South Africa's Roadmap for the Digital Transformation of Government

(Resource Document)

MyMzansi

Final: April 2025

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Abbreviations and Acronyms

AI	Artificial Intelligence
API	Application Programming Interface
B2G	Business-to-Government
CoGTA	Cooperative Governance and Traditional Affairs
CSIR	Council for Scientific and Industrial Research
DBE	Department of Basic Education
DCDT	Department of Communications and Digital Technology
DEL	Department of Labour and Employment
DHA	Department of Home Affairs
DHET	Department of Higher Education and Training
DPI	Digital Public Infrastructure
DPSA	Department of Public Service and Administration
DSD	Department of Social Development
DSI	Department of Science and Innovation
DSU	Digital Service Unit
E2E	End-to-End
GITOC	Government Information Technology Officers Council
G2B	Government-to-Business
G2P	Government-to-Person
IDC	Industrial Development Corporation
IDWG	Interdepartmental Working Group
IFMS	Integrated Financial Management System
IMC	Inter-Ministerial Committee
IT	Information Technology
M&E	Monitoring and Evaluation
MERL	Monitoring, Evaluation, Reporting, and Learning
NCPF	National Cybersecurity Policy Framework
NPCDG	National People-Centred Digital Government
NSFAS	National Student Financial Aid Scheme
NT	National Treasury
OV	Operation Vulindlela
PMO	Project Management Office
P2P	Peer-to-Peer
QR	Quick Response
SARB	South African Reserve Bank
SARS	South African Revenue Service
SASSA	South African Social Security Agency
SDF	Secure Data Facility
SOC	State-owned Company
SRD	Social Relief of Distress Grant

TERS	Temporary Employee/Employer Relief Scheme
UIF	Unemployment Insurance Fund

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GLOSSARY

Capabilities /blocs	Description
Biometric authentication	Biometric authentication methods use biometric characteristics or traits to verify users' claimed identities when users access endpoint devices, networks, networked applications or Web applications. Across a wide range of use cases, any biometric authentication method may be used in one-to-one comparison mode (when the user enters a user ID), or one-to-many search mode (when the user simply presents his or her biometric characteristic, with no explicit claim of identity, and the system determines his or her user ID from a range of candidates). *Source: https://www.gartner.com/en/information-technology/glossary/biometric-authentication*
Batho Pele	Batho Pele, meaning "People First" in Sesotho, is a South African government initiative introduced in 1997 to transform public service delivery. Its primary aim is to enhance the efficiency and quality of services provided to citizens by instilling a culture of customer service within the public sector. *Source: https://www.dpsa.gov.za/dpsa2g/documents/acts%26regulations/frameworks/white-papers/transform.pdf?*
Building blocks	Software code, platforms, and applications that are interoperable, provide a basic digital service at scale, and can be reused for multiple use cases and contexts. *Source: https://www.digitalpublicgoods.net/DPI-DPG-BB-Definitions.pdf*
COVID-19 Temporary Employer/Employee Relief Scheme (C-19 TERS)	The COVID-19 Temporary Employer/Employee Relief Scheme (C19 TERS) was a financial support initiative introduced by the South African government to mitigate the economic impact of the COVID-19 pandemic on employers and employees. Administered by the Unemployment Insurance Fund (UIF) under the Department of Employment and Labour, the scheme aimed to provide temporary financial relief to employees who suffered income loss due to the pandemic. *Source: https://www.labour.gov.za/DocumentCenter/Regulations%20and%20Notices/Notices/Unemployment%20Insurance%20Fund/Consolidated%20COVID%20directives.pdf*
Cybersecurity	The term "cybersecurity" is a convenient shorthand for a complex set of issues. It commonly refers to systems and actions aimed at securing data and communications over the internet and even the infrastructure of the internet itself. includes "cybercrime." The more common threats to cybersecurity are malware, denial of service, and phishing attacks (attempts to acquire sensitive information online by someone who is masquerading as a trusted entity), but cyber incidents are increasingly perpetrated by disaffected insiders. cybersecurity usually refers to securing data and infrastructure in a civilian context; but acts that might previously have been considered civilian attacks are now being uncovered as acts of states against states via non-state actor proxies, blurring the lines between acts of cybercrime and cyberwar or cyberterrorism. *Source: https://id4d.worldbank.org/guide/glossary*

Data Lake	A data lake is a concept consisting of a collection of storage instances of various data assets. These assets are stored in a near-exact, or even exact, copy of the source format and are in addition to the originating data stores. *Source: https://www.gartner.com/en/information-technology/glossary/data-lake#:~:text=A%20data%20lake%20is%20a,to%20the%20originating%20data%20stores.*
Digital identity	Digital identity involves establishing trust in digital interactions by verifying the identity of the counterparty through means such as mobile one-time passwords, digitally signed QR codes, biometric fingerprint scans, or face ID authentication. *Source: https://docs.cdpi.dev/technical-notes/digital-ids-and-electronic-registries/digital-id*
Digital public infrastructure (DPI)	A set of shared digital systems which are secure and interoperable, built on open standards, and specifications to deliver and provide equitable access to public and/ or private services at societal scale and are governed by enabling rules to drive development, inclusion, innovation, trust, and competition and respect human rights and fundamental freedoms. *Source: https://www.dpi.global/home/aboutus*
E-Filing	SARS eFiling is an online platform for the submission of returns and declarations and other related services. This service allows taxpayers, tax practitioners, traders and businesses to register and submit returns and declarations, make payments and perform a number of other interactions with SARS in a secure online environment. *Source: https://www.sars.gov.za/about/sars-tax-and-customs-system/efiling-features/#:~:text=SARS%20eFiling%20is%20an%20online,declarations%20and%20other%20related%20services*
Focus Group Discussion (FGD)	A Focus Group Discussion (FGD) is a qualitative research method and data collection technique in which a selected group of people discusses a given topic or issue in-depth, facilitated by a professional, external moderator. This method serves to solicit participants' attitudes and perceptions, knowledge and experiences, and practices, shared in the course of interaction with different people. *Source: https://www.swisstph.ch/fileadmin/user_upload/SwissTPH/Topics/Society_and_Health/Focus_Group_Discussion_Manual_van_Eeuwijk_Angehrn_Swiss_TPH_2017.pdf*
Foundational digital identity	A core digital identity, part of a national identity scheme, based on official documents such as birth records, marriage certificates, and social security documents. Used for example in accessing government services *Source: https://digitalregulation.org/wp-content/uploads/D-PREF-BB.ID01-2018-PDF-E.pdf?*
Functional digital identity	A digital identity created to address the specific needs of an individual sector, such as healthcare *Source: https://digitalregulation.org/wp-content/uploads/D-PREF-BB.ID01-2018-PDF-E.pdf?*
Hyperscaler	Hyperscaler refers to hyperscale data centers, which are significantly larger than traditional on-premises data centers. *Source: https://www.ibm.com/think/topics/hyperscale#:~:text=Hyperscale%20is%20a%20distributed%20computing,traditional%20on%2Dpremises%20data%20centers.*

