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**State Information Technology  
Agency SOC Limited  
Annual Performance Plan  
2016-2017**

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Custodian: S Lebethoa

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## Approval

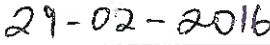
The signatories hereof, being duly authorised thereto, by their signatures hereto authorise the execution of the work detailed herein, or confirm their acceptance of the contents hereof and authorise the implementation/adoption thereof, as the case may be, for and on behalf of the parties represented by them.

It is hereby certified that this Annual Performance Plan was developed by the management of State Information Technology Agency SOC Ltd and takes into account all the relevant policies, legislation and other mandates for which the Agency is responsible. It accurately reflects the strategic outcome oriented goals and objectives which the Agency will endeavour to achieve over the period.

  
\_\_\_\_\_  
Chief Financial Officer: Ms R Rasikhinya

  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Chief Executive Officer: Dr S Mhapi

  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Chairperson Board of Directors (Acting): Mr Z Nomvete

  
\_\_\_\_\_  
Date

## Foreword

This document outlines the approach that SITA will follow to monitor and report performance against its operating plan. The final document will replace any SITA annual performance plan document that may have been effective prior to the approval of this document as applicable to the financial year 2016/2017. This document is applicable to the whole of SITA both for execution and for information purposes. [Mandatory] clause specifying (1) whether this document forms part of any other document(s) (e.g. project related, company policies, departmental procedures/standards) and if so the nature of such relation and, (2) whether this document replace/supersedes any existing document(s).

## Acknowledgements

None

## References

SITA 2015-2018 strategic plan v1-eOCEO-00029  
SITA 2015 -2019 revised strategic plan v1.1 eOCEO-00029  
SITA Annual Performance Plan for 2015-2016 v1-eOCEO00028  
SITA CBSC annual performance report v1.3-eSCPM00029  
SITA 1<sup>st</sup> draft Annual Performance Plan v1- eOCEO-00030  
National Treasury Framework for strategic plans and Annual Performance Plans

## Amendment history

Revision	Date	Change request	Change comment
1.0	2015-05-05	New document	First release
1.1	2015-11-18	2 <sup>nd</sup> draft	Second release
1.2	2016-01-31	Final draft	Third release
2.0	2016-02-26	Revised	Forth release

## Drafting tools

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## CONTENTS

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Notice .....	2
Approval.....	2
Foreword .....	3
Acknowledgements .....	3
References.....	3
Amendment history.....	3
Drafting tools .....	3
<b>1. Context .....</b>	<b>6</b>
<b>PART A: STRATEGIC OVERVIEW .....</b>	<b>7</b>
<b>2. Updated situational analysis .....</b>	<b>7</b>
2.1 Performance delivery environment .....	8
2.1.1 Core IT services.....	8
2.1.1 Value-added Procurement .....	10
2.1.2 Business enablers .....	10
2.1.3 Clusters .....	11
2.1.4 Business optimisation programme.....	11
<b>3. Revision to legislative and other mandates .....</b>	<b>13</b>
<b>4. Overview of budget and MTEF estimates .....</b>	<b>13</b>
4.1 Expenditure estimates .....	13
4.1.1 Revenue .....	13
4.1.2 Operational expenditure .....	13
4.1.3 Finance income.....	13
4.1.4 Other income .....	13
4.1.5 Other assumptions.....	13
4.1.6 Capital expenditure .....	14
4.2 Relating expenditure trends to strategic outcome oriented goals .....	14
4.2.1 Operationally funded strategic programmes .....	14
<b>PART B: STRATEGIC PROGRAMMES .....</b>	<b>15</b>
<b>5. Programme and sub-programme plans .....</b>	<b>16</b>
5.1 Programme 1: Service Delivery.....	16
5.1.1 Programme purpose .....	16
5.1.2 Programme strategic objectives, performance indicators and targets.....	16
5.1.3 Programme quarterly targets for 2016-2017 .....	17
5.2 Programme 2: Infrastructure .....	19
5.2.1 Programme purpose .....	19
5.2.2 Programme strategic objectives, performance indicators and annual targets .....	19
5.2.3 Programme quarterly targets for 2016-2017 .....	20
5.3 Programme 3: Procurement.....	21
5.3.1 Programme purpose .....	21
5.3.2 Programme strategic objectives, performance indicators and annual targets .....	21
5.3.3 Programme quarterly targets for 2016-2017 .....	22
5.4 Programme 4: Financial sustainability .....	25
5.4.1 Programme purpose.....	25
5.4.2 Programme strategic objectives, performance indicators and targets.....	25
5.4.3 Programme quarterly targets for 2016-2017 .....	25
5.5 Programme 5: Organisation .....	26
5.5.1 Programme purpose.....	26
5.5.2 Programme strategic objectives, performance indicators and targets.....	26
5.5.3 Programme quarterly targets for 2016-2017 .....	27
5.6 Programme 6: Governance and administration.....	28
5.6.1 Programme purpose .....	28
5.6.2 Programme strategic objectives, performance indicators and targets.....	28
5.6.3 Programme quarterly targets for 2016-2017 .....	29
<b>PART C: LINKS TO OTHER PLANS.....</b>	<b>30</b>
<b>6. Links to the long-term infrastructure and other capital plans.....</b>	<b>30</b>

## CONTENTS

---

<b>Annex A : Abbreviations and definitions .....</b>	<b>31</b>
A.1 Abbreviations.....	31
<b>Annex B : Budgeted Financial Statements.....</b>	<b>32</b>
B.1 Statement of Financial Performance.....	32
B.2 Statement of Financial Position .....	33
B.3 Statement of Cash Flows .....	34
B.4 Budget per programme .....	35
<b>Annex C : Technical Indicator Descriptions.....</b>	<b>36</b>
C.1 Programme 1: Service Delivery.....	36
C.2 Programme 2: Infrastructure .....	39
C.3 Programme 3: Procurement.....	40
C.4 Programme 4: Financial Sustainability.....	42
C.5 Programme 5: Organisation.....	43
C.6 Programme 6: Governance and Administration.....	44
<b>Annex D : 2016-2017 Corporate Balanced Scorecard .....</b>	<b>45</b>
Distribution.....	51

## FIGURES

---

Figure 1 – SITA planning cycle .....	6
Figure 2 – Strategic initiatives.....	8
Figure 3 - Legacy renewal framework.....	9

## TABLES

---

Table 1 - service delivery programme objectives, performance indicators and annual targets.....	16
Table 2 – service delivery programme quarterly targets .....	17
Table 3 – infrastructure programme objectives, performance indicators and annual targets .....	19
Table 4 – infrastructure programme quarterly targets.....	20
Table 5 – procurement programme objectives, performance indicators and annual targets .....	21
Table 6 - procurement programme quarterly targets.....	22
Table 7 – procurement turnaround times: Procurement Agency.....	23
Table 8 – procurement turnaround times: SITA Internal Requirements .....	23
Table 9 – financial sustainability programme objectives, performance indicators and annual targets .....	25
Table 10 – financial sustainability programme quarterly targets .....	25
Table 11 – organisation programme objectives, performance indicators and annual targets .....	26
Table 12 – organisation programme quarterly targets .....	27
Table 13 - governance and administration programme objectives, performance indicators and annual targets .....	28
Table 14 – governance and administration programme quarterly targets.....	29
Table 15 – Capital expenditure per programme .....	30

# 1. Context

SITA as a state owed entity is expected by legislation to develop its five year strategic plan followed by the annual performance plan which is developed annually. The five year strategic plan document is developed to be in tandem with the five year government administration and funds expression annually within the Medium Term Expenditure Framework (MTEF), through the annual performance plan.

SITA is also expected legislatively to produce performance reports (monthly, quarterly and annually), these reports are presented and approved by the relevant governing structures.

The figure below depicts the processes that are followed by SITA to ensure compliance to the recommended guidelines.

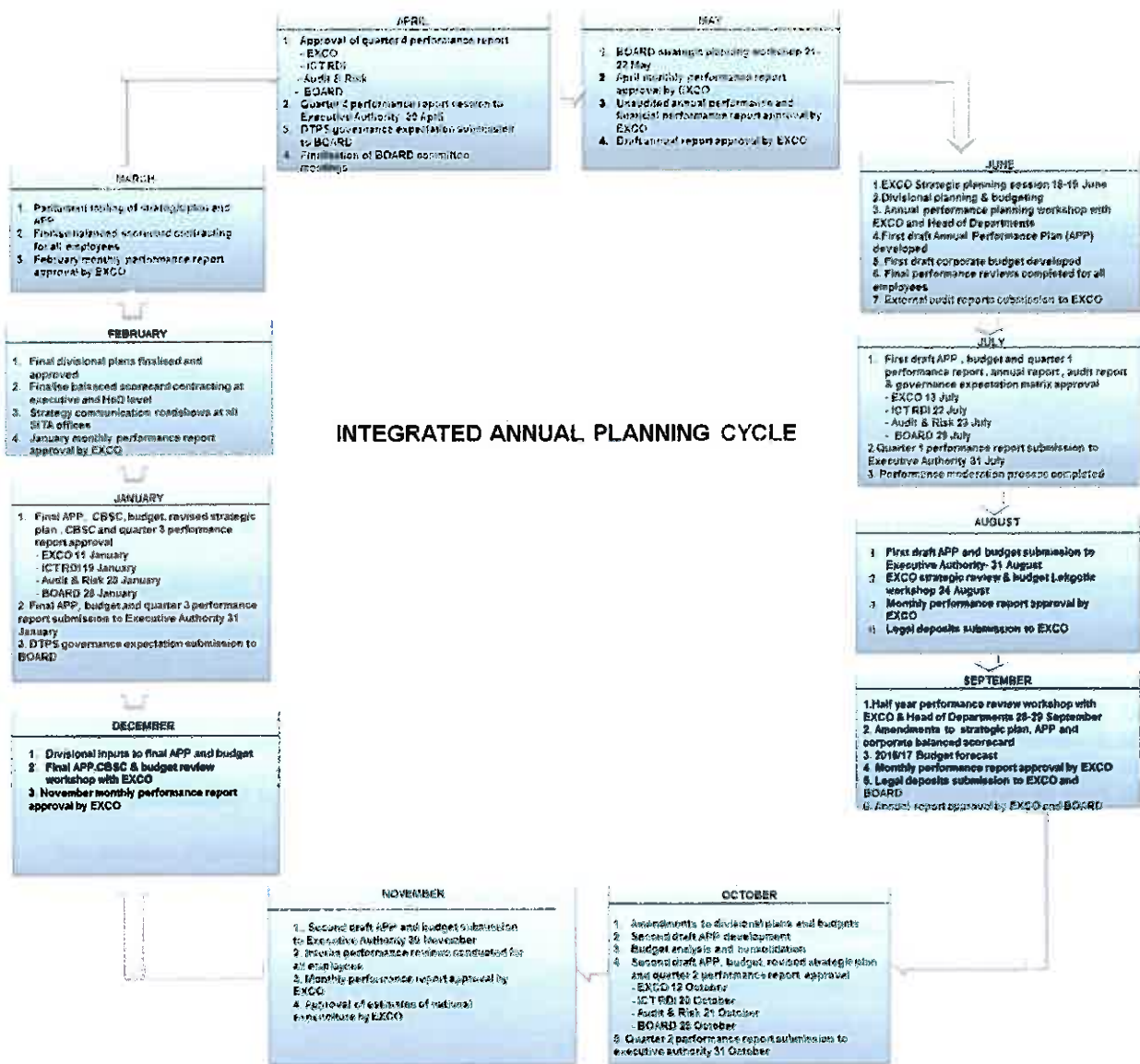


Figure 1 – SITA planning cycle

## PART A: STRATEGIC OVERVIEW

### 2. Updated situational analysis

This situational analysis provides an overview of issues that influence the activities of SITA within the 2016/2017 performance year. It also presents an overview of the organisation's current demand for service and challenges that need to be addressed by the accounting authority and SITA management.

