and expand training partnerships.
	Changing citizens expectations	Citizens increasingly demand faster, secure and personalised digital services.	Negative	• SITA to enhance its customer experience framework, deploy AI-driven citizen support tools and improve service feedback loops.

Factor		Obstacles and prospects	Impact	SITA response
TECHNOLOGICAL	**Rising cyber-attack threats**	A greater likelihood of AI cyber-attacks and state actors as a result of geopolitical implications.	Negative	• SITA persists in cultivating cybersecurity expertise, and accessible specialists will facilitate comprehensive state resilience.
	Automation and AI	Automation and AI are reshaping business, enhancing productivity and growth.	Positive	• SITA continues to align strategy with emerging technology by investing in automation and AI technologies to boost productivity and business growth.
	Increasing use of AI technologies in government departments	As government departments become more digital, requests for system integration and data-sharing will rise.	Positive	• SITA to continue implementing AI-driven solutions, cloud computing, cybersecurity solutions, automation and data analytics.
	ICT infrastructure	Need for reliable, scalable and modernised systems to support e-government services.	Positive	• SITA continues to implement the required digital infrastructure to enable accelerated implementation of cutting-edge ICT solutions.
	Integrating government apps and systems	The integration of government apps and systems will boost service delivery while fostering unified data management.	Positive	• SITA continues to implement its customised Marketplace, including the expansion of the digital platform to further improve service delivery.
ENVIRONMENTAL	**Sustainable ICT practices**	Need to adopt energy-efficient data centres and green ICT initiatives.	Negative	• Invest in solar panels and energy-efficient equipment and assess energy usage and e-waste recycling to ensure compliance with green business standards.
LEGAL	**Data governance**	Implementing clear data governance frameworks is a prerequisite for managing data sharing and ensuring conformity to privacy requirements.	Positive	• SITA maintains compliance with all federal laws and regulations.
	Key provisions of Regulation 17.8 and procurement reform	Permits, subject to specific requirements, government agencies to acquire IT products and services from vendors other than SITA.	Negative	• SITA has confirmed its capacity to deliver and provide a procurement schedule and cost estimate. • SITA to continue modernise its procurement processes through automating workflows and implement digital marketplace to enhance agility and competitiveness.

Figure 14 – PESTLE analysis

8.1.14 Internal environment analysis

8.1.14.1 SWOT analysis

To inform its strategic repositioning, SITA undertook a comprehensive assessment of its internal capabilities and external environment. The analysis identifies the key strengths, weaknesses, opportunities and threats (SWOT) influencing the organisation's ability to deliver on its mandate and drive digital transformation across government.

Figure 15 – SWOT analysis

Overall, the SWOT analysis reinforces the urgency of SITA's transformation programme, which aims to leverage institutional strengths and opportunities while addressing structural weaknesses and mitigating external risks.

8.1.14.2 Internal challenges

While SITA's mandate positions it as the State's lead ICT enabler, the organisation continues to face several internal challenges (see figure below) that constrain its ability to deliver optimally and sustain stakeholder confidence. These constraints collectively result in service delivery underperformance and eroding stakeholder credibility. Addressing these internal challenges is therefore critical to restore confidence, improve operational agility, and ensure that SITA fulfils its transformation mandate as a trusted, high-performing digital services agency.

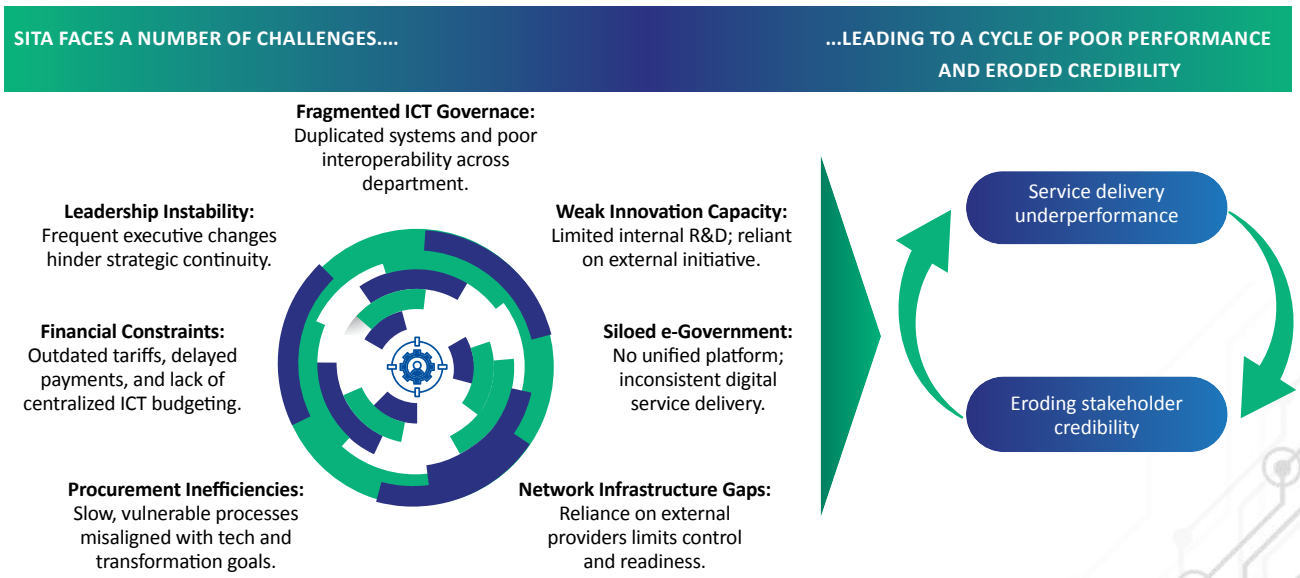


Figure 16 – Challenges facing SITA

8.1.15 Organisational structure

The figure below presents SITA's current macro-organisational structure, aligned to the strategic intent of the SITA Strategy 2026–2030 and the principle that the structure should enable effective strategy execution. The organisational structure is presently under review to ensure it remains fit for purpose and capable of supporting SITA's transformation agenda and evolving strategic priorities. The outcome of this review may result in changes to the structure to better enable delivery, governance and operational effectiveness.

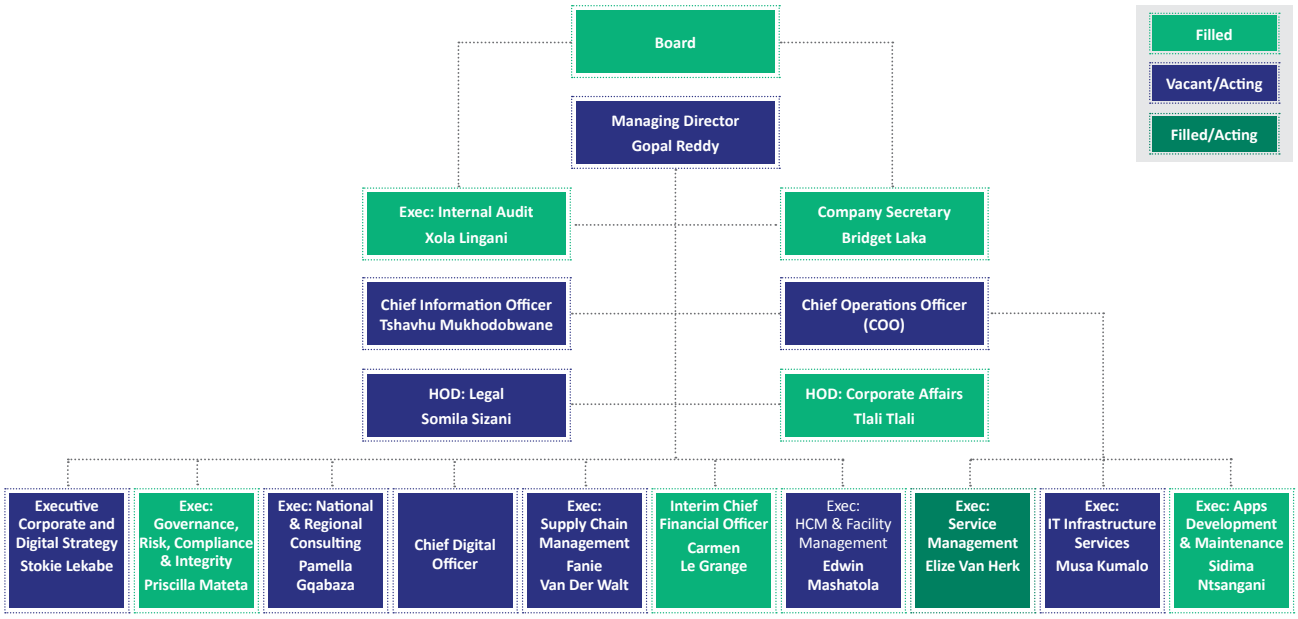


Figure 17 – SITA's macro-organisational structure

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, as well as a deliberate focus on innovation and the production of digital services. Aligned to the Shareholder's guidance, SITA is accelerating its transition toward a more proactive, commercially disciplined and solutions-driven operating posture that anticipates government demand and delivers measurable value

8.2.1 Strategic pillars and priorities

SITA's strategic programme pillars and priorities collectively give effect to the organisation's transformation agenda for the period 2026-2030. The pillars define what SITA seeks to achieve, while the strategic priorities articulate how focus and effort will be directed to deliver measurable impact. Together, they ensure alignment between organisational focus areas, operational delivery and the national digital transformation agenda.

The strategic programme pillars translate SITA's mandate into actionable objectives, supported by clearly defined priorities, key enablers and measurable outcomes across programmes and initiatives. This integrated approach ensures coherence between strategy formulation and execution, while enabling SITA to respond effectively to evolving government and stakeholder needs. The revised framework further embeds clear business accountability, time-bound implementation and performance transparency across all programmes.

SITA's strategic pillars form the foundation of its transformation agenda for 2026-2030. Each pillar is designed to deliver targeted interventions that support both internal transformation and external value delivery to government and citizens.

The figure below illustrates the strategic pillars, priorities and enablers that collectively guide SITA's strategic execution.