Identity	Identity is "the set of attributes that uniquely describe a subject within a given context" and is used for authentication and authorization in digital environments. *Source: NIST Special Publication 800-63*
Integrated Financial Management System (IFMS)	The Integrated Financial Management System (IFMS) is a Cabinet mandated modernisation programme aimed at replacing aging and fragmented Financial (FIN), Human Resource (HR), Payroll (PAY) and Supply Chain Management (SCM) systems and related business intelligence across the South African Public Service. *Source: https://www.ifms.gov.za/About.aspx?*
Interoperability	The ability of different functional units—e.g., systems, databases, devices, or applications—to communicate, execute programs, or transfer data in a manner that requires the user to have little or no knowledge of those functional units. *Source: https://id4d.worldbank.org/guide/glossary*
National Data and Cloud Policy	The National Data and Cloud Policy is a framework aimed at efficiently managing and utilising data through cloud computing technologies. Its primary goals are to enhance government service delivery and foster socio-economic development by promoting data-driven decision-making and creating data-based tradable goods and services, thereby supporting an emerging digital economy. *Source: https://www.gov.za/sites/default/files/gcis_document/202406/50741gen2533.pdf*
National Payment System	The National Payment System (NPS) is a set of instruments, procedures and rules that enable funds to be transferred from one financial institution to another. This includes all the systems, mechanisms, institutions, agreements, procedures, rules and laws that come into play from the moment an end-user, using a payment instrument, issues an instruction to pay another person or a business, through to the final interbank settlement of the transaction in the books of the central bank. *Source: https://www.resbank.co.za/en/home/what-we-do/payments-and-settlements*
National Strategic Hub	The National Strategic Hub aims to harness data as a crucial infrastructure and strategic asset to enhance governance, operational efficiency, and service delivery in local government. *Source: https://nationalstrathub.cogta.gov.za/about/#:~:text=The%20National%20Strategic%20Hub%20aims,service%20delivery%20in%20local%20government.*
Open API (Application Programming Interface)	An Open API is an application programming interface that is made available to the public, allowing developers to integrate and interact with a service or platform. It promotes interoperability and innovation by enabling third-party applications to leverage the underlying system. *Source: https://www.ibm.com/think/topics/api*
Operation Vulindlela	Operation Vulindlela is a joint initiative of the Presidency and National Treasury to accelerate the implementation of structural reforms and support economic recovery. *Source: https://www.stateofthenation.gov.za/operation-vulindlela/summary-of-operation-vulindlela*

Payment gateway - P2G, B2G, G2P & G2B[1]	A payment gateway is a service that facilitates the secure processing of online transactions between merchants and customers. It acts as an intermediary, transmitting transaction information between the merchant's website or point-of-sale system and the acquiring bank or payment processor. *Source: https://documents1.worldbank.org/curated/en/099835105172234259/pdf/P1647700420bbd09f08c75032db15d1f03c.pdf?*
Smart ID	The Smart ID Card is South Africa's modern identity document, replacing the older green bar-coded ID book. Issued by the Department of Home Affairs (DHA), it serves as official proof of identity for citizens and permanent residents aged 16 and above. The card securely stores personal information, including biometrics such as fingerprints and photographs, enhancing security and reducing identity fraud. *Source: https://www.dha.gov.za/index.php/civic-services/identity-documents*
Social Relief of Distress Grant (SRD Grant)	The Social Relief of Distress Grant (SRD Grant) is administered in terms of app-section 32 of the Social Assistance Act, 2004 (Act No. 13 of 2004) and is implemented with the concurrence of the Minister of Finance. The Social Relief of Distress Grant (SRD Grant) is meant for South African Citizens, Refugees, Asylum Seekers and Special Permit Holders who are between the ages of 18 and 60 years, who have insufficient means, who do not receive social grants on behalf of herself/ himself or who are not contributing to or eligible for UIF payment, and have no financial support from any other source. *Source: https://srd.sassa.gov.za/*
Sustainable Development Goals (SDGs)	The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. *Source: https://sdgs.un.org/goals?*
Verifiable digital credentials	Verifiable Digital Credentials (VDCs) are cryptographically verifiable digital representations of credentials or attributes, which are securely stored in dedicated applications commonly known as digital wallets. These wallets enable individuals to manage and present their credentials securely in both online and in-person scenarios. *Source: https://www.nist.gov/blogs/cybersecurity-insights/digital-identities-getting-know-verifiable-digital-credential-ecosystem*
Zero-rated	Zero-rating is when an ISP applies a price of zero to the data traffic associated with a particular application or class of applications (and the data does not count towards any data cap in place on the internet access service). *Source: https://www.berec.europa.eu/en/what-is-zero-rating*