SITA strategy is focused on information technology procurement, e-government and data security. SITA in collaboration with the Office of Chief Procurement Officer (OCPO) at National Treasury has embarked on an initiative to implement a public procurement integrated transversal e-Procurement system.

Furthermore SITA has designed a comprehensive approach to implement its procurement mandate in order to realise the intended economies of scale by government, improve efficiency, turnaround times and customer satisfaction while curbing fraud and corruption in its practices.

SITA as a driving force behind the continued digitization of public sector has been driving the e-Government agenda for the country. The value proposition to e-Government is entrenched within the SITA mandate, which is to enable public service delivery through ICT.

The e-Government programme is aligned to outcome 12 of the Medium Term Strategic Framework 2014-2019, which pertains to Public Sector service delivery, Output 4 defined as follows:

*"Information technology (IT) is an important tool for improving service delivery. For example, IT can be used to:*

- *make services more accessible,*
- *reduce the cost of accessing services,*
- *streamline administrative processes and*
- *improve turnaround times, and strengthen accountability and responsiveness."*

Action number 6 requests that at least five (5) priority services be e-Enabled by 2019. The MTSF also tasked the Minister for Public Service and Administration to lead the delivery of the five prioritized e-Enabled services in collaboration with the Minister of Telecommunication and Postal Services and SITA.

SITA is in the process of modernizing the legacy IT platforms (such as Natural/ADABAS) that can be used to transform and catapult legacy solutions from monolithic paradigm into modernised e-services. This platform will be used as an e-Government platform for the e-enablement of vertical services.

With regards to ICT security, the SITA strategic plan indicates that SITA must become the "go-to provider of end-to-end services for the most secure IT environments". In order to achieve this objective, SITA needs to ensure that all SITA environments are secure and have adequate security controls implemented. This plan covers logical (information), physical and personnel security (vetting).

The SITA security programme is aimed at

- ensuring that service delivery to the public through the provision of information technology, information systems and related services is provided in a maintained information systems security environment to departments and organs of state,
- improving the level of security controls implemented to counter cybersecurity attacks, and

- providing an overview of the implementation plan for security controls for the next three years.

The strategic objectives, measures and targets in each programme have been amended to align to the revised SITA corporate strategic plan and the government medium term strategic framework.

The picture below depicts the twenty three (23) strategic initiatives which are being implemented to achieve the organisations strategic objectives.

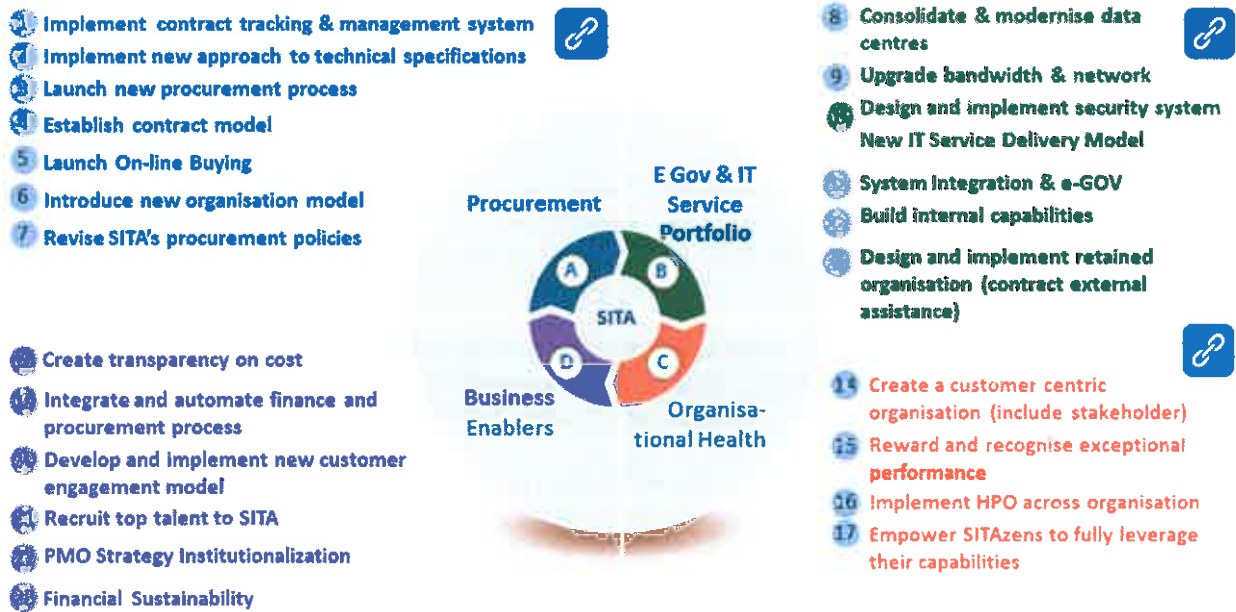


Figure 2 – Strategic initiatives

## 2.1 Performance delivery environment

The key strategic priorities of SITA remain unchanged as defined in the corporate strategic plan. These are the provisioning of Value-added Procurement, Core IT Services (Including ICT Security, ICT Infrastructure and E-Government) and building a healthy organisation through key business enablers.

### 2.1.1 Core IT services

The aim of the core ICT services solutions and initiatives ensures that government productivity is increased, public service availability is enhanced, government to business interface is enhanced and new business models and processes are enabled.

#### 2.1.1.1 Electronic government

The e-Government tactical approach for 2016/17 financial year is depicted in Figure 3 below. The model also allows for customers to develop their own services. This implies that the adapters, service repository and data quality layers will have to be prepared in such a way that clients are able to use the APIs to design their process enabled e-Services. SITA will connect the process through web services to the underlying transversal systems. SITA will also assume the responsibility to control security and access to the transversal systems through the integration layer.



	SITA's Enabling Technology	NC(V) Backlog Reduction Project	Current SITA e-Gov Portal	2016-Q1 e-Services (DPS, Labor, Health, etc.)	Future e-Services	SITA Capacity Requirements	SAG Capacity Requirements
User Interaction End Point	Web, Mobile, G2G, G2E, E2G	<ul style="list-style-type: none"> <li>Web, Admin-Center Portal &amp; Dashboards</li> <li>API School Mgmt Software Integration</li> </ul>	<ul style="list-style-type: none"> <li>Map new UI Events to API Services</li> <li>Same UI Frameworks Re-used for New Services</li> </ul>	<ul style="list-style-type: none"> <li>Develop Pages for new e-Services</li> <li>Map new Pages to services through API Portal</li> </ul>	<ul style="list-style-type: none"> <li>Develop Pages for new e-Services</li> <li>Map new Pages to services through API Portal</li> </ul>	Initial version of SITA e-Government portal is already in place ✓	SAG UI & Mobile Developer's Resources are available if needed
API Portal		<ul style="list-style-type: none"> <li>API Portal is implemented for NC(V) Project and is available for re-use for new e-Services</li> </ul>	Map current SITA e-Gov Portal UI components to services deployed thru API Portal	Current SITA e-Gov Portal maps to New e-Services deployed thru API Portal	Same as with 2016-Q1 e-Services	Re-use developers of the current e-Government portal that are already in place ✓	Add Resources to Configure new e-Services APIs
Monitoring & Intelligent Business Operation		<ul style="list-style-type: none"> <li>Process monitoring is implemented for NC(V) Project and is available for re-use for new e-Services</li> </ul>	<ul style="list-style-type: none"> <li>Add manual scripts to dashboard platform</li> <li>Embed dashboards directly into current e-Gov Portal</li> </ul>	<ul style="list-style-type: none"> <li>Re-use Monitoring platform infrastructure for new e-Services. Add new KPIs &amp; dashboards</li> </ul>	Same as with 2016-Q1 e-Services	Capacity must be developed	Add Resources to: <ul style="list-style-type: none"> <li>API Design</li> <li>Schema to establish Design</li> <li>Response Mapping</li> </ul>
Business Process Analysis, EA & Automation		<ul style="list-style-type: none"> <li>Modeling AS-IS &amp; TO-BE Business Processes</li> <li>BPMA engine for NC(V) is available for re-use for new e-Services</li> </ul>		<ul style="list-style-type: none"> <li>Model underlying process for each new e-Service provided</li> <li>Model EA for each new e-Service</li> </ul>	Same as with 2016-Q1 e-Services	CS SITA Staff already trained on AS-IS SITA & EA tools ✓	Add Resources to: <ul style="list-style-type: none"> <li>Alignment Process Analysis</li> <li>Design &amp; Develop Automation</li> </ul>
Data Quality Management & Big Data		<ul style="list-style-type: none"> <li>Data Quality &amp; In-Memory storage for Big Data ready for re-use from NC(V) Project for new e-Services</li> </ul>		<ul style="list-style-type: none"> <li>Re-use Data Quality &amp; Cleansing fast access platform. Add new rules and cleansing for new existing data sources</li> </ul>	Same as with 2016-Q1 e-Services	Capacity must be developed	Add Resources to: <ul style="list-style-type: none"> <li>Design &amp; implement data quality rules</li> <li>Implement Big Data capability</li> </ul>
Services		<ul style="list-style-type: none"> <li>Services have been created that expose Natural-Business logic and data for NC(V) applications</li> </ul>		Develop reliable services to access logic and data from existing and new systems	Same as with 2016-Q1 e-Services	Capacity must be developed	Add Resources to: <ul style="list-style-type: none"> <li>Design Implementing services infrastructure</li> </ul>
Integration		<ul style="list-style-type: none"> <li>Entirex Adapter ✓</li> <li>SQL Gateway ✓</li> <li>JDBC Adapter ✓</li> <li>Adabas Java Client ✓</li> </ul>		Implement adapters for integrated access to new and legacy applications and databases whether ODS or custom	Same as with 2016-Q1 e-Services	Capacity must be developed	Add Resources to: <ul style="list-style-type: none"> <li>Install and configure integration adapters</li> </ul>
Existing Systems		<ul style="list-style-type: none"> <li>Integrate to:               <ul style="list-style-type: none"> <li>Any ERP</li> <li>Any Application</li> <li>Any Database</li> <li>Any Cloud Service</li> </ul> </li> </ul>		Wrap and reuse existing logic and data sources	Same as with 2016-Q1 e-Services	<ul style="list-style-type: none"> <li>SITA Adabas Natural developers already in place ✓</li> <li>Upkilling is required</li> </ul>	SAG Adabas Natural Resources are available if needed

Figure 3 - Legacy renewal framework

This initiative forms the basis for the rejuvenation of legacy systems in government and realises the goals of implementing e-Government at the same time. This capability can serve as the e-Government eco-system upon which e-services can be deployed.

### 2.1.1.2 Information and cyber security

A number key initiatives will be implemented by SITA in responding to the legislative requirements, security gaps identified within the public ICT systems, Internal and External ICT Security Reviews, support for the DTPS Cyber Security mandate and lastly in contributing to the South African e-Skills programme by focusing on building cyber skills. The key initiatives will be implemented towards:

- Building an effective and robust information Security environment within SITA - To ensure that best practices are implemented for both SITA internal environment and SITA managed environments
- Ensuring a secure and dependable set of e-government services and supporting infrastructure - To ensure that public facing services are secure, robust and resilient against cyber-attacks and malware.
- Building highly capable Information security and cybersecurity human capital - To insure that South Africa has sufficient highly skilled individuals capable of ensuring the security of the South African Cyber Space and Government information Systems.
- Positioning SITA as a leading Agency in defending South African Government information Assets (Securing South African Cyber Space) - To ensure a secure Information Systems environment for the South African Government in partnership with other organs of State sharing this mandate

To assist SITA in addressing the current internal deficiencies in ICT Security and enhancements of the Client ICT security controls (expansion of SITA ICT Security solutions offerings), the following projects have been identified for implementation from the 2015/16 financial year onwards:

- Vulnerability Management Solution
- Endpoint Protection Solution
- Next Generation Firewall Solution

- Identity and Access Management Solution
- Implementation of a Security Operations Centre
- Cyber Security Cadet Programme
- Project for Addressing Audit Recommendations
- Improve NKP compliance
- Manage, monitor and improve Company-wide Security Clearance compliance

### 2.1.1.3 ICT infrastructure

SITA has strategically planned to modernise its infrastructure with advanced technology capability by upgrading its current central data centre and will modernise all SITA owned Data Centres and also create Disaster Recovery centre capabilities to ensure business continuity. Modernising the technology landscape within the data centres will result in a capability allowing SITA to effectively implement, provide and support systems currently used by government. This modernisation will further enable government to consolidate their current data centre ICT investments through centralisation and implementation of Broadband capability.