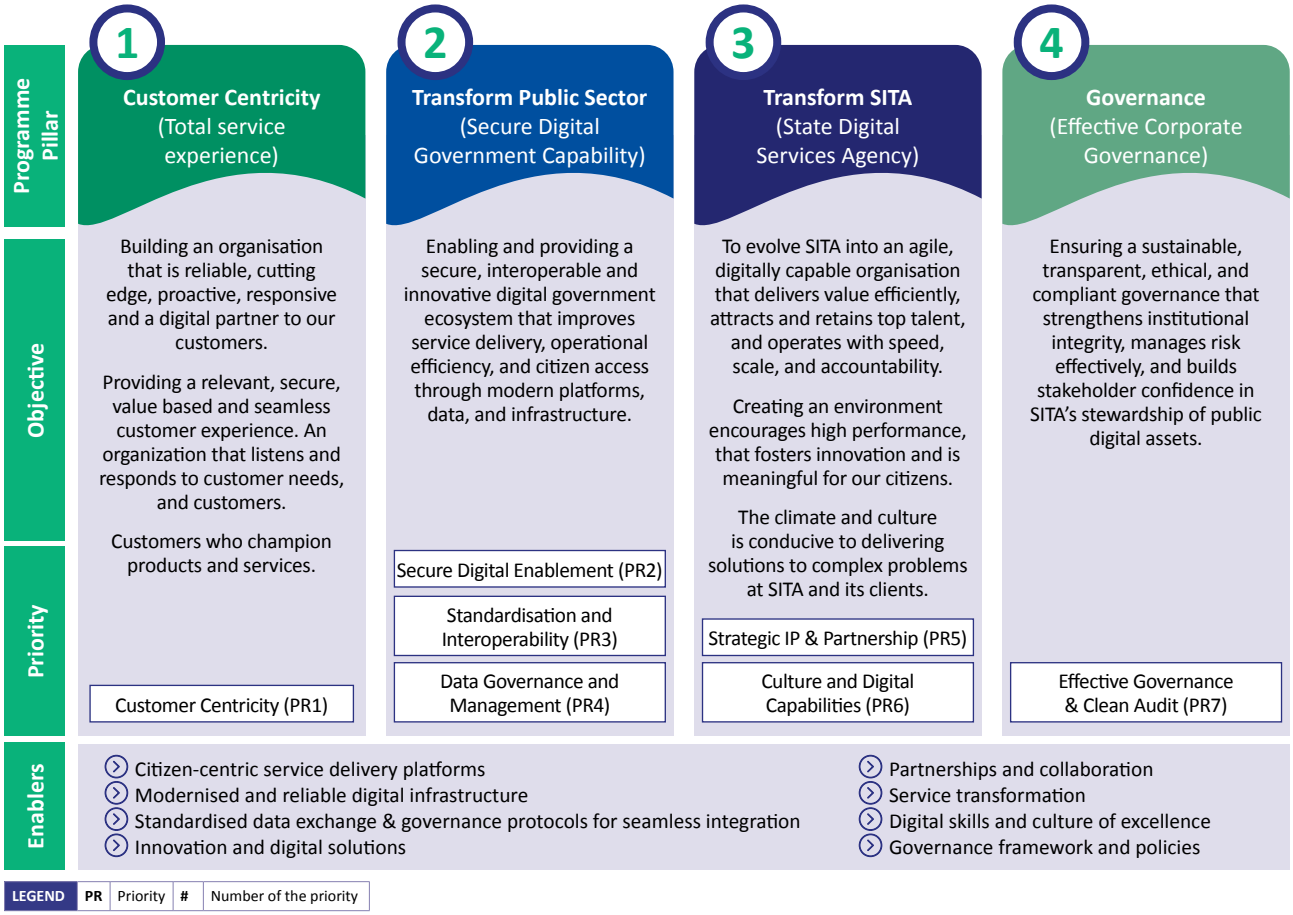


Figure 18 – Strategic pillars, objectives, priorities and enablers

Each pillar is 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 building a reliable, responsive and innovative organisation that delivers a seamless, value-based customer experience. It positions SITA as a trusted digital partner that proactively shapes, aggregates and responds to customer demand, driving measurable satisfaction, adoption and advocacy.

(b) **Pillar 2 – Transform public sector (secure digital government capability)**: this pillar aims to provide a secure, interoperable and modern digital government ecosystem that improves service delivery, operational efficiency and citizen access through shared platforms and data infrastructure.

(c) **Pillar 3 – Transform SITA (State Digital Services Agency):** this pillar drives the evolution of the agency into the SDSA that is agile, high-performing and innovation-driven. It focuses on fostering a culture of excellence, collaboration and digital capability within the organisation.

(d) **Pillar 4 – Governance (effective corporate governance):** this pillar ensures the sustainability, transparency and accountability of SITA's operations. It strengthens institutional integrity, enhances risk management and reinforces stakeholder confidence in the agency's stewardship of public digital assets.

The strategic priorities below guide SITA's focused execution of its strategic pillars and transformation agenda.

(a) **Strategic Priority 1 - Customer Centricity (PR1):** This priority is aimed at delivering streamlined processes and responsive services, prioritizing customer experience and satisfaction and will be measured through Key performance Indicators (KPIs), namely; customer satisfaction and brand reputation.

(b) **Strategic Priortiy 2 - Secure Digital Enablement (PR2):** This priority is aimed at empowering government departments to provide accessible, secure, and user-friendly digital services. It will be measured though KPIs relating to digital services, cybersecurity, legacy modernisation, marketplace, broadband connectivity and core network availability.

(c) **Strategic Priortiy 3 - Standardisation and Interoperability (PR3):** This priority intends to foster seamless data sharing and integration across government systems and covers standardized protocols and interfaces, namely; Minimum Interoperability Standards (MIOS), Minimum Information Security Standards (MISS), and Government-Wide Enterprise Architecture (GWEA).

(d) **Strategic Priortiy 4 - Data Governance and Management (PR4):** This priority focuses on identifying and leveraging partnerships and intellectual property to drive innovation, growth and revenue. It will be measured through KPIs relating to innovative solutions commercialised.

(e) **Strategic Priortiy 5 - Strategic IP & Partnership (PR5):** This priority focuses on developing innovative solutions and identifying, leveraging and establishing partnerships and intellectual property to drive innovation, growth, and revenue.

(f) **Strategic Priortiy 6 - Culture and Digital Capabilities (PR6):** This priority is aimed at developing SITA's digital expertise and culture to drive innovation and service excellence; it will be measured through the KPIs on key internal processes automation Internal process automation and establishing a high performance culture.

(g) **Strategic Priortiy 7 - Governance & Clean Audit (PR7):** This priority focuses on ensuring effective governance and maintaining a clean audit status, underpinning SITA's strategic execution; it will be measured though KPIs on revenue growth, EBITDA and audit opinion. his priority focuses on ensuring effective governance and maintaining a clean audit status, underpinning SITA's strategic execution; it will be measured though KPIs on revenue growth, EBITDA and audit opinion.

Together, these strategic pillars and priorities provide a unified framework for achieving SITA's long-term vision. They enable the organisation to balance customer value, digital government enablement, internal transformation and sound governance.

8.2.2 Future desired state

By the end of the strategic period, SITA envisions a renewed and strengthened organisation that consistently delivers value across all its key stakeholders, restoring confidence in its performance, credibility and capabilities as the state's digital partner of choice.

For customers, SITA will be recognised as a reliable, proactive and cutting-edge digital partner and trusted advisor, delivering secure, seamless and value-based digital solutions that are responsive to government needs and aligned to its mandate. Customers experience SITA as an organisation that listens, adapts and consistently delivers, making it their first choice for technology enablement.

For employees, SITA will be an employer of choice, characterised by an empowering and high-performance culture. Employees feel engaged, recognised and invested in, supported by an environment that encourages innovation, accountability and meaningful contribution to solving complex public-sector challenges for the benefit of citizens.

For leadership, SITA will demonstrate stable, ethical and collaborative leadership that owns both strategy and execution. Leaders role-model organisational values, foster a safe and inclusive environment, and drive performance through disciplined decision-making while balancing the needs of employees, customers and external stakeholders.

For external stakeholders, SITA will be seen as a well-governed, transparent and effective SDSA that delivers on its mandate. Through strengthened governance, improved service delivery and enhanced information security, SITA contributes meaningfully to digital government outcomes and broader socio-economic objectives.

Collectively, this future desired state positions SITA as a trusted, capable and citizen-centred digital enabler, fully aligned to national priorities and equipped to sustain impact beyond the current strategic horizon.

8.2.3 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.