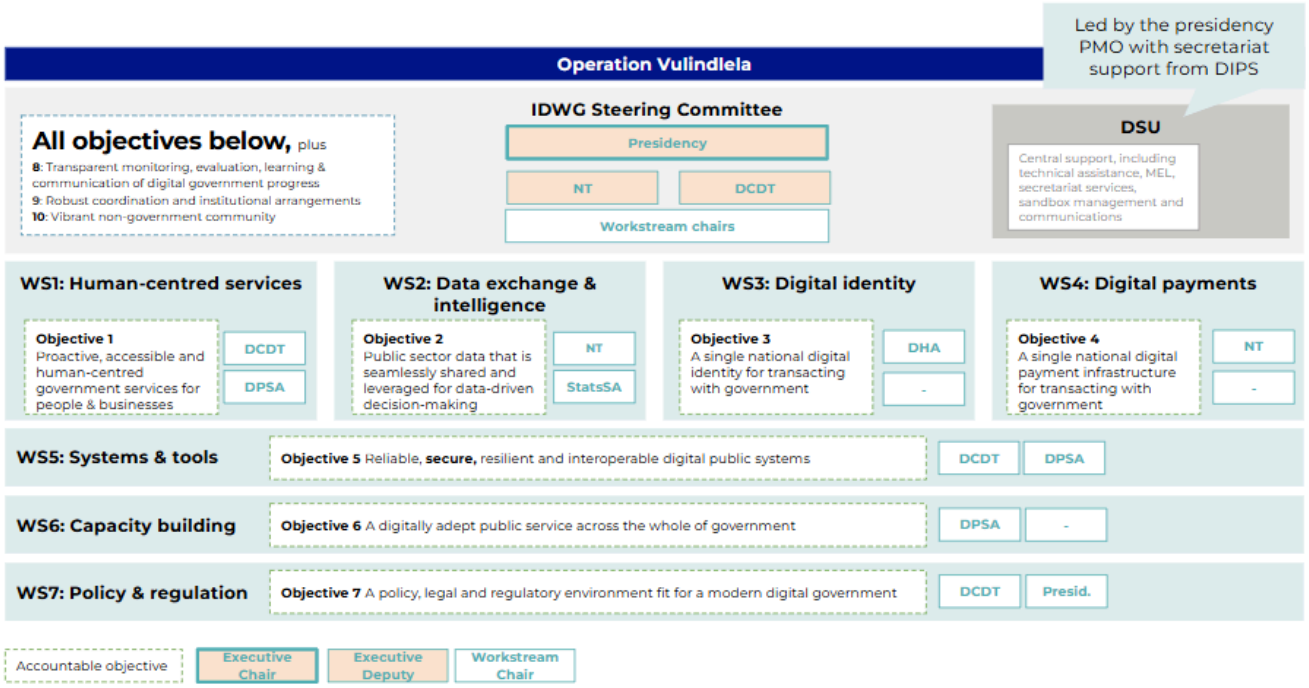
[1] P2G - Person-to-government, B2G - Business-to-government, G2P - Government-to-person, G2B - Government-to-business

Introduction

This Resource document serves as a vital companion to the Digital Mzansi Roadmap, offering key insights, technical frameworks, and strategic guidance to support its implementation. It brings together essential principles, governance structures, and enabling technologies that drive digital transformation. Additionally, it outlines the role of the Interdepartmental Working Group (IDWG), key policy assumptions, a glossary of terms, and agile methodologies that promote collaboration and innovation across government departments.

An Overview of the IDWG

The IDWG aims to coordinate and accelerate digital transformation. Its structure includes an Executive Committee, workstreams with designated chairs, task teams, and a Project Management Office (PMO) with a dedicated secretariat. Additionally, the IDWG will leverage a sandbox environment to pilot and refine innovative solutions. The IDWG Terms of Reference provides details on how the entity will coordinate.

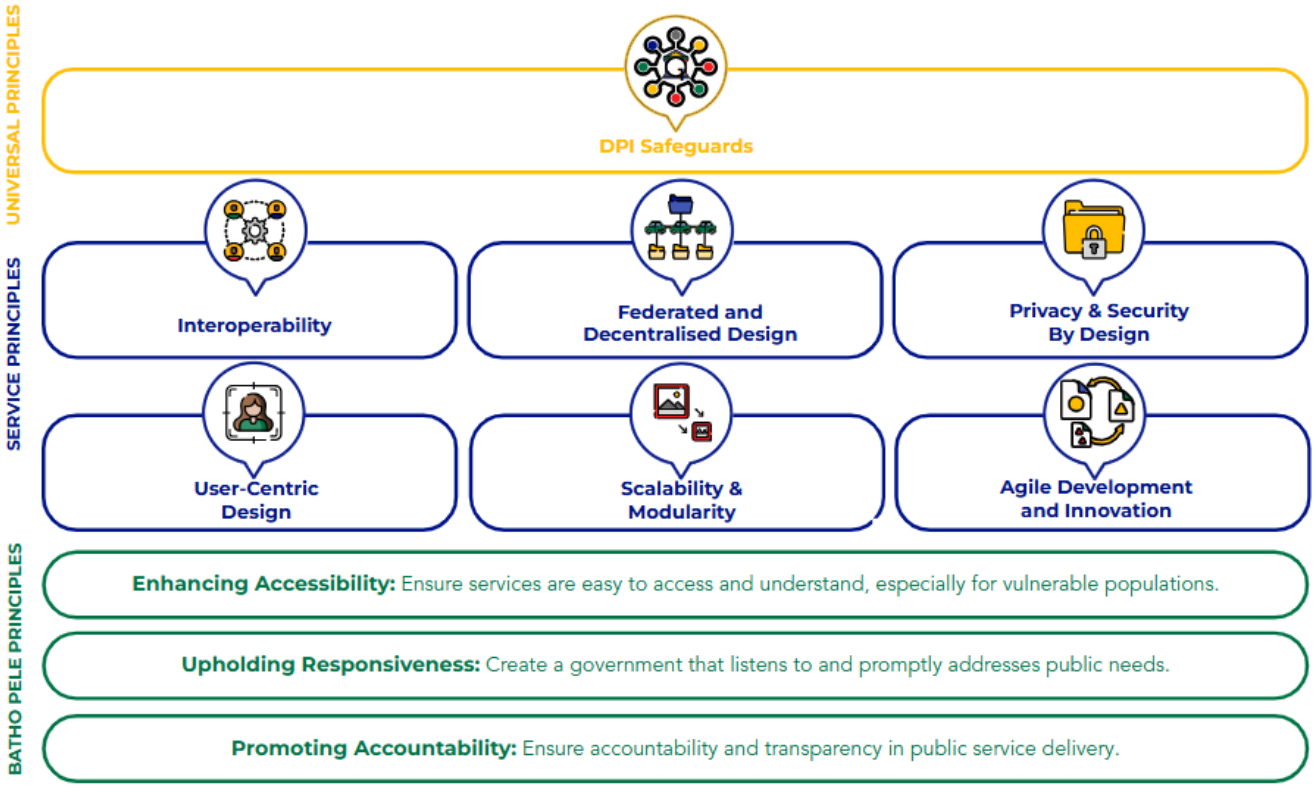


The work streams within the IDWG will independently develop work plans that align with the overall roadmap, ensuring each team's efforts are coordinated and contribute toward shared digital transformation goals.