## 2.1.1 Value-added Procurement

SITA continues on its quest to transform procurement, improve operational inefficiencies, and reduce acquisition costs of goods and services, while deploying efficient procurement processes that enable service delivery excellence to clients.

Key procurement challenges include operational inefficiencies characterised by inconsistent and often overly long procurement cycles, vulnerability to fraud and corruption, limited development opportunities to drive the transformation agenda in the ICT industry, high prices for goods/services procured and lack of a skilled procurement workforce. Considering the challenges that the SITA procurement function has experienced over the years, a comprehensive approach to address root causes of these challenges rather than symptoms was explored by the head of procurement.

As a way to resolve these challenges, a comprehensive procurement strategic plan has been developed to provide a roadmap on how to fix procurement challenges through adopting and implementing world-class procurement best practices. SITA procurement strategic direction to achieve procurement excellence is centred on five key strategic drivers which are workforce excellence, operational excellence, cost excellence, transformation agenda excellence, and compliance excellence. The implementation of the procurement strategy is underway.

SITA has also adopted a centre-led procurement operating model which enables tighter control and standardization of decentralized transactions and allows local/provincial purchasing execution.

## 2.1.2 Business enablers

SITA strives to become a customer centric organisation to radically improve and strengthen the organisation's current customer relationship management capability. SITA is in the process of defining a new customer centric led engagement model with clearly defined engagement processes supported by the right tools and an institutionalized new way of working.

### 2.1.2.1 Key enablers

SITA faces a series of tipping points and it is the internal capacity and capability of its business that will play a pivotal role towards overcoming these challenges and make growth and strategy realisation possible.

This section reviews the key enablers towards SITA's success, grouping them into five clusters, i.e.:

- a) implement an Enterprise Programme Management office (EPMO);
- b) integrate and automate finance and procurement processes;

- c) create transparency on costs;
- d) recruit top talent to SITA; and
- e) develop and implement a new customer centric engagement model.

### 2.1.3 Clusters

a) The EPMO (Enterprise Programme Management Office) will be established in the office of the CEO in order to ensure effective, efficient and strategic execution of the SITA strategy. The functions of the EPMO will include the development of business plans, dashboards and will further advise on the delivery of all the identified projects stemming from the strategy. The EPMO will manage SITA's strategic initiatives to ensure effective delivery of all the identified projects stemming from the strategy supported by the strategic portfolio managers. The EPMO establishment will ensure robust performance management and dialogues between key stakeholders on the execution of strategic initiatives. The initiatives will be managed through the development of management tools and dashboards with regular reporting to EXCO. This office will provide a transparent and single view of the performance of strategic projects

(Programme Management Office) unit will be established in order to ensure effective, efficient and strategic execution of the SITA strategy. The functions of the EPMO will include the development of business plans, dashboards and will further advise on the delivery of all the identified projects stemming from the strategy.

b) Nurture top talent (leadership and ICT skills)/recruiting top talent: The securing of high-calibre leadership management skills and ICT skills is deemed as being a critical element as the way the business is managed as it has a strong effect on its performance. Improving on its ability to secure high performing Executive Management leadership and ICT skills has a direct bearing on SITA's ability to increase its productivity and output. Elements for implementation would include the following:

- i) fill vacant Executive positions as motivated by the business optimisation proposal linked to the approved structure;
- ii) implement an integrated talent management strategy;
- iii) evaluate and optimise recruiting processes, including automation; and
- iv) launch a young leaders programme to develop internal talent (skills and leadership development strategy).

c) Develop and implement a new customer centric engagement model: The key thrust of the strategy is the placement of customer challenges, fears and unsatisfied desires as a primary area of focus. This emphasis being informed by the understanding that comprehension of customer needs define new market opportunities, drive innovation and ultimately revenue growth.

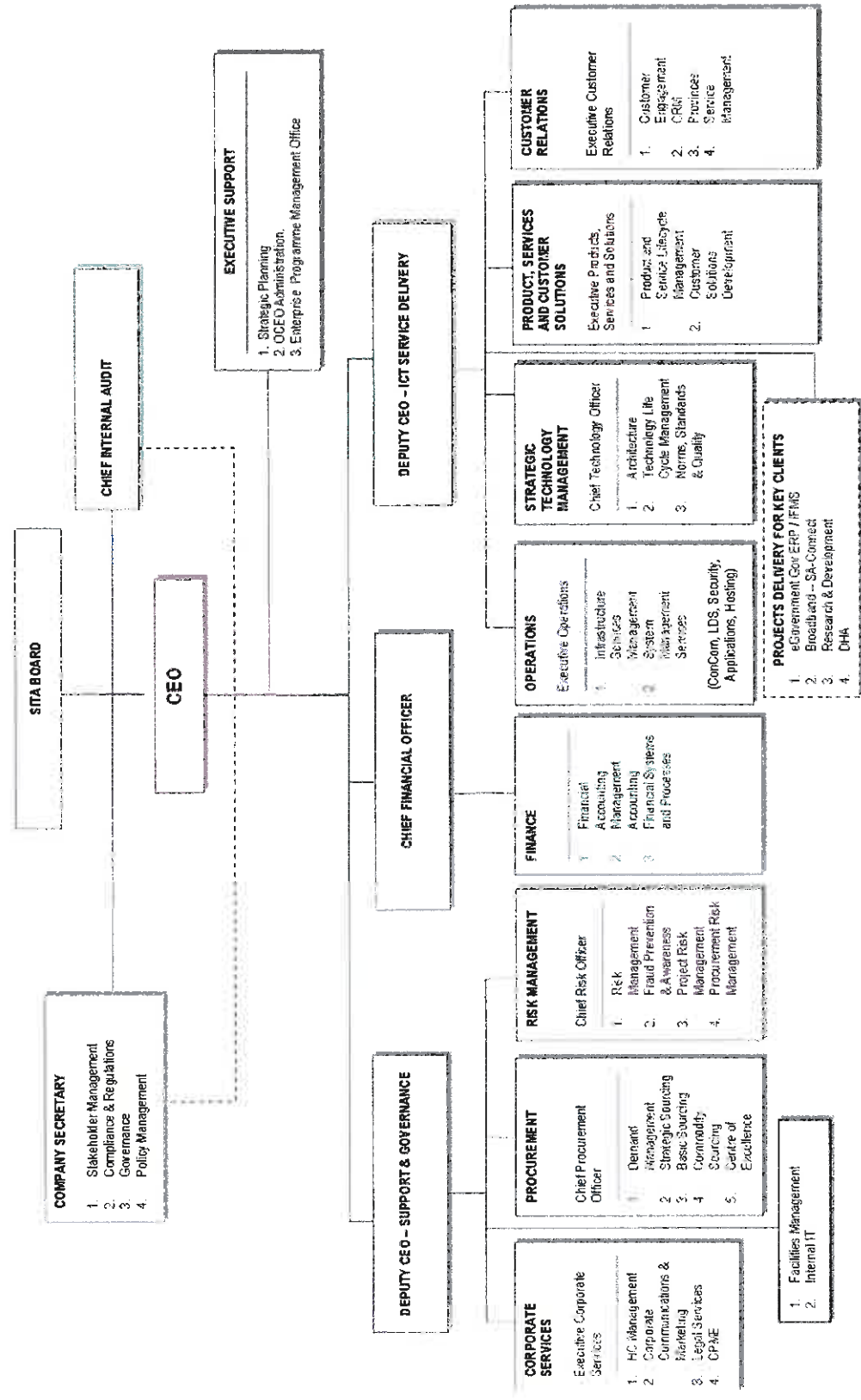
### 2.1.4 Business optimisation programme

SITA has adopted a business optimisation programme which is aimed at addressing service delivery issues through optimisation of critical functions within the organisational structure. The business optimisation plan with the supporting macro structure was approved by the SITA Board.

Optimisation addresses certain shortcomings identified with a view to embed critical organization capabilities that will streamline and improve on the organization's ability to provide strategic and high quality operational services to customers across the relationship, solution and technical planning and operational interfaces.

### 2.1.4.1 Organisational structure

The organisational structure has been revised to support the implementation of the corporate strategy. The revised organisational structure is depicted in the figure below:



### **3. Revision to legislative and other mandates**

There have not been significant changes to the State Information Technology Agency SOC LTD legislation and other mandates.

## **4. Overview of budget and MTEF estimates**

### **4.1 Expenditure estimates**

#### **4.1.1 Revenue**

Revenue for the 2016/2017 is estimated at R6.395 billion. This is a revenue growth of 18.7% as compared to the forecast of the 2015/16 financial year revenue budget of R5.390 billion. The increase is mainly due to expected increase in agency related sales as well as a proposed adjustment in the tariffs of 6%.

SITA will continue to build on its business development strategies for revenue growth, harnessing more value and achieving a larger share of the current approved ICT spend. It is anticipated that the revenue growth should be achieved by the following:

- a) Improve customer satisfaction;
- b) Maintain and improve current "STARS" products /services;
- c) Retain current business/customers;
- d) Extend full incorporation to national and provinces;
- e) Grow business in strategic departments and provinces; and
- f) Grow business at local government level.

#### **4.1.2 Operational expenditure**

Cost of sales increased by 19.1% from 4.312bn forecasted for the 2015-16 financial year to a budgeted R5.173bn. This is in line with the increase in revenue and was also impacted by increases in foreign exchange rates. This was partly mitigated by reviewing expenses against contracts for software and services. Most of the increase in revenue will only generate a 7% gross margin.

Operating expenses (OPEX) is expected to increase with 7.6% from a forecast of R1.074bn for the 2015-16 financial year to an estimated R1.156bn in the 2016-17 financial year. This is mainly due to inflation, increases in municipal charges and electricity and labour related costs.

#### **4.1.3 Finance income**

It is expected that net finance income will decrease compared to the 2015/2016 actual audited financial figures as a result of the anticipated CAPEX spending in 2016/2017, which will result in a reduction of cash balances and the interest earned on cash.

#### **4.1.4 Other income**

It is estimated that other income will decrease compared to the 2015/16 actual amounts due to an anticipated decrease in GovTech revenue.

#### **4.1.5 Other assumptions**

In order to improve debt collection, the billing processes will be reviewed to improve the accuracy, completeness and validity of invoices and a credit control function will be implemented to ensure that new work will not be taken on where customers do not have funds

to pay for the proposed services or products. It is assumed that customers will pay invoices within the PFMA prescribed timelines.

#### **4.1.6 Capital expenditure**

Total capital Expenditure requirements for the 2016/2017 financial year amounting to R496.2m. Capital expenditure is meant to build capacity for SITA to service a Single-Public-Service (including municipalities). Capital expenditure will be closely monitored against available cash flows.