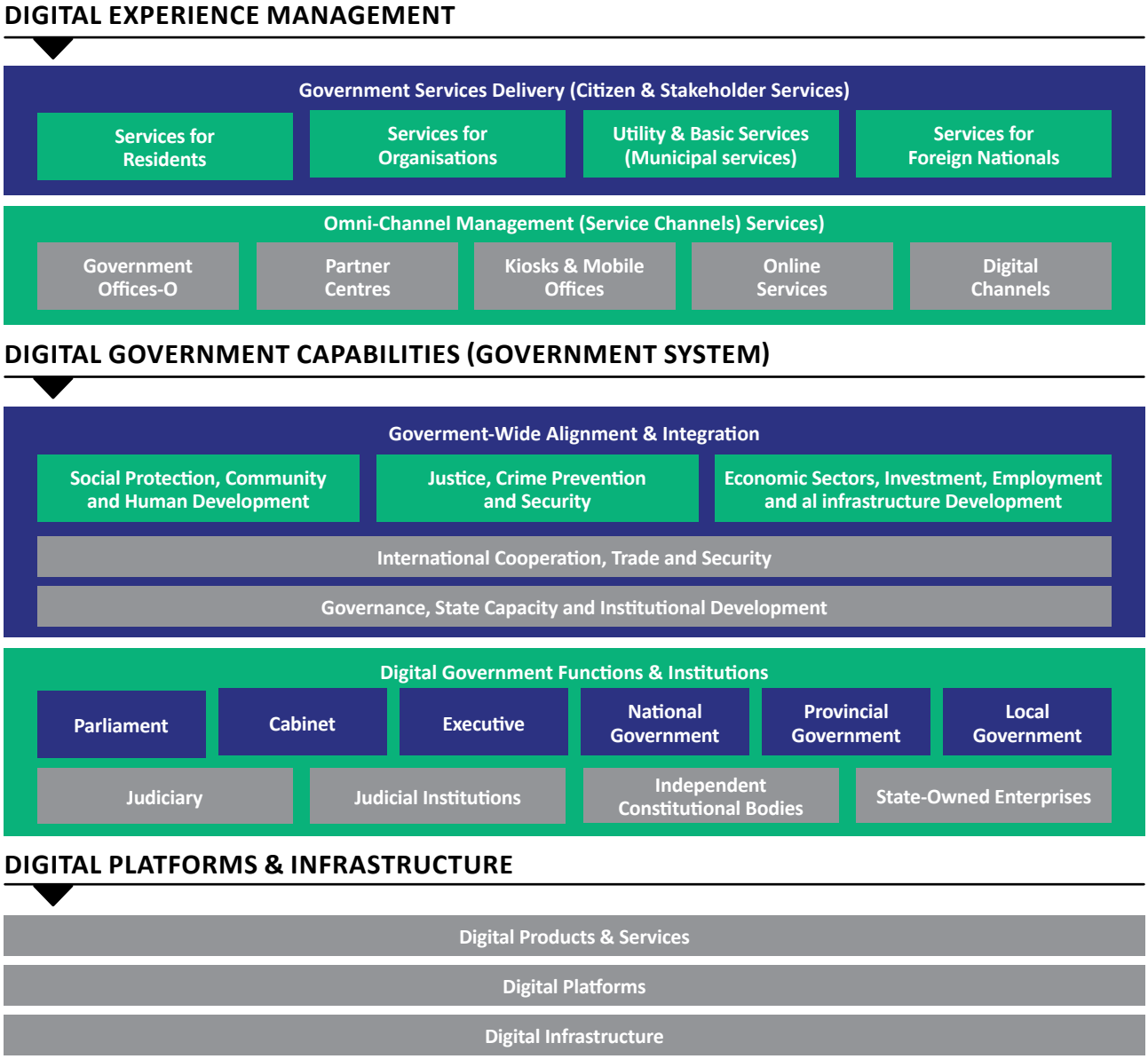


Figure 19 – Digital government reference architecture

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.

8.2.4 Marketplace model

SITA's Marketplace platform is a key element of its commercial model to enable the strategy and strengthen South Africa's position in the digital economy ecosystem. SITA operates within a complex network of ecosystem players, including big tech, SMMEs, start-ups, youth and woman-owned ventures, government institutions, regulators and industry partners, all of whom play crucial roles in driving digital government outcomes.

The Marketplace platform is designed to connect this diverse supply side with the growing demand side made up of government departments, public and private entities, citizens and other end-users. By acting as a trusted orchestrator within this ecosystem, SITA will enable faster collaboration, scale up digital service delivery, and unlock innovation opportunities across the value chain. The Marketplace will be implemented through a clearly defined, phased delivery roadmap with measurable milestones, ensuring transparency, cost competitiveness and equitable access for industry participants.

The figure below illustrates how the SITA platform facilitates these interactions to accelerate service delivery and innovation for the benefit of all in the Republic.

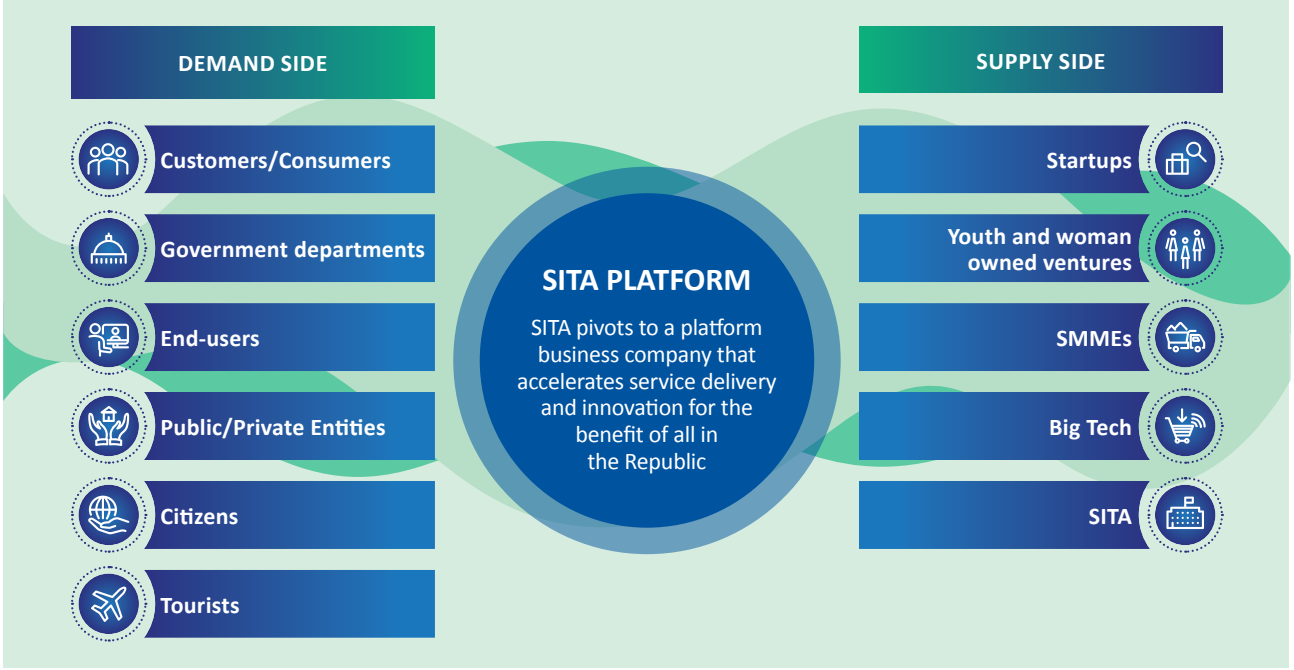


Figure 20 – SITA Marketplace platform model

(a) Through this platform approach, SITA aims to:

(i) provide citizens and customers with convenient, integrated digital services, aligning with the "One Government, One Platform, One Touch" vision;

(ii) unlock new revenue streams by broadening its role beyond traditional IT service provision;

(iii) increase operational efficiency through streamlined processes, automation, and advanced data analytics;

(iv) strengthen collaboration and co-creation with SMMEs, big tech, start-ups, and other ecosystem partners;

(v) facilitate secure data exchange and APIs, enabling interoperability with other platforms and government systems;

(vi) support secure and efficient digital payments for end users and stakeholders; and

(vii) ensure scalability and cybersecurity, safeguarding citizen data and supporting increased transaction volumes.

(b) This Marketplace platform model directly supports SITA's strategic goal of positioning itself as a modern SDSA, embedded within a collaborative digital economy ecosystem that unlocks shared value for all stakeholders.

(c) 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:

(i) **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.

(ii) **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.

(iii) **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.

(iv) **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.

(v) **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.

(vi) **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.

(d) 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:

(i) **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.

(ii) **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.

(iii) **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.

(iv) **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.

(v) **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.

(vi) **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 will assist SITA in making informed decisions which will improve the platform's features and the general experience of its users.

(vii) **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 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. These challenges have been compounded by pricing perceptions and cost-competitiveness concerns, which SITA is actively addressing through pricing reviews, improved cost transparency and benchmarking against market standards. Meanwhile, the delivery model emphasises 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.