The primary objectives of the IDWG are:

- To foster a whole-of-government approach to digital transformation.
- To monitor, prioritise, and coordinate government digital initiatives.
- To facilitate cross-departmental collaboration for the successful implementation of digital technologies.

Roadmap Principles



Batho Pele principles are the foundation for this roadmap. Embedding these values into the roadmap will ensure inclusive, efficient, and people-centred digital transformation:

- Enhancing Accessibility - Ensure services are easy to access and understand, especially for vulnerable populations.
- Upholding Responsiveness - Create a government that listens to and promptly addresses public needs.
- Promoting Accountability - Establish systems that hold public servants accountable to people, ensuring transparency in service delivery.

Service principles ensure technology such as DPI results in resilient, secure, and people-centred services:

- Interoperability - Systems should be interoperable and based on open standards, integrating services across platforms. Open-source solutions help prevent vendor lock-in and promote a cohesive digital ecosystem.
- Decentralised Delivery and Design - Empowers distributed teams to build, adapt, and scale solutions independently, fostering innovation, flexibility, and resilience.
- A Culture: Innovate; Resilience; Collaborate; Future-Proof - A strong culture fosters innovation, resilience, collaboration, and future-proofing, ensuring adaptability, teamwork, and long-term success.
- Privacy and Security by Design - Robust security measures and privacy protections should be embedded from the outset to ensure data protection, system resilience, and trust.

- Simplicity - Emphasises reducing complexity, enhancing usability, and streamlining processes for greater efficiency and a better user experience.
- User-Centric Design - DPI should be user-centred, with a focus on usability, continuous feedback, and community engagement to meet peoples' needs.
- Scalability and Modularity - DPI should be modular and scalable, utilising reusable components that support future expansion without disrupting existing infrastructure.
- Agile. Incremental. Iterative - Agile, incremental, and iterative approaches enable continuous improvement by delivering value in small, adaptive cycles, allowing for flexibility, feedback, and rapid refinement.
- Agency. Empowering - Foster autonomy by providing individuals with the confidence, tools, and support to make decisions and drive meaningful outcomes.
- Reusability - Promotes efficiency by designing processes, components, and solutions that can be leveraged across multiple contexts, reducing redundancy and enhancing scalability.

Universal principles are foundational guidelines; such as openness, inclusivity, security, and interoperability - that ensure equitable, secure, and efficient digital systems for all users.

- DPI Safeguards - are measures and policies designed to ensure the security, privacy, accessibility, and responsible use of digital public infrastructure, protecting users and preventing misuse.

Roadmap Assumptions

Technology and Policy Assumptions

- Alignment with International Standards: South Africa's digital transformation aligns with broader regional and international frameworks. This includes the African Union's Digital Transformation Strategy for Africa (2020–2030) the UN Global Digital Compact, and adherence to ISO technology standards. Further alignment with frameworks such as the OECD Digital Government Principles, the G20 Digital Economy Ministerial Declaration, and the World Bank Digital Government Principles ensures South Africa's transformation is consistent with global best practices and regional aspirations
- Distributed Model for User Control: A distributed technology model is essential, where control is decentralised, placing more autonomy in the hands of people and service users.

Business Assumptions

- Industry Alignment and Leverage of Existing Solutions: The roadmap leverages existing industry capabilities and partnerships rather than developing solutions from scratch, promoting efficiency and innovation.
- Inclusive and Dynamic Ecosystem: Collaboration with an inclusive ecosystem is vital, as is adopting a merit-based approach that encourages dynamic participation from diverse stakeholders.
- Value Creation and Shared Benefits: The transformation is designed with a focus on value creation and equitable value sharing, benefiting both government and ecosystem partners.

- Rapid Development with Iterative Improvements: High-speed development and iterative testing are prioritised, acknowledging that frequent failures and adjustments are part of the journey, with success measured by the actual use and impact of digital services rather than initial development alone.

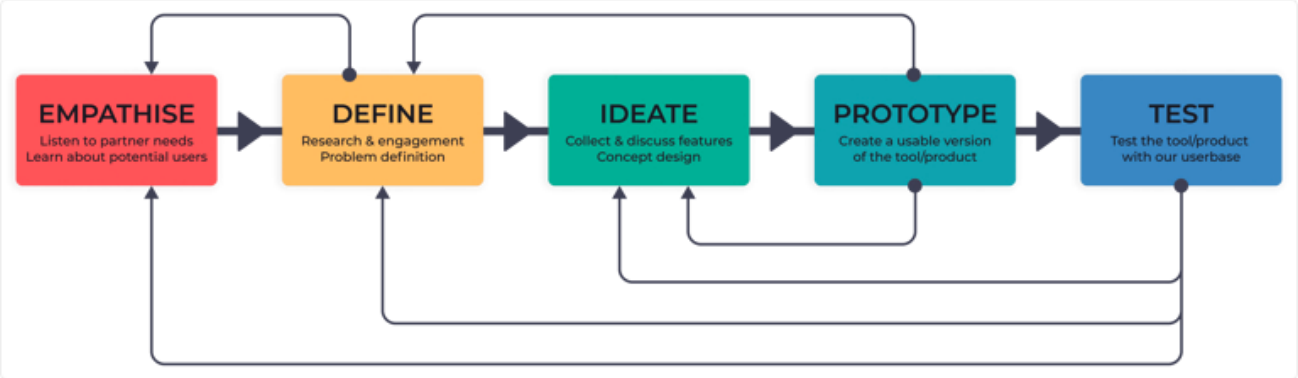
People Assumptions

- Bridging the Digital Divide: The roadmap assumes an inclusive approach that accommodates users with varying levels of digital literacy, including accessible, intuitive interfaces suitable for all, such as "granny operations."
- Self-service Enablement: Technology solutions should empower users with limited technical skills by incorporating self service capabilities, making digital transformation accessible across the board and shifting capabilities to users without extensive technical expertise.