## **4.2 Relating expenditure trends to strategic outcome oriented goals**

### **4.2.1 Operationally funded strategic programmes**

Strategic programmes directed at improving business process optimisation outcomes are funded from operational expenditure and are executed by the resources within such processes. The following support programmes are associated to the process improvement initiatives for 2016/17:

- Programme 1: Service Delivery
- Programme 2: Infrastructure
- Programme 3: Procurement
- Programme 4: Financial Sustainability
- Programme 5: Organisation
- Programme 6: Governance and Administration

## **PART B: STRATEGIC PROGRAMMES**

This section describes the detailed strategic objectives, performance indicators and annual targets for the 2016/17 performance period. SITA's performance will be evaluated by measuring the actual performance achieved against the objective targets. Furthermore; SITA will be entitled to renegotiate the key objectives and their targets if they are not achieved or likely to be achieved in circumstances where key assumptions made do not materialise and in particular:

- a) Where certain assumptions relating to inflation do not materialise;
- b) GDP growth assumptions are not achieved;
- c) Policy changes by government (which includes initiatives by all government departments or Ministers);
- d) Price increases approved by CPI are not as contemplated in SITA's financial plans;
- e) Restrictive regulatory decisions; and
- f) Changes in accounting standards.

The following annual performance targets for 2016/17 assume that the current year, 2015/16, performance targets will be achieved in full. Adjustments will be made at the end of the financial year should the need arise.

## 5. Programme and sub-programme plans

### 5.1 Programme 1: Service Delivery

#### 5.1.1 Programme purpose

The purpose of this programme is to provide high quality IT services to enable government to deliver efficient and convenient services to citizens through the use of ICT and to optimise the provision of SITA's IT infrastructure services in order increase availability, flexibility, scalability, predictability and security.

#### 5.1.2 Programme strategic objectives, performance indicators and targets

The table below provides the key strategic objectives for the service delivery programme as well as the related performance indicators and targets.

**Table 1 - service delivery programme objectives, performance indicators and annual targets**

Strategic objectives	Performance indicators	Actual performance 2014 -2015	Estimated performance 2015-2016	Medium-term targets		
				2016 -2017	2017-2018	2018-2019
Enhance efficiency of Government business processes	% implementation of e-Government	97%	15 vertical integrated e-services implemented	20 e- services implemented	5 e- services implemented	10 e- services implemented
Improve Security of Government Data assets	% of ICT controls implemented according to plan	97%	>90% of security (ICT controls) plan implemented	Implementation of the following security controls: <ul style="list-style-type: none"> <li>Endpoint protection</li> <li>Threat Management</li> </ul>	Attain Information Security Maturity Level 2 as per generic security controls model	Attain Information Security Maturity Level 3 as per generic security controls model
	% compliance of SITA National Key Points (NKP) with National Key Points Act with South African Police Services (SAPS) evaluation			>90% compliance of SITA NKP with SAPS evaluation	>92% compliance of SITA NKP with SAPS evaluation	>94% compliance of SITA NKP with SAPS evaluation
	% compliance to personnel security clearance requirements			>90% compliance to personnel security clearance requirements	>90% compliance to personnel security clearance requirements	>90% compliance to personnel security clearance requirement



Strategic objectives	Performance indicators	Actual performance 2014 -2015	Estimated performance 2015-2016	Medium-term targets		
				2016 -2017	2017-2018	2018-2019
Transform SITA into customer centric organisation	Customer satisfaction level	-	-	60% customer satisfaction level	70% customer satisfaction level	80% customer satisfaction level
	% level of performance against signed SLA metrics contracted	95%	95% performance against contracted SLA metrics	95% performance against measured contracted SLA metrics	98% performance against measured SLA metrics	98% performance against measured contracted SLA metrics
Achieve growth in government market share	% increase in government market share	-	-	10% increase in government market share on designated services (increase on 2014/2015)	10% increase in government market share on designated services (increase on 2016/17 target)	10% increase in government market share on designated services (increase on 2017/18 target)
	% retention of services provided to customer	-	-	90% retention of services provided to customer	95% retention of services provided to customer	98% retention of services provided to customer

### 5.1.3 Programme quarterly targets for 2016-2017

The following table below provides quarterly targets for the programme performance indicators.

Table 2 – service delivery programme quarterly targets

Performance indicators	Reporting Period	2016-2017 Annual Target	2016-2017 Quarterly targets			
			Quarter1	Quarter2	Quarter3	Quarter4
# of e-Government services implemented	Quarterly	20 e- services implemented	Multi-product platform for e-services enhanced	7 e-services implemented	3 e-services implemented	10 e-services implemented
Level of maturity of ICT security	Quarterly	Implementation of the following security controls: <ul style="list-style-type: none"> <li>Endpoint protection</li> <li>Threat Management</li> </ul>	External penetration test conducted	Threat Management solution implemented. Supplier contracted to conduct Security Maturity assessment	Endpoint protection solution implementation completed	Protection of Personal Information Act (POPI) compliance assessment completed
% compliance of SITA National Key Points (NKP) with National Key Points	Quarterly	>90% compliance of SITA NKP with SAPS evaluation	Develop and approve plan to address matters of non-compliance in SAPS NKP evaluation	Install secondary perimeter fences and fence upgrades for NKP buildings	Install additional perimeter lighting for NKP buildings	>90% compliance of SITA NKP with SAPS evaluation

Performance indicators	Reporting Period	2016-2017 Annual Target	2016-2017 Quarterly targets			
			Quarter1	Quarter2	Quarter3	Quarter4
Act with South African Police Services (SAPS) evaluation						
% compliance to personnel security clearance requirements	Quarterly	>90% compliance to personnel security clearance requirements	>80% compliance to personnel security clearance requirements	>85% compliance to personnel security clearance requirements	>90% compliance to personnel security clearance requirements	> 90% compliance to personnel security clearance requirements
Customer satisfaction level	Annually	60% customer satisfaction level	Develop customer satisfaction improvement plan	40% improvements implemented on 8 dimensions of customer satisfaction index	60% improvements implemented on 8 dimensions of customer satisfaction index	Conduct customer satisfaction survey
% performance against measured contracted SLA metrics	Quarterly	95% performance against measured contracted SLA metrics	95% level performance against measured SLA metrics contracted	95% level performance against measured SLA metrics contracted	95% level performance against measured SLA metrics contracted	95% level performance against measured SLA metrics contracted
% increase in government market share	Annually	10% increase in government market share (increase on 2014/2015)	-	-	-	10% increase in government market share (increase on 2014/2015)
% retention of services provided to customer	Annually	90% retention of services provided to customer	-	-	-	90% retention of services provided to customer

## 5.2 Programme 2: Infrastructure

### 5.2.1 Programme purpose

To optimise the provision of SITA's IT infrastructure services in order increase availability, flexibility, scalability, predictability and security.

### 5.2.2 Programme strategic objectives, performance indicators and annual targets

The table below provides the key strategic objectives for the service delivery programme as well as the related performance indicators and targets.

**Table 3 – infrastructure programme objectives, performance indicators and annual targets**

Strategic objectives	Performance indicators	Actual performance 2014 -2015	Estimated performance 2015-2016	Medium-term targets		
				2016 -2017	2017-2018	2018-2019
Consolidate and modernize data centers	% implementation of infrastructure upgrades and modernisation plan	100%	90% of milestones completed as per annual plan	3 SITA owned data centres stabilized to 99.749% availability electrically and mechanically	3 SITA owned data centres designs certified at level3 with the Uptime Institute	3 SITA owned data centres modernized to 99.82% availability in line with the certified designs
	# of storage and server infrastructure refreshed			Infrastructure and modernisation plan developed and approved by Board		
Improvement of ICT Infrastructure: Disaster Recovery (DR)	# of disaster recovery sites established		90% adherence to DR plan for the year	2 disaster recovery sites established	5 disaster recovery sites established	7 disaster recovery sites established

### 5.2.3 Programme quarterly targets for 2016-2017

The following table below provides quarterly targets for the programme performance indicators.

**Table 4 – infrastructure programme quarterly targets**

Performance indicators	Reporting Period	2016-2017 Annual Target	2016-2017 Quarterly targets			
			Quarter1	Quarter2	Quarter3	Quarter4
#of data centres modernized	Quarterly	3 SITA owned data centres stabilized to 99.749% availability electrically and mechanically	Final design for data centres submitted by electrical consultants	Tender documentation completed for the electrical stabilization work at 3 data centre	Electrical contractor for the stabilization work appointed to implement planned work at 3 data centre	Electrical implementation work completed at 3 data centres
			Business case for mechanical and civil construction approved	Mechanical / civil tender published	Award tender for mechanical /civil	Mechanical and civil construction completed
# of storage and server infrastructure refreshed	Annually	Infrastructure and modernisation plan developed and approved by Board	Research and analysis completed	First draft of storage and server infrastructure plan developed and submitted to EXCO	Second draft of storage and server infrastructure plan developed and submitted to EXCO	Final storage and server infrastructure plan approved by Board
# of disaster recovery sites established	Quarterly	2 disaster recovery sites established	DR Requirements and analysis	DR Business Case approved	Tender published with award	2 disaster recovery sites established

### 5.3 Programme 3: Procurement

#### 5.3.1 Programme purpose

The purpose of this programme is to address all issues relating to delayed procurement turnaround times, operational inefficiencies, removing customer pain points, cost ineffectiveness and transforming the procurement function.

#### 5.3.2 Programme strategic objectives, performance indicators and annual targets

The table below provides the key strategic objectives for the procurement programme as well as the related performance indicators and targets.

**Table 5 – procurement programme objectives, performance indicators and annual targets**

Strategic objectives	Performance indicators	Actual performance 2014 -2015	Estimated performance 2015-2016	Medium-term targets		
				2016 -2017	2017-2018	2018-2019
Improve procurement operational efficiency (to enable service delivery)	% of tender awards completed within the targeted turnaround time Development and roll-out of the Government Transversal e-Procurement portal	-	70% of tender awards completed within the targeted turnaround time	65% of tender awards completed within the targeted turnaround time Implementation and roll-out of Government Transversal e-Procurement portal at SITA and National Treasury in the OCPO	70% of tender awards completed within the targeted turnaround time Implementation and roll-out of Government Transversal e-Procurement to 100% of national departments	75% of tender awards completed within the targeted turnaround time Implementation and roll-out of Government Transversal e-Procurement to 100% of provincial departments
Drive ICT cost effectiveness through economies of scale	% Actual savings on acquisition of ICT goods and services with major OEM's / OSM	16% actual savings on acquisition of ICT goods and services with major OEMs	12% actual savings on acquisition of ICT goods and services with major OEMs	10% actual savings on acquisition of ICT goods and services with major OEMs / OSM	10% actual savings on acquisition of ICT goods and services with major OEMs / OSM	10% actual savings on acquisition of ICT goods and services with major OEMs / OSM
Drive ICT Economic Transformation agenda	% of ICT acquisition spend through SMME entities	6% of ICT acquisition spend through SMME entities	10% of ICT acquisition spend through SMME entities	10% of ICT acquisition spend through SMME entities	15% of ICT acquisition spend through SMME entities	20% of ICT acquisition spend through SMME entities
	# of SMME entities completed SITA Enterprise Development (ED) programs	-	-	10 SMME entities completed SITA Enterprise Development (ED) programs	30 SMME entities completed SITA Enterprise Development (ED) programs	50 SMME entities completed SITA Enterprise Development (ED) programs

### 5.3.3 Programme quarterly targets for 2016-2017

The following table provides quarterly targets for the programme performance indicators.