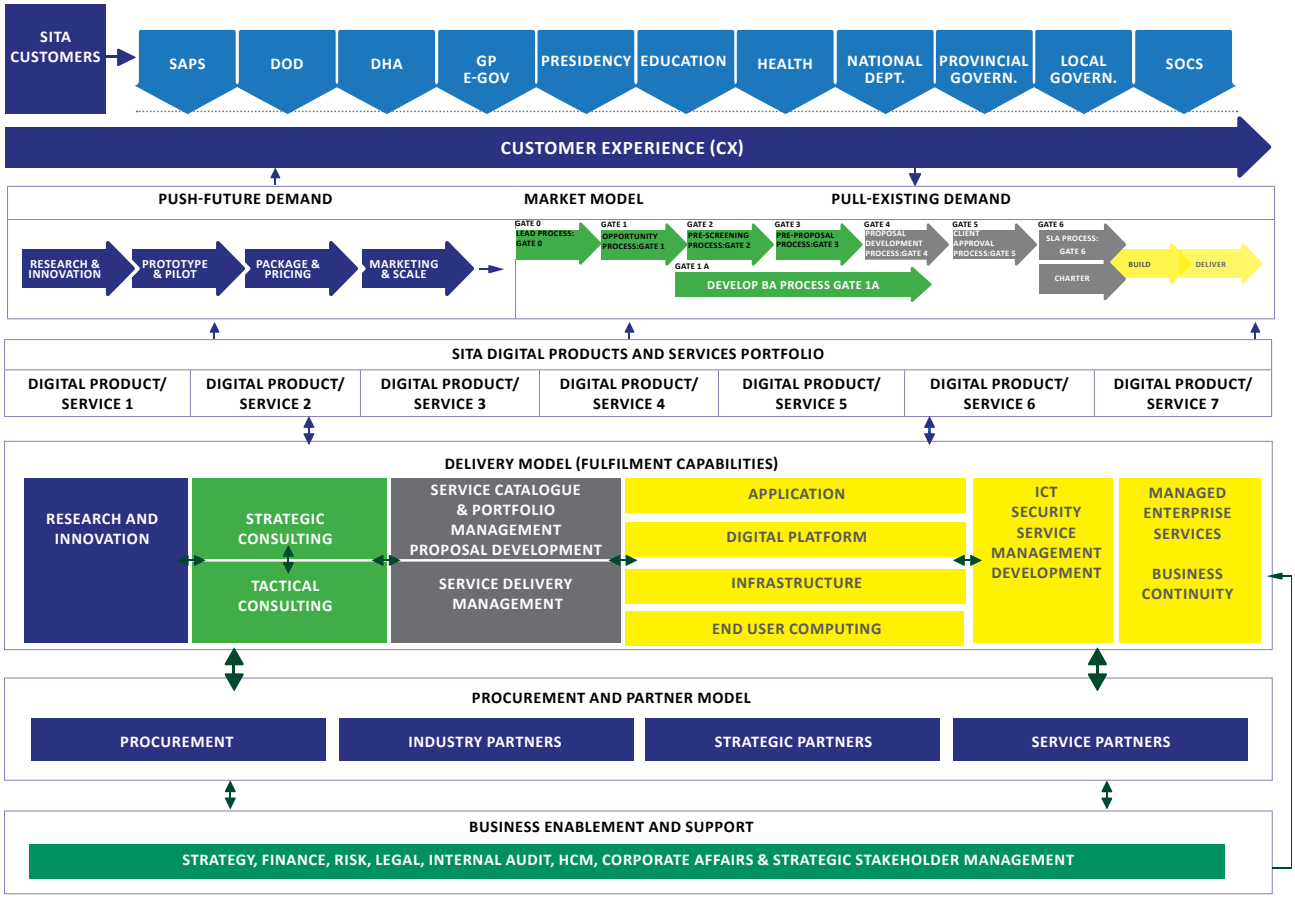


Figure 21 – Target operating model

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 AI in service delivery. 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.

8.2.6 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 can 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, ensuring that the solutions provided address the real needs of customers, thereby creating more value.

(d) **Customer understanding**: By developing a deep understanding of customer needs and pain points, 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 proactive 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.

CUSTOMER PHASES (Services)	PHASE 1: ADVOCACY TO AWARENESS			PHASE 2: REQUEST TO COMMITMENT			PHASE 3: CONSUMPTION TO LOYALTY	
CUSTOMER JOURNEY (Services)	Gate 0: Lead	Gate 1: Opportunity	Gate 2: Pre-Screening	Gate 3: Proposal Development	Gate 5: Client Approval	Gate 6: SLA/Charter (Contracting)	Gate 7: Build	Gate 8: Deliver
CUSTOMER PHASES (SCM)	PHASE 1: PRE-PROCUREMENT TO PUBLICATION			PHASE 2: EVALUATION TO CONTRACTING			PHASE 3: ONBOARDING TO PERFORMANCE	
CUSTOMER JOURNEY (SCM)	Gate 1: Pre-Procurement	Gate 2: Demand Management	Gate 3: Publication	Gate 4: Evaluation	Gate 5: Adjudication	Gate 6: Contracting	Gate 7: Deliver	

Touchpoints	Interactions between customers, SITA CRMs' & Customer advocates, systems, call centre, procurement and technical support.								
Actions	Proactively addresses client needs	Simplified procurement and enhanced brand image	Smooth collaboration and advocacy	Efficient contracting and fast onboarding	Transparent and agile service delivery	Strong client satisfaction and growth	Proactive, fast responses to issues	Positive, supportive exit process	Strong retention, loyalty through engagement
Emotions	Interested and reassured	Confident in partnership	Engaged and trusting	Satisfied with efficient onboarding	Empowered by transparent processes	Optimistic about growth and results	Supported and reassured by quick responses	Grateful for smooth transitions	Loyal, enthusiastic about future engagements
Pain Points	Addressed by proactive engagement	Procurement delays minimized processes streamlined	Strong advocacy and support during decision-making	Quick onboarding with fewer delay	Clear communication, timely service delivery	Measurable growth and satisfaction	Consistent, proactive support ensures smooth experience	Clear, supportive exit strategy	Strong loyalty through excellent service and engagement
Opportunities	Build brand trust through consistent communication	Streamlined procurement ensures faster decision-making	Encourage ongoing engagement through advocacy	Improve contracting processes for faster commitment	Deliver timely, impactful services	Enhance client growth with tailored solutions	Provide continuous, proactive support	Ensure positive exit experience to build trust	Provide consistent quality to retain satisfied clients and improve NPS

Figure 22 – SITA's future state customer journey

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, provide regular updates and ensure 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. 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. 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.

8.2.7 ICT ecosystem

SITA's Strategic Plan 2030 recognises that digital government must enable citizens to access secure, integrated services throughout their entire life journey – from cradle to grave. Every stage of life, from birth registration and education to employment, social services and retirement, generates interactions with multiple government institutions. SITA's role is to ensure these touchpoints are connected, efficient and secure – minimising duplication and maximising public value.

The figure below shows how SITA's ICT ecosystem supports these life episodes by integrating core enablers such as government business and productivity applications, modernised data centres, secure network services and strong ICT security.

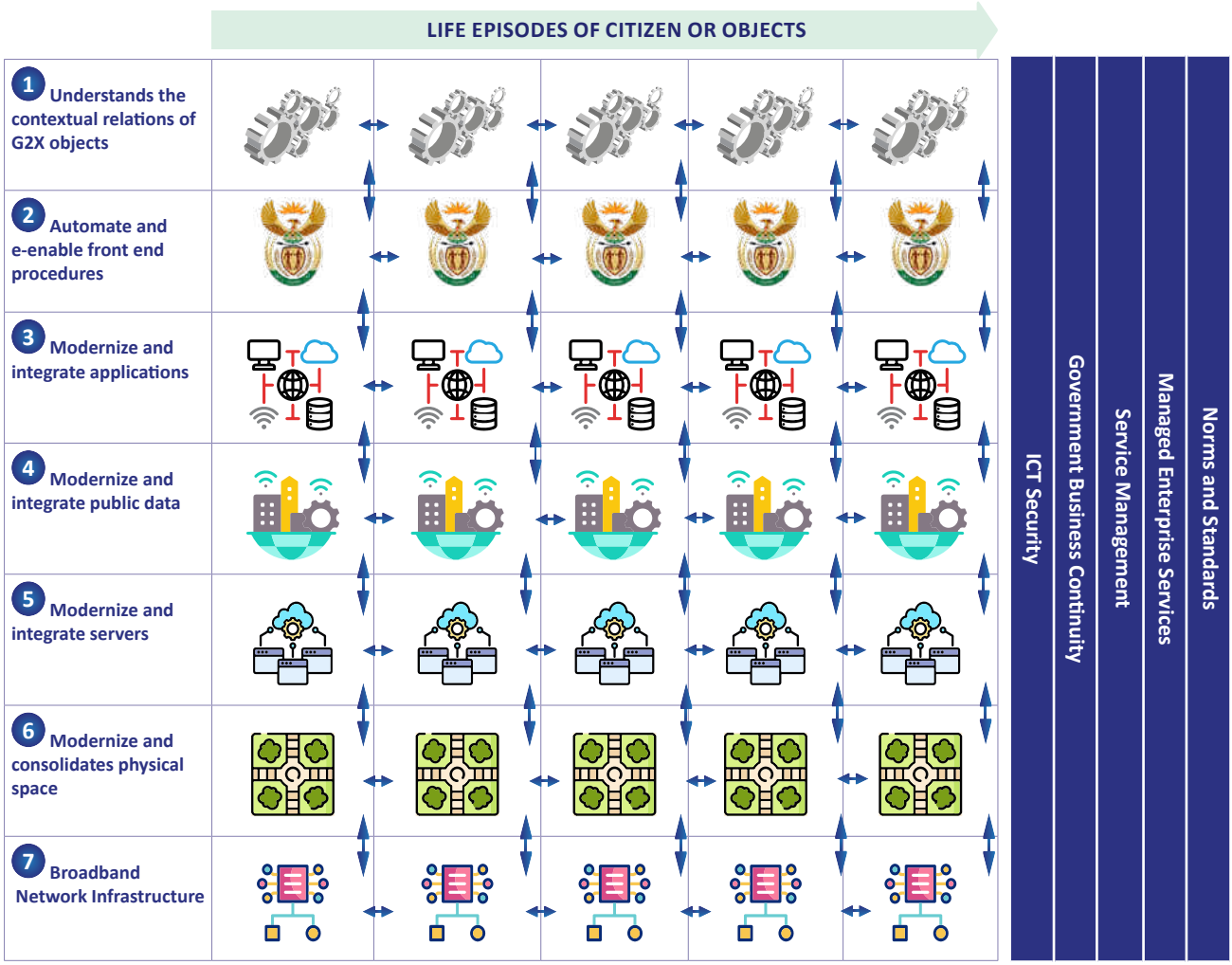


Figure 23 –ICT Ecosystem

The SDSA model envisions a seamless, integrated ecosystem that enables citizen-centric, efficient and effective delivery of public services. This model is underpinned by coordinated digital infrastructure and service components working in harmony to support transversal digitisation across government. Each layer plays a critical role in enabling secure, resilient, and scalable government operations.

(a) **Government business applications**: These are mission-critical systems supporting core service delivery functions in sectors such as health, education, home affairs and justice. These applications ensure that frontline government services are accessible, digitised and responsive to citizen needs. They represent the last mile in delivering value to end users.

(b) **Government enterprise resource planning (ERP):** ERP solutions underpin the internal operational efficiency of government departments. They integrate key business processes such as finance, human resources, supply chain and procurement. A common ERP foundation enables transparency, standardisation and real-time decision-making across the public sector.

(c) **Government enterprise productivity**: This layer includes collaboration tools, email, workflow automation, digital office solutions and document management systems. These tools enhance productivity and operational agility by enabling secure communication and streamlined processes across government departments.

(d) **Data centres**: Data centres provide the physical and virtual infrastructure needed to host and process government applications and databases. In the SDSA model, modernised and consolidated data centres support high availability, scalability and disaster recovery, forming the backbone of digital government operations.

(e) **Networks:** Secure, high-capacity networks enable interconnectivity between departments, provinces and citizens. They form the digital highways that support application access, data transmission and service delivery across all layers of government.