These assumptions lay the groundwork for the roadmap's implementation, ensuring alignment with best practices and responsiveness to South Africa's unique socio-economic landscape.

Agile Approach to Projects

The projects of the major initiatives are expected to be delivered through an agile design and development process. Through ideation and prototyping, each initiative will be carefully refined to ensure alignment with the distinct requirements of people, businesses, civil servants and ecosystem partners. This process enables continuous improvement through regular testing and feedback loops, fostering adaptability and sustainability in the digital transformation journey.



Domestic Reference Group and the International Advisory Board

The Inter-Departmental Working Group (IDWG), led by the Presidency, is responsible for coordinating and overseeing the digital transformation of government services across government departments. As part of this broader agenda, the **Domestic Reference Group** will provide a structured interface between external stakeholders, including multilateral organisations, the private sector, civil society, and the IDWG. The Domestic Reference Group will play a crucial role in guiding the digital transformation process and ensuring that it aligns with both domestic needs and international best practices.

The **Domestic Reference Group** is convened to facilitate regular interaction between stakeholders from outside the government and the IDWG. The Domestic Reference Group's primary purpose is to:

- Provide direct feedback to the **Domestic Reference Group Steerco** on the status of the digital transformation programme.
- Take input from external stakeholders, identify opportunities, and highlight emerging risks related to the programme.
- Contribute to the success of the digital transformation initiative by ensuring broad support and collaboration from various sectors.
- Help identify challenges and share opportunities for improving the programme's outcomes.

Domestic Reference Group

Organisation	Name
Digital Council Africa	Juanita Clark
Digital Council Africa	Andile Ngcaba
Association of Communications and Technology	Nomvuyiso Batyi
Payments Association SA	Ghita Erling
BBC	Kganki Matabane
BBC ICT	Tony Booysen
BUSA	Khulekani Mathe
Banking Association SA	Mark Brits
ePlatform Africa	Ofentse Madisha

MTN	Charles Molapisi
Telkom	Serame Taukobong
Vodacom	Shameel Joosub
Cell C	Jorge Mendes
Liquid	Deon Geyser
Accenture	Vukani Mngxati
Rain	Brandon Leigh
Tafari Capital	Dr Setumo Mohapi
Altron	Dr Andy Mabaso
Visa	Nono Mkofane
COSATU	Matthew Park
FEDUSA	Riefdah Ajam
ICASA	Mothibi Ramusi
ICASA	Charley Lewis
Knife Capital	Keet van Zyl
Huawei	Will Meng
Google	Abongile Mashele
Meta	Thabo Makenete
Equinix Data Centre	Sandile Dube
Maziv	Dietlof Mare
Naspers	Sibusiso Tshabalala
Lula	Buhle Goslar
Mastercard	Gwen Ngwenya
SAFTU	Zwelinzima Vavi
Solidariteit	Gideon du Plessis

Collective X	Evan Jones
Collective X	Mteto Nyathi
Independents who can contribute	Marco Gagiano
Related parties (strategic level)	Mosuoe Sekonyelo
Octoco and Stellenbosch	Prof Van Rooyen
University of Johannesburg	Stella Bvuma
Wits School of Governance	Dr Lucienne Abrahams
Wits School of Governance	Associate Prof Geci Karuri-Sebina
WITS Institute of Social and Economic Research (WISER)	Prof Keith Breckenridge
SALGA	Kutlwano Chaba
NSG Principal	Busani Ngcaweni

The International Advisory Board, composed of internationally recognised experts in the fields of digital transformation and digital public infrastructure (DPI). The primary purpose of the International Advisory Board is to provide strategic guidance, technical expertise, and actionable recommendations to support the development and implementation of South Africa's digital transformation roadmap.

The International Advisory Board will play a critical role in ensuring that the roadmap aligns with global best practices while addressing the unique challenges and opportunities within South Africa and the broader African context. Specifically, the The International Advisory Board will:

- Offer strategic advice and technical expertise to refine the roadmap, fostering opportunities for cross-border collaboration and knowledge exchange.
- Provide feedback and recommendations to ensure the roadmap reflects international and regional best practices in digital transformation and DPI.
- Share case studies and examples of successful digital transformation initiatives from other regions, particularly those relevant to South Africa and Africa.
- Facilitate connections with global experts, institutions, and funding bodies to support the development, scaling, and sustainability of digital infrastructure.
- Ensure the roadmap leverages global lessons learned while remaining tailored to the specific socio-economic, technological, and regulatory context of South Africa and the continent.