Performance Indicators	Reporting Period	2016-2017 Annual Target	2016-2017 Quarterly targets			
			Quarter1	Quarter2	Quarter3	Quarter4
% of tender awards completed within the targeted turnaround time	Quarterly	65% of tender awards completed within the targeted turnaround time	55% of tender awards completed within the targeted turnaround time	60% of tender awards completed within the targeted turnaround time	60% of tender awards completed within the targeted turnaround time	65% of tender awards completed within the targeted turnaround time
Development and roll-out of the Government e-Procurement portal	Quarterly	Implementation and roll-out of Government Transversal e-Procurement portal at SITA and National Treasury in the OCPO	Development and sign-off of business case for the allocation of Capex funds	Complete the acquisition of the Government Transversal e-Procurement portal.	Complete the implementation and roll-out of Government Transversal e-Procurement portal at SITA	Implementation and roll-out of Government Transversal e-Procurement portal at SITA and National Treasury in the OCPO
% Actual savings on acquisition of ICT goods and services with major OEM's / OSM	Quarterly	10% actual savings on acquisition of ICT goods and services with major OEMs / OSM	10% actual savings on acquisition of ICT goods and services with major OEMs / OSM	10% actual savings on acquisition of ICT goods and services with major OEMs / OSM	10% actual savings on acquisition of ICT goods and services with major OEMs / OSM	10% actual savings on acquisition of ICT goods and services with major OEMs / OSM
% of ICT acquisition spend through SMME entities	Quarterly	15% of ICT acquisition spend through SMME entities	10% of ICT acquisition spend through SMME entities	10% of ICT acquisition spend through SMME entities	10% of ICT acquisition spend through SMME entities	10% of ICT acquisition spend through SMME entities
Number of SMME entities completed SITA Enterprise Development (ED) programs	Quarterly	10 SMME entities completed SITA ED programs	Five (5) ED partners (OEM's) identified with ED MOA signed	ED strategy developed (training beneficiary selection)	10 SMME's enrolment in the SITA ED programs	10 SMME entities completed SITA ED programs

**Table 6 - procurement programme quarterly targets**

The turnaround on procurement processes are defined on the table below, these are in line with the procurement legislator framework.

**Table 7 – procurement turnaround times: Procurement Agency**

No.	Key performance indicator	Definition	Targeted days (Calendar)
1.	Number of days taken to complete a Transversal Bid.	The time it takes to complete a Transversal bid from publishing to recommendation date. Evidence is the proof of publishing date and recommendation letter signature date.	150 Days
2.	Number of days taken to Recommend RFX $\geq$ R500m	The time it takes to complete an RFX within the threshold from publishing to recommendation date. Evidence is the proof of publishing date and recommendation letter signature date.	150 Days
3.	Number of days taken to award RFX $\geq$ R30m <R500m	The time it takes to complete an RFX within the threshold from publishing to recommendation date. Evidence is the proof of publishing date and recommendation letter signature date.	120 Days
4.	Number of days taken to award RFX $\geq$ R500k <R30m	The time it takes to complete an RFX within the threshold from publishing to recommendation date. Evidence is the proof of publishing date and recommendation letter signature date.	100 Days

**Table 8 – procurement turnaround times: SITA Internal Requirements**

No.	Key performance indicator	Definition	Targeted days (Calendar)
1.	Number of days taken to complete a Panel of Service Provider or Supplier Preferred list bid.	The time it takes to complete a Panel of Service Provider or Preferred list bid from publishing to award date. Evidence is the proof of publishing date and award letter signature date.	150 days
2.	Number of days taken to award RFX $\geq$ R100m	The time it takes to complete an RFX within the threshold from publishing to award date. Evidence is the proof of publishing date and award letter signature date.	150 days
3.	Number of days taken to award RFX $\geq$ R30m <R100m	The time it takes to complete an RFX within the threshold from publishing to award date. Evidence is the proof of publishing date and award letter signature date.	120 days
4.	Number of days taken to award an RFX $\geq$ R10m <R30m	The time it takes to complete an RFX within the threshold from publishing to award date. Evidence is the proof of publishing date and award letter signature date.	100 days
5.	Number of days taken to	The time it takes to complete an RFX within the threshold from publishing to award date.	90 days

No.	Key performance indicator	Definition	Targeted days (Calendar)
	award an RFX $\geq$ R500k <R10m	Evidence is the proof of publishing date and award letter signature date.	
6.	Number of days taken to award an RFX <R500k	The time it takes to complete an RFX within the threshold from publishing to award date. Evidence is the proof of publishing date and award letter signature date.	30 days
7.	Number of days taken to finalise contract signing process from award acceptance date of the RFX.	The time it takes to finalise the contract signing from the date of award acceptance to the contract signing date.	40 days



## 5.4 Programme 4: Financial sustainability

### 5.4.1 Programme purpose

The purpose of this programme is to ensure an effective and efficient financial management and ensure financial growth and sustainability.

### 5.4.2 Programme strategic objectives, performance indicators and targets

The following table provides key strategic objectives for the financial sustainability programme as well as the related performance indicators and targets.

**Table 9 – financial sustainability programme objectives, performance indicators and annual targets**

Strategic objectives	Performance indicators	Actual performance 2014-2015	Estimated performance 2015-2016	Medium-term targets		
				2016-2017	2017-2018	2018-2019
Achieve Sound Financial Management	% EBIT	-	-	2% EBIT	2% EBIT	3% EBIT
	Liquidity Ratio	3.1:1	1.2:1	1.2:1	1.2:1	1.2:1
	% Gross Margin % expenditure against approved Capex budget	16.5%	60% expenditure against approved Capex budget	20% Gross Margin 90% expenditure against approved Capex budget	23% Gross Margin 95% expenditure against approved Capex budget	25% Gross Margin 98% expenditure against approved Capex budget

### 5.4.3 Programme quarterly targets for 2016-2017

The following table below provides quarterly targets for the programme performance indicators.

**Table 10 – financial sustainability programme quarterly targets**

Performance indicators	Reporting Period	2016-2017 Annual Target	2016-2017 Quarterly targets			
			Quarter1	Quarter2	Quarter3	Quarter4
% EBIT	Quarterly	2% EBIT	1% EBIT	0.5% EBIT	5% EBIT	2% EBIT
Liquidity Ratio	Quarterly	1.2:1	1.2:1	1.2:1	1.2:1	1.2:1
% Gross Margin	Quarterly	20% Gross Margin	10% Gross Margin	5% Gross Margin	25% Gross Margin	20% Gross Margin
% Expenditure against approved Capex budget	Annual	90% expenditure against approved Capex budget	10% expenditure against approved Capex budget	30% expenditure against approved Capex budget	60% expenditure against approved Capex budget	90% expenditure against approved Capex budget

## 5.5 Programme 5: Organisation

### 5.5.1 Programme purpose

The purpose of this programme is to build and maintain organisational capability to enable SITA to achieve its strategic imperatives.

### 5.5.2 Programme strategic objectives, performance indicators and targets

The following table provides the key strategic objectives for the organisation programme as well as the related performance indicators and targets.

**Table 11 – organisation programme objectives, performance indicators and annual targets**

Strategic objectives	Performance indicators	Actual performance 2014-2015	Estimated performance 2015-2016	Medium-term targets		
				2016-2017	2017-2018	2018-2019
Build a Healthy & High Performing Organisation	% Improvement on HPO baseline and HPO institutionalisation		10% improvement on HPO baseline (6 dimensions as per plan)	Drive & implement 80% of the 13 HPO Dimensions as per the HPO improvement plan	10% improvement on HPO baseline	Drive & implement 80% of the 13 HPO Dimensions as per the HPO improvement plan
	% of critical positions with minimum cover ratio of 1:2		90% recruitment as per the top talent Plan	20% of critical positions with minimum cover ratio of 1:2	30% of critical positions with minimum cover ratio of 1:2	40% of critical positions with minimum cover ratio of 1:2

### 5.5.3 Programme quarterly targets for 2016-2017

The following table below provides quarterly targets for the programme performance indicators.

**Table 12 – organisation programme quarterly targets**

Performance indicators	Reporting Period	2016-2017 Annual Target	2016-2017 Quarterly targets			
			Quarter1	Quarter2	Quarter3	Quarter4
% improvement on HPO baseline and HPO Institutionalisation	Quarterly	Drive & implement 80% of the 13 HPO Dimensions as per the HPO improvement plan	Drive and Implement 25% of the 13 HPO Dimensions as per the HPO improvement plan	Drive and Implement the 13 HPO Dimensions as per the HPO improvement plan	Drive and Implement 70% of the 13 HPO Dimensions as per the HPO improvement plan	Drive & Implement 80% of the 13 HPO Dimensions as per the HPO improvement plan
% of critical positions with minimum cover ratio of 1:2	Quarterly	20% of critical positions with minimum cover ratio of 1:2	List of critical positions	10% succession pool finalised 100% of performance assessment finalised	15% succession pool finalised	20% succession pool finalised

## 5.6 Programme 6: Governance and administration

### 5.6.1 Programme purpose

The purpose of this programme is to provide leadership, strategic management, governance, risk and resource management in line with government's accepted norms and standards.

### 5.6.2 Programme strategic objectives, performance indicators and targets

The following table provides key strategic objectives for the governance and administration programme as well as the related performance indicators and targets.

**Table 13 - governance and administration programme objectives, performance indicators and annual targets**

Strategic objectives	Performance indicators	Actual performance 2014-2015	Estimated performance 2015-2016	Medium-term targets		
				2016-2017	2017-2018	2018-2019
Establish effective governance practice	# of Material Auditor General findings on finances, predetermined objectives and compliance to laws and regulations	-	All 2014/15 MLPs resolved	0 Material Auditor General findings on finances and predetermined objectives	0 Material Auditor General findings on finances, predetermined objectives and compliance to laws and regulations	0 Material Auditor General findings on finances, predetermined objectives and compliance to laws and regulations
	Maturity level of risk management implementation	-	Maturity level 4 of risk management implementation	Maturity level 4 of risk management implementation	Maturity level 4 of risk management implementation	Maturity level 4 of risk management implementation
Proactive approach to procurement compliance including fraud & corruption	# of findings in the External Audit with respect to fraud and corruption in procurement process related activities.	-	0 findings	0 findings	0 findings	0 findings

### 5.6.3 Programme quarterly targets for 2016-2017

The following table below provides quarterly targets for the programme performance indicators.

**Table 14 – governance and administration programme quarterly targets**

Performance indicators	Reporting Period	2016-2017 Quarterly targets				
		2016-2017 Annual Target	Quarter1	Quarter2	Quarter3	Quarter4
# of Auditor General findings on finances, predetermined objectives and compliance	Annual	0 Material Auditor General findings on finances and predetermined objectives	90% achievement of other quarterly targets	25% resolution of MLPs	75% resolution of 15/16 MLPs	0 Material Auditor General findings on finances and predetermined objectives
Maturity level of risk management implementation	Quarterly	Maturity level 4 of risk management implementation	Approved strategic Risk register 2016/17	50% of strategic risks within the tolerance levels as per approved risk management framework	75% of strategic risks within the tolerance levels as per approved risk management framework	Maturity level 4 of risk management implementation
# of findings in the External Audit with respect to fraud and corruption in procurement process related activities.	Annual	0 findings on procurement fraud and corruption as per External Audit report	0 findings	0 findings	0 findings	0 findings

## PART C: LINKS TO OTHER PLANS

### 6. Links to the long-term infrastructure and other capital plans

The following table represents the capital expenditure per programme:

**Table 15 – Capital expenditure per programme**

Programme and sub-programme	Forecast 2015/16	Rollovers	Budget FY2016/17	Estimate FY2017/18	Estimate FY2018/19
<b>Programme 1: Service delivery</b>					
Sub-prog 1.1: Contact Centres	4 165 000	-	54 598 096	-	-
Sub-prog 1.2: Customer Unique	20 931 479	1 504 200	1 504 200	-	-
Sub-prog 1.3: DSS & 1st Line	12 309 440	3 150 200	3 150 200	-	-
Sub-prog 1.4: Modernisation	7 604 927	-	38 256 446	32 006 446	-
Sub-prog 1.5: Networks	59 904 298	44 201 152	107 017 599	37 895 039	29 528 372
Sub-prog 1.6: R&D Capex	4 000 000	-	-	5 000 000	5 000 000
Sub-prog 1.7: Security	22 000 000	33 200 000	29 700 000	13 500 000	8 500 000
Sub-prog 1.8: Switching Centres	250 379 640	12 300 000	4 800 000	-	-
<b>Total programme 1</b>	<b>381 294 783</b>	<b>94 355 552</b>	<b>239 026 541</b>	<b>88 401 485</b>	<b>43 028 372</b>
<b>Programme 2: Infrastructure</b>					
Sub-prog 2.1: Data Centres	181 386 310	65 156 021	103 379 224	169 910 000	137 550 000
Sub-prog 2.2: Modernisation	5 467 000	-	66 750 000	125 100 000	183 800 000
Sub-prog 2.3: Transversal	12 686 702	10 604 637	21 209 274	43 000 000	-
<b>Total programme 2</b>	<b>199 540 012</b>	<b>75 760 658</b>	<b>191 338 498</b>	<b>338 010 000</b>	<b>321 350 000</b>
<b>Programme 6: Governance and Administration</b>					
Sub-prog 6.1: Facilities	20 344 693	7 023 304	5 023 304	3 200 000	1 700 000
Sub-prog 6.2: Integrated Security Management Solutions	3 358 030	15 979 972	16 359 620	12 493 000	11 500 000
Sub-prog 6.3: Internal IT	54 792 244	2 035 457	42 546 567	101 337 955	62 192 062
Sub-prog 6.4: Production Toolsets	1 435 000	-	1 800 000	2 300 000	2 500 000
<b>Total programme 6</b>	<b>79 929 967</b>	<b>25 038 733</b>	<b>65 729 491</b>	<b>119 330 955</b>	<b>77 892 062</b>
<b>Grand Total</b>	<b>660 764 762</b>	<b>195 154 943</b>	<b>496 094 529</b>	<b>545 742 440</b>	<b>442 270 434</b>

## Annex A : Abbreviations and definitions

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### A.1 Abbreviations

SITA	State Information Technology Agency
CEO	Chief Executive Officer
DEA	Department of Environmental Affairs
DMV	Department Military Veterans
GITOC	Government Information Technology Officers Council
ICT	Information and Communication Technology
IT	Information Technology
MTSF	Medium-Term Strategic Framework
HPO	High-Performance Organisation
ISD	Infrastructure Service Delivery
SCM	Supply Chain Management
NGN	Next Generation Network (core government network)
APP	Annual Performance Plan
DCEO	Deputy Chief Executive Officer
VPN	Virtual Private Network
SOC	State Owned Company
ERP	Enterprise Resource Plan
IIT	Internal Information Technology
LS	Legal Services
HCM	Human Capital Management
SMME	Small, Medium and Micro Enterprises
BBBEE	Broad-Based Black Economic Empowerment
EA	Enterprise Architecture
GIM	Government Information Management
ISD	Information Technology Service Delivery
ISS	Information Security Services
BPM	Business Process Management
GWIP	Government Wide Integrated Platform
SOA	Service Orientated Architecture
DR	Disaster Recovery
HPO	High Performing Organisation
WSP	Workplace Skills Plan
EXCO	Executive Committee
MLP	Management Letter Points
SLA	Service Level Agreement
IFMS	Integrated Financial Management System
CRM	Customer Relationship Management
CSI	Customer Satisfaction Index
POPI	Protection of Personal Information Act
PO	Purchase Order
SA	South Africa
BO	Business Opportunity
BPS	Business Planning System
R & R	Reward and Recognition

## Annex B : Budgeted Financial Statements

### B.1 Statement of Financial Performance

	Actual		APP		Rev Budget		Forecast		Budget		Estimates		
	FY 2014/15 R'000		FY 2015/16 R'000		FY 2015/16 R'000		FY 2015/16 R'000		FY 2016/17 R'000		FY 2017/18 R'000		FY 2018/19 R'000
Gross Revenue	5 089 678		5 390 000		5 674 373		5 390 000		6 395 449		6 779 176		7 185 926
Less: Cost of sales	(3 954 847)		(4 312 000)		(4 396 258)		(4 312 000)		(5 173 077)		(5 423 341)		(5 748 741)
Gross Profit	1 134 832		1 078 000		1 278 114		1 078 000		1 222 372		1 355 835		1 437 185
Operating Expenses	(1 083 614)		(875 638)		(1 242 882)		(1 074 366)		(1 155 538)		(1 186 356)		(1 257 537)
Operating Profit	51 218		202 362		35 232		3 634		66 834		169 479		179 648
Other income	34 457		35 268		29 501		35 981		21 370		22 609		23 921
Earnings Before Interest and Tax	85 675		237 630		64 733		39 615		88 204		192 089		203 569
Net finance income	122 321		54 601		54 601		15 000		47 175		49 912		52 806
Surplus before tax	207 996		292 231		119 335		54 615		135 379		242 000		256 375
Tax	(63 707)		(81 825)		(33 414)		(15 292)		(37 906)		(67 760)		(71 785)
Net Surplus/(loss)	144 289		210 407		85 921		39 323		97 473		174 240		184 590
Revenue growth	8.5%		5.9%		10.3%		5.6%		18.7%		6.0%		6.0%
Gross Margin as a % of revenue	22.3%		20.0%		22.5%		20.0%		19.1%		20.0%		20.0%
EBIT as a % of revenue	1.7%		4.4%		1.1%		0.7%		1.4%		2.8%		2.8%
Operational expenditure as a % of revenue	21.3%		16.2%		21.9%		19.9%		18.1%		17.5%		17.5%



## B.2 Statement of Financial Position

	Actual	Forecast	Budget	Estimate	
	FY 2014/15 R'000	2015/16 R'000	FY 2016/17 R'000	FY 2017/18 R'000	FY 2018/19 R'000
<b>ASSETS</b>					
<b>CURRENT ASSETS</b>	<b>2 717 061</b>	<b>2 045 639</b>	<b>2 008 676</b>	<b>2 085 361</b>	<b>2 386 330</b>
Cash and cash equivalents	1 539 405	797 779	1 117 742	1 214 396	1 484 228
Trade and other receivables	1 022 869	1 107 534	788 480	835 789	885 936
Income Tax receivable	140 479	125 187	87 281	19 521	-
Prepayments	14 309	15 139	15 595	16 078	16 588
<b>NON-CURRENT ASSETS</b>	<b>1 008 781</b>	<b>1 796 247</b>	<b>2 065 965</b>	<b>2 290 453</b>	<b>2 372 053</b>
Property, plant & equipment	613 913	1 337 043	1 530 408	1 664 169	1 637 848
Intangible assets	291 785	350 142	420 171	504 205	605 046
Deferred tax assets	103 083	109 062	115 387	122 080	129 160
<b>TOTAL ASSETS</b>	<b>3 725 843</b>	<b>3 841 886</b>	<b>4 074 641</b>	<b>4 375 815</b>	<b>4 758 383</b>
<b>LIABILITIES</b>					
<b>CURRENT LIABILITIES</b>	<b>867 481</b>	<b>936 233</b>	<b>1 009 434</b>	<b>1 043 164</b>	<b>1 143 018</b>
Trade and other payables	688 444	700 228	759 434	793 164	840 753
Income received in advance	179 036	236 005	250 000	250 000	250 000
Current tax liability	-	-	-	-	52 264
<b>NON-CURRENT LIABILITIES</b>	<b>127 446</b>	<b>142 617</b>	<b>150 889</b>	<b>159 640</b>	<b>168 899</b>
Post-retirement medical liability	127 446	142 617	150 889	159 640	168 899
<b>TOTAL LIABILITY</b>	<b>994 926</b>	<b>1 078 850</b>	<b>1 160 323</b>	<b>1 202 804</b>	<b>1 311 917</b>
<b>TOTAL NET ASSETS</b>	<b>2 730 917</b>	<b>2 763 036</b>	<b>2 914 318</b>	<b>3 173 011</b>	<b>3 446 466</b>
<b>TOTAL LIABILITIES AND ASSETS</b>	<b>3 725 843</b>	<b>3 841 886</b>	<b>4 074 641</b>	<b>4 375 815</b>	<b>4 758 383</b>

### B.3 Statement of Cash Flows

	Actual		Forecast		Budget		Estimates	
	FY 2014/15 R'000	FY 2015/16 R'000	FY 2015/16 R'000	FY 2016/17 R'000	FY 2017/18 R'000	FY 2018/19 R'000		
Cash from operating activities	160 156	139 786	139 786	816 152	642 397	712 102		
Cash flows from investing activities	(250 904)	(881 411)	(881 411)	(496 189)	(545 742)	(442 270)		
Cash flow from financing activities	-	-	-	-	-	-		
Increase/(decrease) in cash and cash equivalents	(90 748)	(741 626)	(741 626)	319 963	96 655	269 832		
Cash and cash equivalents beginning of year	1 630 153	1 539 405	1 539 405	797 779	1 117 742	1 214 396		
Cash and cash equivalents end of year	1 539 405	797 779	797 779	1 117 742	1 214 396	1 484 228		

## B.4 Budget per programme

The expected budget per programme is as follows:

	SITA SOC LTD		PROGRAMME 1: SERVICE DELIVERY		PROGRAMME 2: INFRASTRUCTURE		PROGRAMME 3: PROCUREMENT		PROGRAMME 4: FINANCIAL SUSTAINABILITY		PROGRAMME 5: ORGANISATION		PROGRAMME 6: GOVERNANCE AND ADMINISTRATION	
	Budget 2016/2017	Estimate 2017/2018	Budget 2016/2017	Estimate 2017/2018	Budget 2016/2017	Estimate 2017/2018	Budget 2016/2017	Estimate 2017/2018	Budget 2016/2017	Estimate 2017/2018	Budget 2016/2017	Estimate 2017/2018	Budget 2016/2017	Estimate 2017/2018
Gross Revenue	6 395 449	7 185 926	5 309 994	5 396 010	1 065 455	1 383 166	1 463 390	-	-	-	-	-	-	-
Less: Cost of Sales	5 173 077	5 748 741	4 435 652	4 640 277	737 425	774 064	818 960	-	-	-	-	-	-	-
Gross Surplus	1 222 372	1 355 835	874 342	746 733	348 030	609 102	644 430	-	-	0	0	0	0	0
Less: Operating Expenses	1 155 538	1 290	957 909	377 685	21 875	22 457	23 884	46 052	49 331	64 545	68 417	78 955	569 773	686 727
Operating Profit/(deficit)	66 834	1 354 845	506 433	369 048	326 155	586 645	620 545	(46 052)	(49 331)	(64 545)	(68 417)	(78 955)	(569 773)	(738 530)

## Annex C : Technical Indicator Descriptions

This section provides detailed information regarding the key performance indicators for each of the six strategic programmes.