(f) **Cybersecurity and data protection**: Robust cybersecurity measures are essential to protect citizen data, government systems and national digital sovereignty. This layer includes threat detection, identity and access management, encryption and compliance with data protection legislation.

(g) **Business continuity and resilience**: To ensure uninterrupted government services, this component focuses on disaster recovery, failover mechanisms, and resilience planning. It allows departments to maintain operations during system outages, cyber incidents or infrastructure failures.

(h) **Service management**: Centralised service management capabilities govern how IT services are planned, delivered and maintained. This includes incident management, service level monitoring, helpdesk functions, and reporting to ensure service excellence and accountability.

(i) **Managed services**: SITA, through its SDSA model, will offer integrated managed services that provide departments with end-to-end IT service delivery, from infrastructure to application hosting and user support. This allows departments to focus on their core mandates while relying on SITA for dependable ICT support.

(j) **Norms and standards**: This foundational component ensures that all systems, services, and infrastructure comply with national interoperability frameworks, security protocols and architectural guidelines. Norms and standards promote consistency, integration and quality across government ICT systems, enabling a truly transversal digital environment.

This holistic, life episode-driven view strengthens government's ability to deliver people-centred, efficient and transparent services – ensuring that every South African can engage with the state confidently and conveniently, across the full span of life.

9. 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 does is lay the groundwork for SITA to utilise technology 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 centred. The South African public sector is struggling with obsolete ICT infrastructure, fragmented systems, cyber-security vulnerabilities, and a huge digital divide, all of which hinder the effective use of these revolutionary technologies. Despite these opportunities, 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. On the other hand, the public sector of the country 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, cyber-security 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.

9.1 Theory-of-change context

The government services will be more efficient, transparent and accessible in the medium term (2026-2027) attributable to these outputs, which will also increase citizen trust in digital platforms, stimulate more local ICT businesses to get involved, and fortify the public sector's digital capabilities. In the end, the Theory of Change aims to create a digital state that is safe, focused on its citizens, and that promotes economic growth, innovation and public institution resilience while driving socio-economic progress. To facilitate South Africa's digital transformation, SITA will ensure that ICT investments are in line with national priorities and that reliable digital infrastructure is built. The Theory of Change is anchored in SITA's Strategic Plan 2026-2030, which is guided by a revised strategic framework comprising four strategic themes: customer-centricity, transforming the public sector, transforming SITA, and governance.

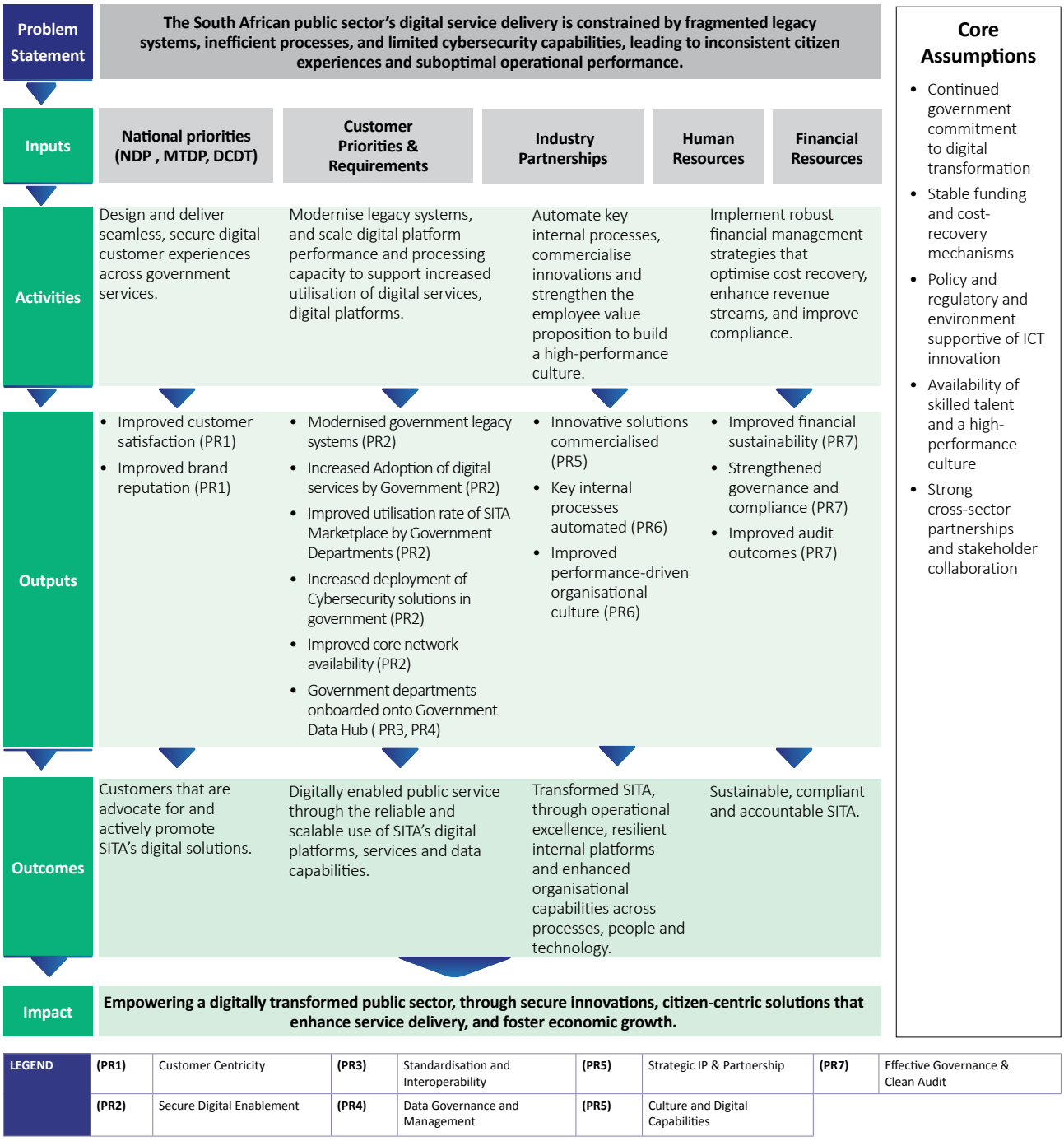


Figure 24 – The Theory of Change

9.2 Problem statement

The South African public sector continues to face challenges in achieving seamless and secure digital service delivery. These challenges stem from fragmented legacy systems, inefficient business processes and limited cybersecurity capabilities. Collectively, these weaknesses result in inconsistent citizen experiences, poor interoperability between government systems, and suboptimal operational performance.

To address this, SITA's strategic intent is to modernise and integrate digital platforms across the public sector, improving service reliability, security and accessibility, while ensuring that government departments can effectively deliver on their developmental mandates.

9.3 Assumptions

SITA's repurposing into the SDSA provides the institutional foundation for its Theory of Change, ensuring structural coherence, strengthened capability and integrated digital delivery. Through this reform, the agency will unlock synergies between digital infrastructure, innovation and service delivery across government.

The government's ICT and digital transformation remain national priorities, bolstered by robust political leadership ensuring strategic coherence. Cabinet-level support for alignment with the National Digital and Future Skills Strategy, Digital Economy Masterplan and National AI Strategy has enabled SITA to capitalise on technological advancements while transforming government agencies. The agency has consistent budget obligations to enhance infrastructure, invest in cybersecurity and promote DPI. Collaborations with academic institutions and SMMEs, together with public-private partnerships, address resource deficiencies. Line departments, municipalities and various state entities collaborate with SITA to deploy shared platforms and systems. Individuals, enterprises and SMMEs utilise digital platforms to facilitate service acceptance.

9.4 Inputs

SITA's transformation journey is anchored in core national and institutional enablers that support the delivery of its Theory of Change, including alignment with national priorities such as the NDP 2030, the MTDP and policy directives from the DCDT. Customer priorities and requirements inform service design and delivery through feedback and satisfaction measures that reflect service quality and trust, while strategic industry partnerships enable innovation, skills development and the adoption of global best practices. SITA will leverage its legislated mandate and aggregated government demand to negotiate competitive market pricing and ensure value-for-money outcomes across ICT procurement. Human and financial resources underpin effective execution through targeted capacity-building and prudent financial management and continuous attention to governance outcomes, including audit findings and recommendations, strengthening institutional capability and process maturity, ensuring that SITA's transformation is well-grounded, adequately resourced and responsive to national and stakeholder expectations.

9.5 Activities

Based on the enabling context described under the inputs, SITA has identified a set of focused activities to drive change within the organisation and across government digital services. These activities align directly with the Theory of Change and support SITA's mandate to enhance service delivery, modernise government systems and strengthen institutional capability. The activities include the following:

(a) Improved digital customer service experience: SITA designs and delivers secure, customer-centric digital services that improve service accessibility, responsiveness and user experience for government departments and public sector entities.

(b) Continued digitalisation of government services: SITA modernises legacy systems and implements scalable digital and social platforms to expand the uptake of e-government services, improve operational efficiency and enable accessible digital public services.

(c) Automation of internal processes and innovation enablement: SITA automates key internal processes and commercialises innovative solutions to strengthen operational performance, improve turnaround times and support sustainable value creation.

(d) Expansion of e-government services and platforms: SITA expands its portfolio of digital platforms and services to support government modernisation while enabling new revenue opportunities through reusable, shared and transversal digital solutions.

(e) Implementation of robust financial and governance management: SITA implements sound financial management and governance practices to optimise cost recovery, enhance revenue sustainability and ensure compliance, accountability and organisational resilience.

(f) Implementation of sound financial management and governance practices to optimise cost recovery, enhance revenue sustainability, and establish a clearly defined breakeven trajectory that underpins long-term financial viability.

9.6 Outputs

(a) Programme 1 outputs prioritise customer satisfaction and strengthened brand reputation.

(b) Programme 2 outputs focus on the modernisation of government legacy systems, increased adoption and utilisation of digital services by government through SITA platforms, the onboarding of government departments onto the Central Government Data Hub, increased deployment of cybersecurity solutions in government, and the achievement of optimal core network availability.