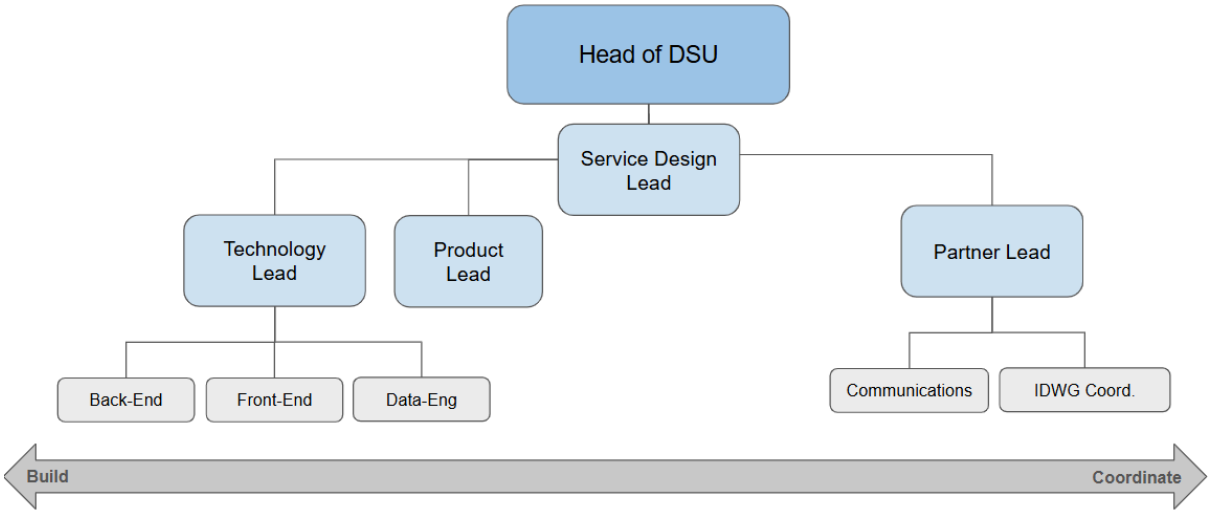
The International Advisory Board will also have specific roles and responsibilities, including reviewing and providing technical inputs on draft documents, participating in virtual or in-person meetings to discuss progress, and being available for limited ad-hoc advice and engagements.

International Advisory Board

Organisation	Name
Oxford University	Aaron Maniam
Development Bank of South Africa (DBSA)	Barry Hore
CoDevelop	David Eaves
Centre for Digital Public Infrastructure (CDPI)	Daniel Abadie
Government of Kenya	Bitange Ndemo
Carnegie Endowment for Peace	Jane Munga
Africa Nenda	Sabine Mensah
Government of Rwanda	Esther Kunda
Co-Develop	Robert Karanja
Integral, BFA Global & Digital Frontiers	David Porteous

Structure and Functions of the Digital Service Unit (DSU)

The Presidency in collaboration with Genesis Analytics and with support from other partners has developed a structure for the Digital Service Unit (DSU) that can be filled to deliver on the use-cases. This structure is derived from the Government Digital Service (GDS) and United States Digital Service (USDS). The following is an example of one of the ways the DSU could be structured.



Additional resources will be seconded from other government departments to fill further roles needed by the DSU and further enhance the performance of the DSU. For example, this includes the Head of Partnerships from DPSA. Conversations with potential candidates for the Head of DSU and Technical Lead are currently underway and positive. Both roles are required - one is primarily political and the other primarily technical.

The Heads are required to ensure the effective design and delivery of the use-cases, and to develop materials to support their safe adoption inside and outside of government. These are expected to be experts in their field who are able to manage teams but also to deliver the work. A development team reports into the head of technology. This includes scope for interns drawn from higher education to develop capacity domestically and create a future pipeline of expertise.

Description of the Government Plans Consulted

White Paper on the Transformation of the Public Service, 1995. This document outlines the South African government's vision, mission, and strategy for restructuring the public service to be more representative, efficient, transparent, and service-oriented. It details transformation priorities, policy instruments, and financial implications while emphasising institutional reform, human resource development, and enhanced accountability to support democratic governance and socio-economic development.

Electronic Government: The Digital Future - A Public Service IT Policy Framework, 2001. This document outlines South Africa's strategy for implementing e-government initiatives to enhance efficiency, accessibility, and service delivery. It details key IT focus areas such as interoperability, IT security, economies of scale, and eliminating duplication while emphasising policy recommendations for achieving a digitally integrated public service.

National Integrated ICT Policy White Paper, 2016. This document outlines a framework for universal digital access, infrastructure development, regulatory reform, and innovation to bridge the digital divide and drive socio-economic growth. It introduces key initiatives such as the Wholesale Open Access Network (WOAN), spectrum management reforms, and digital inclusion strategies to ensure equitable ICT access and competition.

National e-Strategy: Technology Working For the People to Build an Information and Knowledge Society, 2017. This document outlines South Africa's strategic approach to digital transformation. It focuses on leveraging ICT to drive socio-economic development, improve government service delivery, enhance cybersecurity, and prepare for the Fourth Industrial Revolution while promoting inclusivity, infrastructure development, and e-commerce growth.

National e-Government Strategy and Roadmap: Digitizing Government Services, 2017. This document aims to digitise government services to improve accessibility, efficiency, and citizen engagement. It focuses on leveraging digital technologies to enhance service delivery, promote transparency, and bridge the digital divide through a unified and secure e-government framework.

ICT and Digital Economy Masterplan for South Africa, 2021. This document provides a strategic framework to drive digital transformation, economic growth, and job creation through ICT innovation. It emphasizes digital infrastructure expansion, skills development, and fostering a competitive digital economy to position South Africa as a leading player in the global digital landscape.

Determination and Directive on the Implementation of the Public Service Corporate Governance of Information and Communication Technology Policy Framework, 2022. This document establishes guidelines for effective governance and management of ICT resources within the public service. It aims to enhance accountability, transparency, and efficiency in the utilisation of technology to support service delivery and organisational objectives.

Public Service Corporate Governance of Information and Communication Technology Policy Framework, 2022. This document provides a structured approach to governing ICT resources within the public sector to ensure alignment with national development goals. It emphasises principles such as accountability, transparency, and efficiency to optimise ICT utilisation, improve service delivery, and foster innovation across government institutions.

National Policy on Data and Cloud, 2024. This document outlines a comprehensive framework for the secure, ethical, and efficient management of data and cloud computing technologies to drive digital transformation and economic growth. It aims to promote data sovereignty, enhance cybersecurity, and ensure equitable access to cloud services while fostering innovation and supporting public and private sector collaboration.

Digital Payments Roadmap: Towards Inclusive, Accessible, Effective and Sustainable Digital Payments in South Africa, 2024. This document outlines a strategic plan to modernize the country's payment ecosystem, ensuring greater financial inclusion and accessibility for all citizens. It focuses on leveraging technology to create secure, efficient, and sustainable digital payment solutions that support economic growth, reduce cash dependency, and empower underserved communities.