### C.1 Programme 1: Service Delivery

Performance indicators	2016-2017 Annual Target	Performance Indicator Definition	Unit of Measure	Purpose	Evidence Source	Method of Calculation	Data Limitations
# of e-Government services implemented	20 e- services implemented	"Developed" is defined to mean that the code-base for a single iteration having been unit-tested and is ready for integration testing (refer all phases on left side of QUEST V-model and up to Unit Testing on the right)  "Implemented" is defined as the code-base for all iterations having been developed, tested and deployed to an integration test environment where the solution can be verified as a working solution (refer software integration testing on QUEST V-Model)	Quantity	The purpose of the objective is to enhance the efficiency of Government business processes by providing citizens with on-line and mobile access to Government services	Signed off certificates to be accessed from the company ECM system	Number of Software Integration Test Acceptance Certificates signed per e-service	None

Performance indicators	2016-2017 Annual Target	Performance Indicator Definition	Unit of Measure	Purpose	Evidence Source	Method of Calculation	Data Limitations
Level of maturity of ICT security	Implementation of the following security controls: <ul style="list-style-type: none"> <li>Endpoint protection</li> <li>Threat Management</li> </ul>	Development of security measures in protecting government information - The implementation of Information security	Quantity	The purpose of the objective is to increase the level of protection of Government data assets on a logical (information) level	Implementation Plan Monthly reports on implementation progress	Full implementation of solution (Implementation is defined as procurement process completed, solution installed and tested, and solution commissioned in production environment)	None
% compliance of SITA National Key Points (NKP) with National Key Points Act with South African Police Services (SAPS) evaluation	>90% compliance of SITA NKP with SAPS evaluation	Development of security measures in protecting government information - The implementation of physical security and Vetting of employees)	%	The purpose of the objective is to increase the level of protection of Government data assets on a physical level	External assessment report from South African Police Service (SAPS)	Level of adherence to National Key Points Act (Act 102 of 1980) Legal requirements  P=(sum of % score achieved in external audit for three National Key points)/3 >= 90%	None
% compliance to personnel security clearance requirements	>90% compliance to personnel security clearance requirements		%	The purpose of the objective is to increase the level of protection of Government data assets on a personnel level	Monthly reports provided by Vetting	P=Sum of ((Number of employees in SITA with valid clearances (approved), number of employees with rejected clearances, number of employees who do not require clearances, and number of employees where field work is completed and documents submitted to Defence Intelligence and State Security)/Total number of employees >= 90%	None

Performance indicators	2016-2017 Annual Target	Performance Indicator Definition	Unit of Measure	Purpose	Evidence Source	Method of Calculation	Data Limitations
Customer satisfaction level	60% customer satisfaction level	% increase in customer satisfaction index (CSI)	%	To gauge whether our service delivery improvement initiatives are having the desired effect in increasing our customers' satisfaction with our service delivery	Published Customer Satisfaction Survey results, obtained from an external service provider	As per results of customer survey conducted	Size of survey sample
% performance against measured contracted SLA metrics	95% performance against measured contracted SLA metrics	Level of achievement of SLA matrices	%	To gauge the extent to which the organisation has achieved against performance levels agreed to in contracted SLAs	1. Service Level Agreements 2. ITSM / NMS and ARS systems - SLA Performance and Trend Reports	As per the ITSM / NMS and ARS systems (incorporating weighted average method of measurement)	SLA metric performance must be reported/extracted from automated system/process as per defined scope. All services not currently measured in same system.
% increase in government market share	10% increase in government market share (increase on 2014/2015)	Increase in the amount of Government ICT budget spent on Services provided by SITA	%	To gauge the extent to which the amount of money Government spends on ICT services from SITA, has increased as a percentage of total Government ICT spend.	Research on Government ICT expenditure figures from e.g. Gartner, McKinsey etc.)	(Total SITA revenue/Total Government ICT spend x 100 in year B) - (Total SITA revenue/Total Government ICT spend x 100 in year A)	Possibly conflicting research figures of total government ICT spend
% retention of services provided to customer	90% retention of services provided to customer	Retention of existing service footprint, i.e. total value of services provided to customers	%	To gauge the extent to which the amount that government spends on each component of our service portfolio, remains consistent, i.e. does not reduce)	SLA master data in Client Contracting data base	(Sum of Total amount sold per top 10 catalogue services consumed in year B) - (Sum of Total amount sold per top 10 catalogue services consumed in year A) >= ( 90% of Sum of Total amount sold per top 10 catalogue services consumed in year A.	None

## C.2 Programme 2: Infrastructure

Performance Indicators	2016-2017 Annual Target	Performance Indicator Definition	Unit of Measure	Purpose	Evidence Source	Method of Calculation	Data Limitations
# of data centres modernized	3 SITA owned data centres stabilized to 99.749% availability electrically and mechanically	Modernised" is defined as the Electrical and Mechanical upgrade projects for the Data Centre being completed, and the Data Centre achieving 99.749% availability over a monthly period	Number	Design and implement resilient data centres that provide always-on business services to departments	<ol style="list-style-type: none"> <li>Signed-off electrical and mechanical designs per data centre from accessible from ECM</li> <li>Signed contract for electrical and mechanical works per data centre accessible from ECM</li> <li>Final acceptance certificate signed-off for electrical and mechanical work per data centre accessible from ECM</li> </ol>	<p>Availability = Measured hours available/Total hours per year i.e. Allowed annual downtime</p> <p>= <math>365.25 * 24 * (1 - 0.99749)</math></p> <p>= 22 hours</p>	None
# of storage and server infrastructure refreshed	Infrastructure and modernisation plan developed and approved by Board	Approved infrastructure plan per data centre	Number	To refresh obsolescent technology in the data centres	Approved Plans accessible from ECM	Number of signed plans per data centre	None
# of disaster recovery sites established	2 disaster recovery sites established	"Established" means a contractual agreement with one of a panel of service providers for alternate data centres is in place	Number	To establish the DR capability for SITA owned data centres and government departments	Contractual agreements with service providers accessible from ECM	Number of DR agreements per DR site	None

### C.3 Programme 3: Procurement

Performance indicators	2016-2017 Annual Target	Performance Indicator Definition	Unit of Measure	Purpose	Evidence Source	Method of Calculation	Data Limitations
% of tender awards completed within the targeted turnaround time	65% of tender awards completed within the targeted turnaround time	Accumulative total number of tenders completed within the targeted turnaround time divided by accumulated total number of tenders completed (awarded or recommended) per FY	%	To improve the SCM turn-around times	<ol style="list-style-type: none"> <li>1. SCM Tender Register/ Report</li> <li>2. SCM Tender SLA targets per APP</li> <li>3. Proof of Tender Publishing Date</li> <li>4. Proof of award letter signature date</li> <li>5. Proof of recommendation letter signature date</li> </ol>	<p>(Tenders completed per SLA target/Total number of tenders completed (awarded/recommended) per FY) x 100</p> <p>** Award Letter Date means the date on which the bid award letter was signed by the SITA delegated authority.</p> <p>** Recommendation Letter Date means the date on which the bid recommendation letter was signed by the SITA delegated authority.</p> <p>** Publish_Date means the date on which the tender is published (made available) to the public for response</p> <p>Condition: Only tenders completed (adjudicated) for the reporting period is part of the formula</p> <p>Note: the days used in SCM SLA are Calendar days</p>	The accuracy of the information from SCM manual systems
% Actual savings on acquisition of ICT goods and services with major OEM's / OSM	10% actual savings on acquisition of ICT goods and services with major OEMs / OSM	% of actual savings achieved on the procurement of ICT goods and services from major contract with OEMs / OSM.	%	To leverage economies of scale on procurement of ICT goods and services	<ol style="list-style-type: none"> <li>1. Existing price baseline from existing contract</li> <li>2. Proof of OEM list price</li> <li>3. Proof of OEM initial offer price before negotiation</li> <li>2. SCM savings register</li> </ol>	$P = \frac{\text{Baseline\_Price} - \text{New\_Price}}{\text{Baseline\_Price}} \times 100$ <p>** Baseline_Price means the average Price at which a product or service was acquired via an existing contract with same OEM for the period or</p>	The accuracy of the information from SCM manual systems



<p>% of ICT acquisition spend through SMME entities</p>	<p>10% of ICT acquisition spend through SMME entities</p>	<p>ICT acquisition spend through the use of companies classified as SMMEs (EME &amp; QSE) entities</p>	<p>%</p>	<p>To improve the acquisition spend through SMMEs entities</p>	<p>1. SCM SMME Register 2. Supplier Database 3. ERP Creditor payment report 4. Copy of B-BBEE certificate for suppliers</p>	<p>** Baseline_Price means the initial offer price (before negotiation) or list price of OEM to acquire goods and services  ** New_Price means the price at which the same product or service is acquired</p> <p>{ P = (SMME_Spend / All_Spend) *100 } ** SMME_Spend means the ICT spend (Rand) on SMME entities for the reporting period ** All_Spend means the procurement addressable ICT spend on ALL suppliers for the reporting period</p> <p>Note 1: Procurement addressable spend mean all expenditure that is incurred through a procurement process or which is approved through a procurement process.</p>	<p>ERP does not contain SMME flag - Accuracy of the data Manual calculation process</p>
<p>Number of SMME entities completed SITA Enterprise Development (ED) programs</p>	<p>10 SMME entities completed SITA ED programs</p>	<p>Measure the enrolment and completion of SITA ED programs by SMME entities</p>	<p>Quantity</p>	<p>Drive transformation in terms of SMME development</p>	<p>1. Signed supplier ED enrolment form 2. Signed supplier ED completion form or copy of OEM product certification.</p>	<p>Count a number of suppliers who has been enrolled in SITA ED program and successfully completed the program.</p>	<p>None</p>

## C.4 Programme 4: Financial Sustainability

Performance indicators	2016-2017 Annual Target	Performance Indicator Definition	Unit of Measure	Purpose	Evidence Source	Method of Calculation	Data Limitations
% EBIT	2% EBIT	EBIT is defined as revenue minus expenses, excluding tax and interest  This is an indicator of a company's profitability	%	To improve financial sustainability	1. Quarterly finance reports 2. Annual Financial Statements	As per the Accounting Standards (GRAP) based on actual audited results.  The amount is calculated as follows: Earnings Before Interest and Tax as a percentage of Revenue (Turnover).	The accuracy of the ERP financial information
Liquidity Ratio	1.2:1	This is an indication of the ability to pay creditors as they become due. This is managed by collecting debt and paying suppliers on time	Ratio	Measurement of the ability of the organisation to exist as a going concern (sustainability)	1. ERP system: Financial statements 2. Monthly Finance report	Ratio of Short-term assets divided by Short-term Liabilities	The accuracy of the ERP financial information
% Gross Margin	20% Gross Margin	Gross margin is the difference between revenue and cost of goods and sold, divided by revenue, expressed as a percentage. Gross margin is a company's profit before operating expenses, interest payments and taxes. This is the indicator of the management of direct costs with relation to revenue.	%	To improve financial sustainability	1. Quarterly finance reports 2. Annual Financial Statements	As per the Accounting Standards (GRAP) based on actual audited results.  The amount is calculated as follows: Gross margin as a percentage of Revenue (Turnover).	The accuracy of the ERP financial information

% Expenditure against approved Capex budget	90% expenditure against approved Capex budget	Spending against Capex budget	%	Effective management of the organisation Capital expenditure	1. ERP system: Financial statements 2. Monthly Finance report	$P = \frac{\text{Actual capital expenditure}}{\text{budgeted capital expenditure}} * 100$	The accuracy of the ERP financial information
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## C.5 Programme 5: Organisation

Performance indicators	2016-2017 Annual Target	Performance Indicator Definition	Unit of Measure	Purpose	Evidence Source	Method of Calculation	Data Limitations
% improvement on HPO baseline and HPO institutionalisation	Drive & implement 80% of the 13 HPO Dimensions as per the HPO improvement plan	The ability of an organisation to improve and sustain exceptional performance over time	%	To improve service delivery through building and maintaining organisational capability	HPO improvement plan	% performance against HPO improvement plan focusing on 13 HPO dimensions	Inefficiency of the manual process for the HPO improvement plan
% of critical positions with minimum cover ratio of 1:2	20% of critical positions with minimum cover ratio of 1:2	The ability of an organisation to identify critical purposes of succession management with a minimum cover ratio of 1:2	%	To build a pool of critical talent to ensure continuous service delivery	Organisation Succession Plan	Actual number of critical talent positions identified against number of identified successors as per succession plan	Inefficiency of the manual talent management system