(c) Programme 3 outputs prioritise the commercialisation of innovative solutions, the automation of key internal processes, and embedding a performance-driven organisational culture.

(d) Programme 4 outputs aim to improve financial sustainability through strengthened governance and compliance and improved audit outcomes.

9.7 Impact

The desired impact of SITA's Theory of Change is the establishment of a secure, citizen-centric and digitally enabled public sector that leverages technology to improve service delivery, strengthen public trust and advance inclusive socio-economic development.

To begin with, the Theory of Change will help bring about a state that is citizen-centric, digitally empowered, and where all communities, even those in underserved and rural areas, have access to safe and reliable government services. Public sector accountability, service delivery and resource duplication can all be improved by increased openness and compatibility among government ICT systems.

Second, by encouraging a thriving digital economy, the effects spread to societal and economic progress. To promote innovation in new technology areas like cloud computing, AI and cybersecurity, as well as to increase employment opportunities, SITA will integrate local ICT businesses, especially SMMEs, into its procurement and innovation processes.

Thirdly, online safety and confidence are both bolstered by the Theory of Change. More adoption rates and more engagement in the digital ecosystem will result from residents and businesses having more faith in digital government services, which can be achieved through strong cybersecurity measures and compliance with data protection laws.

MEASURING
OUR PERFORMANCE

10. INSTITUTIONAL PERFORMANCE INFORMATION

10.1 Impact statement

SITA's Strategic Plan 2030 sets out the agency's vision to enable a future-ready, digitally empowered government. The impact statement below reflects SITA's commitment to delivering secure, innovative, and citizen-focused digital solutions that strengthen public service delivery, drive digital inclusion and contribute to South Africa's socio-economic development.

Impact statement	Empowering a digitally transformed public sector, through secure innovations, citizen-centric solutions that enhance service delivery, and foster economic growth.

10.2 Measuring our outcomes

Over the next five years, SITA will implement the four strategic programmes as 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)
Programme 1: Customer-centricity (total service experience)	Customers who are advocates and promoters of SITA's products and services.	Percentage customer satisfaction level	48% customer satisfaction level	75% customer satisfaction level
Programme 2: Transform public sector (secure digital government capability)	Digitally enabled public service through the use of SITA's secure, innovative and reliable digital platforms and services.	Percentage of SITA-maintained government legacy systems modernised	New indicator	95% of SITA-maintained government legacy systems modernised
		Percentage of government entities adopting SITA digital services	117 government services available via digital channels	50% of government entities adopting SITA digital services
		Percentage of government departments utilising SITA Marketplace	New indicator	80% of government departments utilising SITA Marketplace
		Percentage of government entities adopting SITA in-house-developed cybersecurity solutions	New indicator	60% of government entities adopting SITA in-house-developed cybersecurity solutions
		Percentage core network availability	99.8% core network availability	99.95% core network availability
		Percentage of government departments onboarded onto the Central Government Data Hub	New indicator	60% of government departments onboarded onto the Central Government Data Hub
Programme 3: Transform SITA (State Digital Services Agency)	Transformed SITA, through a culture of operational excellence in our processes, employees and innovations.	Number of innovative solutions commercialised	New indicator	15 innovative solutions commercialised
		Percentage high-performance culture index	New indicator	80% high-performance culture index
Programme 4: Governance (effective corporate governance)	Sustainable, compliant and accountable SITA	Audit opinion	Qualified audit opinion	Clean audit opinion
		Percentage revenue growth from new business opportunities on the FY28/29 baseline	New indicator	10% revenue growth from new business opportunities on the FY28/29 baseline

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

SITA's planned performance over the 2026-2030 period is anchored in the four strategic programmes that operationalise the agency's mandate to enable a secure, digitally transformed public sector. These programmes are informed by national policy priorities, including the NDP 2030, the MTSF, and the National Digital and Transformation Strategy, as well as evolving customer expectations and sectoral reforms.

The programmes are designed to advance SITA's impact statement – empowering a digitally transformed public sector through secure innovations and citizen-centric solutions that enhance service delivery and foster economic growth.

10.3.1 Contribution of outcomes to National Development Plan and priorities

Each outcome directly supports South Africa's developmental priorities by enabling a capable, ethical and digitally empowered state.

(a) Programme 1: Customer-centricity (total service experience) – Advances MTSF Priority 1 (Building a capable, ethical and developmental state) by enhancing government responsiveness and improving service satisfaction levels.

(b) Programme 2: Transform public sector (secure digital government capability) – Contributes to MTSF Priority 2 (Economic transformation and job creation) and Priority 4 (Quality basic services) through digital services utilisation by public entities, government legacy modernisation and SITA Marketplace utilisation.

(c) Programme 3: Transform SITA (State Digital Services Agency) – Aligns with MTSF Priority 6 (A capable, ethical, and developmental state) by transforming SITA through operational excellence, resilient internal platforms and enhanced organisational capabilities across processes, people and technology.

(d) Programme 4: Governance (effective corporate governance) – Reinforces MTSF Priority 1 (Achieving and sustaining a clean audit outcome), institutionalising transparency, compliance and financial sustainability through growth of new business revenue.

These outcomes also contribute to broader national initiatives, including the Public Procurement Bill, Presidential Digital Transformation Agenda and SMME Development Strategy.

10.3.2 Rationale for outcome indicators

The outcome indicators were selected to measure meaningful improvements in SITA's effectiveness and impact over the five-year period:

(a) The outcome indicator below is linked to the strategic priority on Customer Centricity (PR1):

  (i) The outcome indicator on customer satisfaction level reflects SITA's success in restoring trust and service quality, ensuring that clients become advocates of its solutions.

(b) The following outcome indicators are linked to the strategic priority on Secure Digital Enablement (PR2):

  (i) The outcome indicator on SITA-maintained government legacy systems modernised reflects the extent to which SITA is successfully transforming outdated systems into modern, scalable and interoperable digital platforms that improve service delivery and operational efficiency across government.

  (ii) The outcome indicator on government entities adopting SITA digital services will reflect the level of uptake of SITA's digital solutions and platforms by government institutions, indicating the Agency's effectiveness in expanding its service footprint and supporting the digital transformation of the public sector.

  (iii) The outcome indicator on percentage government entities adopting SITA in-house-developed cybersecurity solutions measures the uptake and effectiveness of SITA's secure digital offerings in strengthening government-wide cyber resilience and protecting public digital assets.

  (iv) The outcome indicator on percentage of core network availability assesses the resilience and reliability of the secure digital government infrastructure.

  (v) The outcome indicator on number of government departments onboarded on the SITA Marketplace reflects the extent to which SITA is enabling shared digital platforms, promoting service standardisation, and expanding access to transversal digital solutions across government.

(c) The following indicators are linked to the strategic priority on Standardisation and Interoperability (PR3):

  (i) The outcome indicator on the central government data hub will measure the progress made in onboarding government departments onto the central government data hub, enabling improved data exchange, interoperability and data-driven decision-making across the public sector.

(d) The outcome indicator below is linked to the strategic priority on Data Governance and Management (PR4):

  (i) The outcome indicator on the central government data hub will also reflect the extent to which government departments are integrated into a secure, centralised data platform that facilitates trusted data sharing, improved analytics capabilities and evidence-based policy and service delivery.

(e) The outcome indicator below is linked to the strategic priority Strategic IP & Partnership (PR5):

  (i) The outcome indicator on innovative solutions commercialised captures SITA's ability to successfully commercialise innovative solutions through the application of new technologies or innovative approaches.

(f) The outcome indicator below is linked to the Culture and Digital Capabilities (PR6):

  (i) The outcome indicator on percentage high-performance employee culture index indicates the degree to which SITA has embedded a high-performance organisational culture that supports effective strategy execution and sustained service delivery.

(g) The following indicators are linked to the strategic priority on Effective Governance & Clean Audit (PR7):

  (i) The outcome indicator on audit opinion serves as a measure of governance maturity and financial accountability, which are critical to institutional credibility and sustainability.

  (ii) The outcome indicator on revenue growth from new business measures SITA's ability to expand its revenue base through new services, partnerships and market opportunities, thereby strengthening financial sustainability and supporting the Agency's long-term operational viability.

Collectively, these outcome indicators provide a clear framework for measuring SITA's strategic progress, ensuring that the Agency's initiatives translate into improved digital services, strengthened governance, and sustainable value for government and citizens.

10.3.3 Enablers required to achieve the five-year targets

Successful delivery of the five-year targets will be enabled by a coherent set of strategic enablers that support execution across the four programme pillars of customer-centricity, transforming the public sector, transforming SITA, and governance. These enablers are informed by internal and external analysis and are aligned to the enablers reflected in figure 18.

(a) Citizen-centric digital platforms and solutions: Expansion of digital public platforms, including e-services and shared service platforms, to enable seamless, accessible and citizen-centred service delivery across government.

(b) Modernised and reliable digital infrastructure: Modernisation and consolidation of ICT infrastructure, including the transition from legacy data centres to secure, scalable environments such as the Government Private Cloud Environment (GPCE) and the National Government Data Centre, to support resilient and cost-effective digital services.

(c) Standardised data exchange, interoperability and data governance: Implementation of standardised data exchange protocols, interoperability frameworks and government-wide data governance and lifecycle policies to enable secure data sharing, integration and data-driven decision-making.

(d) Cybersecurity and secure digital enablement: Strengthening of cybersecurity capability through the development of in-house security solutions, adoption of zero-trust architecture and proactive cyber risk monitoring to protect government digital assets and build trust in digital services.

(e) Organisational capability, culture and digital skills: Internal capability building through the strengthening of digital skills, leadership and a high-performance culture, supported by process optimisation, service transformation initiatives and change enablement to improve operational efficiency and execution.

(f) Innovation and digital solutions: Institutionalisation of innovation through structured ideation, incubation and commercialisation of digital solutions, including the adoption of emerging technologies such as AI, cloud, automation and advanced analytics to enhance service delivery, generate new revenue streams and strengthen SITA's value proposition.