Summary Report and Recommendations: Presented by the Presidential Commission on the Fourth Industrial Revolution (4IR), 2020. This document provides a strategic framework to position the country as a global leader in harnessing 4IR technologies for inclusive economic growth and development. It emphasises the need for investment in digital infrastructure, skills development,

innovation, and regulatory reforms to ensure South Africa benefits from advancements in artificial intelligence, robotics, and other emerging technologies.

Monitoring, Evaluation and Learning

Introduction

Establishing a robust monitoring and evaluation (M&E) system is vital for the success of digital transformation initiatives, particularly within the South African government context. Such a system allows for the systematic assessment of progress, enabling stakeholders to make informed decisions based on relevant data. An effective M&E framework not only identifies strengths and weaknesses but also provides essential feedback to adapt strategies in real time. The effective communication between various actors in the sector exemplifies how M&E can facilitate engagement and drive improvements. Additionally, the evolution of the digital transformation of government services showcases the importance of understanding user needs for effective and efficient service delivery. Thus, M&E becomes a cornerstone for ensuring the successful implementation and sustainability of digital services within government frameworks.

Objectives

The objective of M&E Plan is to facilitate performance management, continuous learning and improved decision-making. This is done by providing relevant, comprehensive and timely information to decision makers to support them in improving program quality, efficiency, effectiveness, and the impact of the Digital Transformation Program on accessing government services.

a) Monitor Progress: The primary objective is to continuously monitor the progress of digital transformation initiatives. This involves tracking key performance indicators (KPIs) to ensure that projects are on track and objectives are being met.

b) Evaluate Impact: Evaluate the impact of digital transformation efforts on service delivery, efficiency, user satisfaction, and overall governance. This helps in understanding the real-world implications and benefits of the transformation.

c) Learn and Adapt: Facilitate a culture of continuous learning and improvement. The framework aims to capture lessons learned, identify best practices, and adapt strategies based on real-time feedback and evaluation findings.

d) Ensure Accountability: Establish clear accountability mechanisms by defining roles and responsibilities for various stakeholders involved in the digital transformation process. This ensures that all parties are held accountable for their contributions and performance.

e) Inform Decision-Making: Provide evidence-based insights and data to inform decision-making at various levels of government. This helps in making informed choices about resource allocation, policy adjustments, and strategic direction.

f) Enhance Transparency: Promote transparency by systematically documenting and reporting on the progress and outcomes of digital transformation initiatives. This fosters trust among stakeholders, including citizens, and enhances public confidence in government services.

g) Optimize Resource Utilization: Ensure that resources, including budget, personnel, and technology, are used efficiently and effectively. This involves identifying areas where resources can be reallocated or optimized to achieve better outcomes.

Rationale for the MEL Framework in Digital Transformation

The MEL framework is a vital component of the digital transformation process. It provides the structure and tools needed to monitor, evaluate, and learn from digital initiatives, ensuring that they achieve their intended objectives and deliver value to citizens and stakeholders. The reasons include:

- Alignment with Strategic Goals: The MEL framework ensures that digital transformation initiatives are aligned with the government's strategic goals and priorities. This alignment helps in achieving overarching objectives, such as improved public service delivery, enhanced governance, and increased citizen engagement.
- Evidence-Based Insights: By systematically collecting and analysing data, the MEL framework provides evidence-based insights into the effectiveness of digital transformation efforts. This evidence is crucial for making informed decisions and adjustments to strategies and plans.
- Risk Management: The framework helps in identifying potential risks and challenges early in the process. By monitoring progress and evaluating outcomes, it becomes possible to implement mitigation strategies and address issues before they escalate.
- Stakeholder Engagement: Engaging stakeholders, including government agencies, private sector partners, and citizens, is critical for the success of digital transformation. The MEL framework facilitates ongoing communication and collaboration, ensuring that stakeholders are informed and involved in the process.
- Continuous Improvement: Digital transformation is an ongoing process that requires continuous improvement. The MEL framework promotes a culture of learning and adaptation, enabling the government to refine its approach and achieve better results over time.
- Transparency and Accountability: By providing regular reports and updates on the progress of digital transformation initiatives, the MEL framework enhances transparency and accountability. This builds trust and confidence among citizens and other stakeholders.
- Resource Optimization: Effective monitoring and evaluation help in identifying areas where resources can be used more efficiently. This ensures that investments in digital transformation yield maximum benefits and contribute to sustainable development.

Scope of the MEL Framework

The scope of the Monitoring, Evaluation, and Learning (MEL) framework will encompass two key streams aimed at achieving digital transformation. This includes:

Initiatives and Projects

- Initiative 1: Functional Digital Identity for People to Securely and Remotely Access Services
    - Project 1.1: Functional Digital Identity with Universal Biometrics
    - Project 1.2: Secure Digital Document Wallet
- Initiative 2: Data Exchange for Improved Access to Government Services, Policy Making and Service Delivery

- Project 2.1: Real-Time Data Access for Operations
- Project 2.2: Bulk Data Access to Research, Monitor and Promote Evidence-Based Policy Making
- Project 2.3: Personalised and Suggested Services

- Initiative 3: Digital Payments for Cost-Effective and Easy-to-Initiate Transactions
  - Project 3.1: Instant, Effortless and Cost-Effective Payments for All
  - Project 3.2. Improved Government Payments - A E2E G2P System for Agencies
  - Project 3.3: Improved Government Payments - A E2E G2P System for Departments
- Initiative 4: Trusted Digital Channels for Accessing Government Information and Services
  - Project 4.1: A Zero-Rated Website for Access to All Government Information
  - Project 4.2: A Zero-Rated Platform to Access All Government Services

Delivery Mechanisms

- Delivery Mechanism 1: Coordination Through an Effective IDWG
- Delivery Mechanism 2: Building a Digital Government Capability
- Delivery Mechanism 3: Unlocking Innovation Through Non-Government Ecosystems
- Delivery Mechanism 4: Cross-Cutting Enablers

Theory of Change

Vision and Mission of the Digital Transformation

Vision

Inclusive, secure and people-centered services for all

This vision encapsulates the ultimate goal of the digital transformation, which is to leverage digital technologies to enhance the quality of government services, ensure accessibility for all people, and promote a culture of innovation and transparency within the government. By doing so, the government aims to drive sustainable development and improve the overall quality of life for its citizens.