## C.6 Programme 6: Governance and Administration

Performance indicators	2016-2017 Annual Target	Performance Indicator Definition	Unit of Measure	Purpose	Evidence Source	Method of Calculation	Data Limitations
# of Auditor General findings on finances, predetermined objectives and compliance	0 Material Auditor General findings on finances and predetermined objectives	The level at which the organisation is compliant to legislation	Number	To improve compliance, accountability and good governance	1. External Audit Report 2. Team Central 3. Internal Audit Status report	$\{ P = (\text{Closed\_MLPs} / \text{Audit\_MLPs}) * 100 \}$ ** Closed_MLPs means the MLPs resolved by LOBs, verified and closed by Internal Audit ** Audit_MLPs means all MLPs as per AG report	1. Lines of business should address the root causes to mitigate the finding. 2. Regular update of Team Central by Executives.
Maturity level of risk management implementation	Maturity level 4 of risk management implementation	The level at which the organisation is compliant to Risk Management processes and governance	Maturity level	To embed the culture of Risk Management, and to be complaint to Risk management governance	1. Risk Management , policy, framework, strategy and implementation plan 2. Risk Management assessment (strategic risk registers) 3. Risk profile report	1. Board approved, policy, framework and risk appetite and tolerance statements + Operating Governance structures + Enhanced risk culture + Managed Enterprise risk management process (strategic risk register) 2. Risks with a risk rating that is below 12 as per the approved risk management framework (number of risks above risk rating of 12/ by the number of risks* number of risks)	Proper and timeously implementation of Divisional implementation plans
# of findings in the External Audit with respect to fraud and corruption in procurement process related activities.	0 findings on procurement fraud and corruption as per External Audit report	Number of findings per Interim External Audit (AG) that are regarded as fraud and corruption in the procurement process activities management by SCM	Quantity	To curb fraud and corruption	AG Interim External Audit Report	Number of findings per Interim External Audit (AG) that are regarded as fraud and corruption in the procurement process activities management by SCM	Need for investigation to verify claims by the Interim Audit report

## Annex D : 2016-2017 Corporate Balanced Scorecard

PROGRAMME PER APP	OBJECTIVES	MEASURE	WEIGHTS	BASELINE	TARGETS				ANNUAL TARGET	RESPONSIBLE EXECUTIVE DIVISION
	FINANCIAL		15%		Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Financial Sustainability	F1: Achieve Sound Financial Management	M1 % EBIT	4%	-	1% EBIT	0.5% EBIT	5% EBIT	2% EBIT	2% EBIT	Finance
		M2 Liquidity Ratio	4%	1.2:1	1.2:1	1.2:1	1.2:1	1.2:1	1.2:1	Finance
		M3 % Gross Margin	3%	-	10% Gross Margin	5% Gross Margin	25% Gross Margin	20% Gross Margin	20% Gross Margin	Finance
		M4 % Expenditure against approved Capex budget	4%	60%	10% expenditure against approved CAPEX budget	30% expenditure against approved CAPEX budget	60% expenditure against approved CAPEX budget	90% expenditure against approved CAPEX budget	90% expenditure against approved CAPEX budget	Finance

PROGRAMME PER APP	OBJECTIVES	MEASURE	WEIGHTS	BASELINE	TARGETS				ANNUAL TARGET	RESPONSIBLE EXECUTIVE DIVISION	
CUSTOMER			60%		Quarter 1	Quarter 2	Quarter 3	Quarter 4			
Service Delivery	C1: Enhance efficiency of Government business processes	# of e-Government services implemented	7%	15	Multi-product platform for e-services enhanced	7 e-services implemented	3 e-services implemented	10 e-services implemented	20 e-services implemented	Strategic Technology Management	
	C2: Improve Security of Government Data assets	Level of maturity of ICT security	5%	>90%	External penetration test conducted	Threat Management solution implemented	Endpoint protection solution implementation completed	Protection of Personal Information Act (POPI) compliance assessment completed	Implementation of the following security controls: 1. End Protection 2. Threat Management	Operations	
					Develop and approve plan to address matters of non-compliance in SAPS NKP evaluation	Install secondary perimeter fences and fence upgrades for NKP buildings	Install additional perimeter lighting for NKP buildings	>90% compliance of SITA NKP with SAPS evaluation	>90% compliance of SITA NKP with SAPS evaluation	Operations	
	M7	% compliance of SITA National Key Points (NKP) Act with South African Police Services (SAPS) evaluation	5%	>90%							
	M8	% of personnel security clearance requirements	2%	>90%	>80% compliance to personnel security clearance requirements	>85% compliance to personnel security clearance requirements	>90% compliance to personnel security clearance requirements	>90% compliance to personnel security clearance requirements	>90% compliance to personnel security clearance requirements	Operations	

PROGRAMME PER APP	OBJECTIVES	MEASURE	WEIGHTS	BASELINE	TARGETS			ANNUAL TARGET	RESPONSIBLE EXECUTIVE DIVISION		
					Quarter 1	Quarter 2	Quarter 3	Quarter 4			
Service Delivery	C3: Transform SITA into customer centric organisation	M9 Customer satisfaction level	4%	-	Develop customer satisfaction improvement plan	40% improvements implemented on 8 dimensions of customer satisfaction index	60% improvements implemented on 8 dimensions of customer satisfaction index	Conduct customer satisfaction survey	60% customer satisfaction level	Customer Relations	
		M10 % performance against measured	4%	95%	95% level Performance against measured	95% level Performance against	95% level Performance against	95% level Performance against	95% Performance against measured	Customer Relations	
	C4: Achieve growth in government market share	M12 % Increase government market share	3%	-	-	-	-	-	10% Increase in government market share ( increase on 2014/2015)	10% Increase in government market share (Increase on 2014/2015)	Customer Relations
		M13 % retention of services provided to customer	3%	-	-	-	-	-	90% retention of services provided to customer	90% retention of services provided to customer	Customer Relations
	C6: Consolidate and modernize data centers	M15 # of data centres modernised	Optimal deployment of the new infrastructure	4%	Final design for data centres submitted by electrical consultants	Tender documentation completed for the electrical stabilization work at 3 data centres	Electrical contractor for the stabilization work appointed to implement planned work at 3 data centre	Electrical implementation work completed at 3 data centres	3 SITA owned data centres stabilized to 99.749% availability electrically and mechanically	Support & Governance (Facilities)	
			Business case for mechanical and civil construction approved	Mechanical / civil tender published	Award tender for mechanical / civil	Mechanical and civil construction completed					
		M16 # of storage and server infrastructure refreshed	Research and analysis completed	3%	-	First draft of storage and server infrastructure plan developed and submitted to EXCO	Second draft of storage and server infrastructure plan developed and submitted to EXCO	Final draft of storage and server infrastructure plan approved by Board	Infrastructure and modernisation plan developed and approved by Board	Operations	
			DR requirements and analysis	3%	90% adherence to DR plan for the year	DR business case approved	DR requirements and analysis	Tender published with award	2 disaster recovery sites established	2 disaster recovery sites established	Strategic Technology Management
	C7: Improvement of ICT Infrastructure: Disaster Recovery (DR)	M17 Number of disaster recovery sites established	3%	90% adherence to DR plan for the year	DR requirements and analysis	DR business case approved	Tender published with award	2 disaster recovery sites established	2 disaster recovery sites established	Strategic Technology Management	

PROGRAMME PER APP.	OBJECTIVES	MEASURE	WEIGHTS	BASELINE	TARGETS				ANNUAL TARGET	RESPONSIBLE EXECUTIVE DIVISION
					Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Procurement	C8: Improve procurement operational efficiency to enable service delivery	M18	% of tender awards completed within the targeted turnaround time	70%	55% of tender awards completed within the targeted turnaround time	60% of tender awards completed within the targeted turnaround time	60% of tender awards completed within the targeted turnaround time	65% of tender awards completed within the targeted turnaround time	65% of tender awards completed within the targeted turnaround time	Procurement
		M19	Develop and roll-out of the Government e-Procurement portal	5%	Development and sign-off of business case for the allocation of CAPEX funds	Complete the acquisition of the Government Transversal e-Procurement portal	Complete the implementation and roll-out of Government Transversal e-Procurement portal at SITA	Complete the implementation and roll-out of Government Transversal e-Procurement portal at SITA and National Treasury in the OCPO	Implementation and roll-out of Government Transversal e-Procurement portal at SITA and National Treasury in the OCPO	Procurement
Procurement	C9: Drive ICT cost effectiveness through Economies Of Scale	M20	% Actual savings on acquisition of ICT goods and services with major OEM's / OSM	12%	10% actual savings on acquisition of ICT goods and services with major OEM's / OSM	10% actual savings on acquisition of ICT goods and services with major OEM's / OSM	10% actual savings on acquisition of ICT goods and services with major OEM's / OSM	10% actual savings on acquisition of ICT goods and services with major OEM's / OSM	10% actual savings on acquisition of ICT goods and services with major OEM's / OSM	Procurement
		M21	% of ICT acquisition spend through SMME entities	10%	10% of ICT acquisition spend through SMME entities	10% of ICT acquisition spend through SMME entities	10% of ICT acquisition spend through SMME entities	10% of ICT acquisition spend through SMME entities	10% of ICT acquisition spend through SMME entities	Procurement
	C10: Drive Economic Transformation Agenda	M22	Number of SMME entities completed SITA Enterprise Development (ED) programs	2%	Five (5) ED partners (OEM's) identified with ED MOA signed	ED strategy developed ; training programs and beneficiary selection	10 SMME's enrolment in the SITA ED programs	10 SMME's entities completed SITA ED programs	10 SMME entities completed SITA ED programs	Procurement



PROGRAMME PER APP	OBJECTIVES	MEASURE	WEIGHTS	BASELINE	TARGETS				ANNUAL TARGET	RESPONSIBLE EXECUTIVE DIVISION
INTERNAL PROCESS	10%				Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Governance and Administration	P1: Establish effective governance practice	M23 Number of material Auditor general findings on finances, predetermined objectives and compliance to laws and regulations	3%	100% FY2014/2015	90% achievement of other quarterly targets	25% resolution of 15/16 MLPs	75% resolution of 15/16 MLPs	0 material Auditor general findings on finances, predetermined objectives	0 material Auditor general findings on finances, predetermined objectives	Internal Audit
		M24 Maturity level of risk management implementation	4%	Level 4	Approved risk registers 2016/17	50% of strategic risks within the tolerance levels as per approved risk management framework	75% of strategic risks within the tolerance levels as per approved risk management framework	4 Maturity level of risk management implementation	4 Maturity level of risk management implementation	Risk Management
	P2: Proactive approach to procurement compliance including fraud and corruption	M25 Number of findings in the External Audit with respect to fraud and corruption in procurement process related activities	3%	0 findings	0 findings	0 findings	0 findings	0 findings	0 findings on procurement fraud and corruption as per External Audit report	Procurement

PROGRAMME PER APP	OBJECTIVES	MEASURE	WEIGHTS	BASELINE	TARGETS				ANNUAL TARGET	RESPONSIBLE EXECUTIVE DIVISION
LEARNING & GROWTH	L1: Build a Healthy & High Performing Organisation	M26 % Improvement on HPO baseline and HPO institutionalisation	15%	10% Improvement on HPO baseline (6 dimensions)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Drive and implement 80% of the 13 HPO Dimensions as per the HPO improvement plan	Corporate Services
					Drive and implement 25% of the 13 HPO Dimensions as per the HPO improvement plan	Drive and implement 50% of the 13 HPO Dimensions as per the HPO improvement plan	Drive and implement 70% of the 13 HPO Dimensions as per the HPO improvement plan	Drive and implement 80% of the 13 HPO Dimensions as per the HPO improvement plan		
		M27 % of critical positions with minimum cover ratio of 1:2	7%	90% recruitment as per the top talent plan	List of critical positions	1. 10% of succession pool finalised 2. 100 of performance assessment finalised	15% succession pool finalised	20% succession pool finalised	20% of critical positions with minimum cover ratio of 1:2	Corporate Services
<b>100%</b>										

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