(g) Service transformation: Redesign and optimisation of service delivery models, including streamlined processes, automation of key workflows, improved turnaround times, proactive demand aggregation and solution-led client engagement, structured pricing reviews and cost transparency measures to enhance competitiveness, and the introduction of clear service performance standards and accountability mechanisms to restore trust and improve customer experience.

(h) Partnerships, collaboration and innovation ecosystems: Strategic collaboration with industry, academia and SMMEs to foster innovation, co-create digital solutions, support localisation and diversify service offerings and revenue streams in support of long-term sustainability.

(i) Governance frameworks, policies and controls: A robust governance framework, supported by effective policies, risk management and compliance mechanisms, to ensure transparency, accountability and the responsible stewardship of public digital assets.

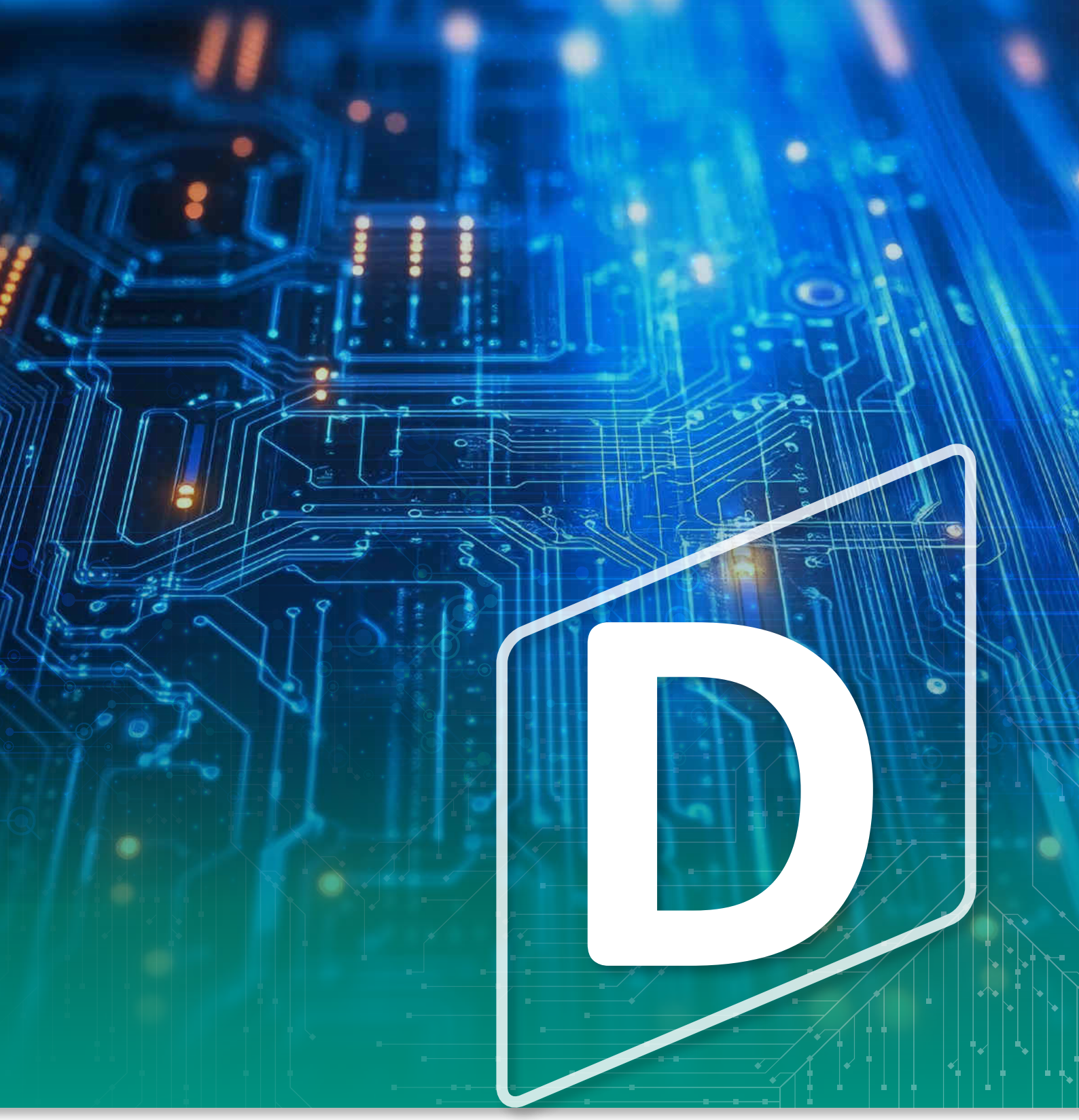
11. KEY RISKS AND MITIGATIONS

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
Customers who are advocates and promoters of SITA's products and services.	Increased customer dissatisfaction and negative branding	• Establish improved marketing, public relations and branding initiatives • Establish proactive media monitoring initiatives • Conduct customer satisfaction surveys to assess satisfaction levels • Develop and implement service improvement plans for identified service deficiencies
	Delay in adopting modern technologies due to lack of innovation – limited innovation capability to meet evolving client needs	• Strengthen research and innovation capability and capacity through defined governance processes and targeted investments to identify pilot (through POCs), and scale innovative products and solutions • Explore opportunities for strategic partnerships in the digital innovation space to leverage their expertise and networks • Modernisation of legacy, transversal and unique systems maintained by SITA for government departments • Develop a digital product management strategy with an approved list of planned innovative products and services • Establish new integrated services available via digital channels
Digitally enabled public service through the reliable and scalable use of SITA's digital platforms, services and data capabilities	Information security and privacy risks- Cybersecurity breach and data sovereignty failures	• Enhance comprehensive protocols to manage and recover from cybersecurity breaches/incidents • Conduct government information security maturity level assessments and awareness campaigns • Establish and enhance SOC capability across government • Fully operationalise the Enterprise Security Steering Committee • Conduct periodic penetration testing • Impose security requirements to third-party service providers
	Inability to continue with operation (client or SITA) – business continuity failure	• Design and implement high-availability systems with redundant infrastructure, automated failover, load balancing and geographic redundancy to minimise service disruptions • Develop and implement a power generation strategy • Develop adequate business continuity plans and processes • Implement/provide redundancies to address single points of failure • 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 exchanges • Expand the capacity of the compute and storage capacity on the SITA CFI to accommodate increasing demand for compute and storage and backup requirements

Outcomes	Key risks	Mitigations
Digitally enabled public service through the reliable and scalable use of SITA's digital platforms, services and data capabilities	Procurement delays and inefficiencies	• Implementation and integration of the bid specification centre of excellence within the SCM process • Automate the end-to-end SCM process • Review SCM policies and SOPs • Introduce and formalise supplier performance monitoring and reporting to governance structures • Promote ethics and anti-corruption measures
Transformed SITA, through a culture of operational excellence in our processes, employees and innovations	Talent shortages and skills mismatch to address current and future business demand	• Build internal digital skills through investing in ongoing training and development initiatives to close skill gaps in alignment with WSP • Fill vacant positions to capacitate core, critical and scarce business roles • Establish targeted retention programmes for critical and core skills • Reposition, strengthen the employee value proposition, and implement identified initiatives
Sustainable, compliant and accountable SITA	Unfavourable audit outcomes (qualified, adverse and disclaimer)	• Review and strengthen finance policies and procedures to ensure improved oversight and compliance • Upgrade financial management systems • Strengthen financial capability and capacity • Enhance financial management capability for all employees though awareness initiatives • Monitoring and reporting on the status of the implementation of the AGSA recommendations
	Threatened financial sustainability	• Develop additional sources (new clients, new services, long-term contracts) of income and new business opportunities, i.e. investment in digital services to reduce the reliance on concentrated revenue streams • Commercialisation of innovative solutions/products piloted • Implement structural cost-optimisation and workforce cost management – without job losses
	Governance failure	• Enhance governance structures and anchor governance in oversight structures, not individuals to ensure that oversight committee charters call for consistent operations • Stabilise executive and management leadership by filling vacant positions • Strengthen compliance with existing code of conduct through mandatory training/awareness, and zero tolerance for violations • Monitor executive, HOD and senior management vacancies (or turnover)
	Increased existential threat – loss of strategic relevance	• Enhance stakeholder engagement and transparency • Secure ministerial backing and demonstrate strategic relevance by positioning SITA as critical to national priorities • Use public partnerships to deliver on complex infrastructure and services projects



TECHNICAL INDICATOR DESCRIPTIONS

12. TECHNICAL INDICATORS

12.1 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 1 (b) Targeted focus for service delivery in high-impact clusters like Social and Security 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**

12.2 Percentage of government entities adopting SITA digital services

Definition	**This indicator is measuring actual adoption of SITA digital services by government entities, ensuring that government services are digitised, improved service delivery, interoperability and value realisation across government.**
Data/evidence source	SITA digital marketplace report and/or government entity website
Method of calculation	(Actual number of government entities that have adopted SITA digital services / Total number of government entities as per SITA defined list) * 100 **Note:** (a) Government entities refer to all three spheres of government, i.e. national, provincial and local. (b) List of number of government entities will be defined by SITA, and it will consider changes in configuration of departments (e.g. new additions, merged or dissolved). (c) Exclusions will be government entities that opt not to utilise SITA's digital services due to various reasons such as budget, priorities, availability, changes due to customer requirements etc.
Means of verification	Project charter and plan Digital services deployment certificate
Assumptions	(a) The required services are fully developed, tested and made accessible on digital platforms, ensuring they are ready for government-wide use (b) There will be a formal directive mandating all government entities to adopt and use the SITA digital services, creating a top-down push for implementation
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	50% of government entities adopting SITA digital services
Indicator responsibility	**Executive: National and Regional Consulting**

12.3 Percentage of SITA-maintained government legacy systems modernised

Definition	**This indicator measures the proportion of government legacy systems that have been modernised or re-engineered to align with current technology standards, improve efficiency, enhance security, and ensure system interoperability and sustainability.**
Data/evidence source	Approved project charter and plan
Method of calculation	(Actual number of SITA-maintained government legacy systems modernised / Planned number of SITA-maintained government legacy systems modernised) *100 **Note:** (a) The percentage achievement excludes scope changes due to customer requirements, i.e. systems retired, project termination or project placed on hold (b) List of the number of SITA-maintained government legacy systems will be defined by SITA. (c) Exclusions will be customers that opt not to modernise the identified SITA-maintained government legacy systems due to various reasons such as budget, changes in priorities, availability, etc.
Means of verification	Client acceptance certificate
Assumptions	(a) Dependencies on departments for access to legacy systems are managed effectively (b) Infrastructure and integration platforms support modernised applications
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, provincial and local
Desired performance	95% of SITA-maintained government legacy systems modernised
Indicator responsibility	**Executive: Application Maintenance and Development**

12.4 Percentage of government departments utilising SITA Marketplace

Definition	**This indicator measures the percentage of government departments that actively transact for ICT services and digital solutions through the SITA Marketplace, within an approved and defined scope, during the reporting period.**
Data/evidence source	SITA Marketplace utilisation report
Method of calculation	(Average utilisation of SITA Marketplace by government departments / planned number of government departments utilising SITA Marketplace) *100 **Note:** (a) Utilisation will be measured relative to different capabilities of the SITA marketplace platform: (1) hyperscalers, (2) e-Procurement and (3) digital services. (b) Government departments refer to national and provincial. (c) Exclusions will be government departments that opt not to utilise SITA's Marketplace (d) and changes in configuration of departments (e.g. new additions, merged or dissolved.
Means of verification	(a) SITA Marketplace transaction reports (b) Departmental procurement reconciliation reports (c) Audit reports on Marketplace usage and compliance
Assumptions	(a) All procurement or ICT service requests eligible for execution via the Marketplace are correctly identified (b) Marketplace is operational, secure and accessible throughout the reporting period (c) Transactions executed via Marketplace are accurately recorded in system logs (d) Departmental staff are trained or capable of using Marketplace effectively
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	80% of government departments utilising SITA Marketplace
Indicator responsibility	**Executive: National and Regional Consulting**

12.5 Percentage core network availability

Definition	**This indicator is intended to meet and exceed contracted network availability service levels with clients, which includes continual service improvement interventions.**
Data/evidence source	Network monitoring systems report (NMS)
Method of calculation	(a) % availability of switching centres = Sum of availability of all SITA switching centres / Number of switching centres (for the period under review – month, quarter, year-to-date) (b) % reachability of all core links = Sum of reachability of SITA core links / Number of core links (for the period under review – month, quarter, year-to-date) (c) % core network availability performance= Average between % availability and % reachability (for the period under review – month, quarter, year-to-date) Exclusions are as follows: All planned downtime, and all downtimes related to force majeure as defined in client SLA
Means of verification	Report from NMS
Assumptions	The network upgrade project will be finalised timeously to improve performance
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	99.95% core network availability
Indicator responsibility	**Executive: IT Infrastructure Services**

12.6 Percentage of government departments onboarded onto the Central Government Data Hub

Definition	**This indicator measures the percentage of government departments that have been formally onboarded onto the Central Government Data Hub, in accordance with approved onboarding standards, data-sharing agreements and technical integration requirements, during the reporting period.**
Data/evidence source	Project charter and plan
Method of calculation	(Actual number of government departments onboarded onto the Central Government Data Hub / Total number of government departments to be onboarded onto the Central Government Data Hub) * 100 **Note:** (a) Government departments refer to national and provincial. (b) List of number of government departments will be defined by SITA, and it will consider changes in configuration of departments (e.g. new additions, merged or dissolved). (c) Exclusions will be government departments that opt not to utilise SITA's Central Government Data Hub due to various reasons such as budget, priorities, availability, changes due to customer requirements etc.
Means of verification	(a) Approved onboarding framework and standards (b) Signed data-sharing agreements/MOUs (c) Technical integration and access confirmation reports
Assumptions	(a) Approved Central Government Data Hub architecture and onboarding framework are in place. (b) Participating departments have signed data-sharing agreements and met readiness requirements. (c) Funding and technical capacity are available to support onboarding activities (d) Stable network connectivity and hosting environment.
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, provincial and local
Desired performance	60% of government departments onboarded onto the Central Government Data Hub
Indicator responsibility	**Executive: IT Infrastructure Services**

12.7 Number of innovative solutions commercialised

Definition	**This indicator measures the number of new or improved innovative solutions that have been successfully commercialised and made available as part of SITA's products or services through the application of new technologies or innovative approaches.**
Data/evidence source	Project charter and plan SITA product and services catalogue
Method of calculation	Actual number of innovative solutions commercialised
Means of verification	SITA commercialisation pack
Assumptions	(a) Alignment with government priorities (b) Collaborative partnerships with industry and academia (c) Increasing the percentage of innovative solutions will improve SITA's service delivery and overall c ustomer 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	15 innovative solutions commercialised
Indicator responsibility	**Executive: Corporate and Digital Strategy**

12.8 Percentage high-performance culture index

Definition	**This indicator provides a measurable view of organisational culture and performance maturity, enabling SITA to track progress in embedding a high-performance culture that supports strategy execution, accountability and sustained organisational effectiveness.**
Data/evidence source	Project charter and plan
Method of calculation	As per results of the high-performance culture index survey
Means of verification	Deliverables as per high-performance culture implementation project plan
Assumptions	(a) Organisational support: Leadership and management are committed to the project and actively support its goals and implementation (b) Stakeholder engagement: All key stakeholders, including employees at various levels, will be engaged and provide inputs during planning and execution
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	80% high-performance culture index
Indicator responsibility	**Executive: Human Capital Management**

12.9 Percentage of government entities adopting SITA in-house-developed cybersecurity solutions

Definition	**This indicator measures the extent of implementation and operation of cybersecurity solutions is SITA to protect information systems, digital platforms and data against cyber-threats. The indicator monitors the implementation and assimilation of fundamental cybersecurity capabilities.**
Data/evidence source	Project plan and charter Security Operational Centre Report
Method of calculation	(Actual number of identified in-house cybersecurity solutions developed for SITA / planned number of identified in-house cybersecurity solutions developed for SITA) * 100 **Note:** (a) Government entities refer to all three spheres of government, i.e. national, provincial and local. (b) List of number of government entities will be defined by SITA, and it will consider changes in configuration of departments (e.g. new additions, merged or dissolved). (c) Exclusions will be government entities that opt not to utilise SITA in-house-developed cybersecurity solutions due to various reasons such as budget, priorities, availability, changes due to customer requirements etc.
Means of verification	(a) Internal acceptance certificate (b) Expansion letter to customer (c) Security incident management reports
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	60% government entities adopting SITA in-house-developed cybersecurity solutions
Indicator responsibility	**Executive: Service Management**

12.10 Percentage revenue growth from new business opportunities on the FY2028/29 baseline

Definition	**This indicator measures the percentage growth in revenue generated from new business opportunities secured within the financial year. It captures revenue growth as per the new revised pricing models for network and internet services.**
Data/evidence source	Revenue generated from new business opportunities secured during the financial year/ FY2028/29 new business baseline opportunities secured) x 100
Method of calculation	Revenue generated from new business opportunities secured during the financial year/ FY2028/29 new business baseline opportunities secured) x 100 Revenue from new business opportunities includes: (a) All new network lines activated and billed (b) All new service contracts/revenue streams within FY as tracked by NRC and aligned to the revised pricing model (c) New revenue sales plan FY revenue planning must be adjusted with impact of SCM tender delays
Means of Verification	SITA Enterprise Resource Planning (ERP) system/general ledger data
Assumptions	(a) Synchronisation between National and 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	10% revenue growth from new business opportunities on the FY28/29 baseline
Indicator responsibility	**Executive: National and Regional Consulting**

12.11 Audit opinion

Definition	**This indicator refers to an unqualified audit opinion with no material findings on performance information or compliance with legislation.**
Data/evidence source	Audit report issued by the Auditor-General of South Africa
Method of calculation	Unqualified audit opinion with no material findings on performance information or compliance with legislation as per the audit report from the Auditor General of South Africa
Means of Verification	The final audit report issued by the Auditor General of South Africa. **Note:** Final results for this target will be produced upon conclusion of the external audit
Assumptions	Improved financial controls
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	Clean audit
Indicator responsibility	**Chief Financial Officer**

ANNEX A: LIST OF ABBREVIATIONS

ADM	Applications Development and Maintenance
AFS	Annual Financial Statements
AGSA	Auditor-General of South Africa
AI	Artificial Intelligence
APP	Annual Performance Plan
BCP	Business Continuity Planning
Capex	Capital expenditure
CFO	Chief Financial Officer
CSI	Customer Satisfaction Index
DCDT	Department of Communication and Digital Technologies
DOD	Department of Defense
EBITDA	Earnings Before Interest, Tax, Depreciation and Amortisation
ERP	Enterprise Resource Planning
FY	Financial Year
G2G	Government to Government
GWEA	Government-Wide Enterprise Architecture
HCM	Human Capital Management
HOD	Head of Department
ICT	Information and communication technology
IoT	Internet of Things
KPIs	Key Performance Indicators
LAN	Local area network
MD	Managing Director
MIOS	Minimum Interoperability Standards
MISS	Minimum Information Security Standards
MTEF	Medium-Term Expenditure Framework
NDP	National Development Plan
NMS	Network Monitoring Systems
NT	National Treasury
Opex	Operating expenditure
PFMA	Public Finance Management Act
PPP	Public-Private Partnership
SA	South Africa
SaaS	Software-as-a-Service
SAPS	South African Police Service
SCM	Supply Chain Management
SDSA	SITA Digital Services Architecture
SITA	State Information Technology Agency
SLA	Service Level Agreement
SMME	Small, Medium and Micro Enterprises
SOC	State-Owned Company
SP2030	SITA Strategic Plan 2026–2030
WAN	Wide Area Network

SITA

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