Mission
Bringing world class services to the people by leveraging new technologies, capabilities and infrastructure across government

Key components of the mission include:

a) Integration of Cutting-Edge Technologies: Adopting and deploying the latest digital technologies, such as artificial intelligence, machine learning, blockchain, and the Internet of Things (IoT), to enhance service delivery and operational efficiency.

b) Process Optimization: Streamlining and optimizing government processes to eliminate inefficiencies, reduce bureaucracy, and improve service delivery times.

c) Empowerment of Public Servants: Providing training and capacity-building programs to equip public servants with the skills and knowledge needed to leverage digital tools and technologies effectively.

d) User-Centric Services: Designing and delivering government services that are user-centric, accessible, and tailored to the needs of citizens, ensuring a positive user experience.

e) Data Privacy and Security: Implementing robust data privacy and security measures to protect citizen data and maintain public trust in digital government services.

f) Continuous Improvement: Fostering a culture of continuous learning and improvement to adapt to evolving technologies and changing citizen needs.

Key Change Pathways for Digital Transformation

Digital transformation involves a series of interconnected change pathways through which government services can be improved and modernized. These pathways outline the essential processes and areas of focus that will drive the transformation. Here are the key change pathways:

Process Automation and Optimization

- Streamlining Government Processes: Automating repetitive and manual tasks to improve efficiency and reduce processing times.
- Optimizing Workflows: Reengineering workflows to eliminate bottlenecks and enhance overall service delivery.

Citizen-Centric Service Design

- User Experience (UX) Design: Designing digital services with a focus on usability, accessibility, and user satisfaction.
- Personalized Services: Tailoring services to meet the unique needs and preferences of individual citizens.

Digital Identity and Authentication

- Secure Digital Identity Systems: Implementing robust digital identity solutions for secure and seamless access to government services.
- Single Sign-On (SSO): Enabling citizens to access multiple government services with a single set of credentials.

Data-Driven Decision Making

- Data Analytics and Insights: Leveraging data analytics to gain insights into citizen needs and service performance.
- Evidence-Based Policy Making: Using data to inform policy decisions and improve service outcomes.

Interoperability and Integration

- System Integration: Ensuring that different government systems and platforms can communicate and share data effectively.
- Interoperable Standards: Adopting interoperable standards to facilitate seamless data exchange and collaboration.

Enhanced Cybersecurity and Data Protection

- Cybersecurity Frameworks: Implementing comprehensive cybersecurity measures to protect government data and systems.
- Data Privacy Regulations: Ensuring compliance with data privacy regulations to safeguard citizen information.

Digital Skills and Capacity Building

- Training and Development: Providing training programs to equip public servants with the skills needed for digital service delivery.
- Capacity Building: Building organizational capacity to manage and sustain digital transformation initiatives.

Innovation and Emerging Technologies

- Adoption of New Technologies: Integrating emerging technologies such as AI, blockchain, and IoT into government services.
- Innovation Labs: Establishing innovation labs to experiment with and develop new digital solutions.

Monitoring, Evaluation, and Learning (MEL)

- Continuous Monitoring: Regularly tracking progress and performance of digital transformation initiatives.
- Learning and Adaptation: Using evaluation findings to learn, adapt, and improve digital services continuously.

Assumptions and Risks Underlying the Theory of Change

Assumptions

Technology Adoption

- Assumption: Citizens and public servants will readily adopt and use new digital technologies and services.
- Reasoning: Successful digital transformation relies on the willingness and ability of users to embrace new technologies.

Infrastructure Readiness

- Assumption: Adequate digital infrastructure, including internet connectivity and hardware, will be available to support digital services.

- Reasoning: Reliable infrastructure is essential for the seamless delivery and access to digital services.

Data Availability and Quality

- Assumption: Sufficient and high-quality data will be available to support data-driven decision-making and service delivery.
- Reasoning: Accurate and comprehensive data is crucial for informed decision-making and effective service delivery.

Regulatory and Legal Support

- Assumption: The necessary regulatory and legal frameworks will be in place to support digital transformation initiatives.
- Reasoning: Supportive legal and regulatory environments are necessary to ensure compliance and protect user privacy and security.

Stakeholder Collaboration

- Assumption: Key stakeholders, including government agencies, private sector partners, and citizens, will collaborate effectively.
- Reasoning: Collaboration is essential for the successful implementation and sustainability of digital transformation initiatives.

Resource Availability

- Assumption: Adequate financial, human, and technological resources will be available to support digital transformation efforts.
- Reasoning: Sufficient resources are necessary to implement and maintain digital services and infrastructure.

Change Management

- Assumption: Effective change management strategies will be in place to manage the transition to digital services.
- Reasoning: Change management is crucial for addressing resistance and ensuring a smooth transition to digital services.

Potential Risks

Resistance to Change

- Risk: Resistance from public servants or citizens who are reluctant to adopt new technologies and processes.
- Mitigation: Implement comprehensive change management strategies, including training, communication, and support programs.

Cybersecurity Threats

- Risk: Increased vulnerability to cyberattacks and data breaches as more services move online.

- Mitigation: Implement robust cybersecurity measures, including threat detection systems, encryption, and incident response plans.

Data Privacy Concerns

- Risk: Concerns about the privacy and security of personal data collected and processed by digital services.
- Mitigation: Ensure compliance with data protection regulations and implement strong data privacy measures.

Infrastructure Limitations

- Risk: Inadequate digital infrastructure, such as internet connectivity and hardware, to support digital services.
- Mitigation: Invest in improving digital infrastructure and ensure equitable access to digital services.

Resource Constraints

- Risk: Limited financial, human, or technological resources to support digital transformation initiatives.
- Mitigation: Secure sufficient funding, recruit skilled personnel, and leverage public-private partnerships.

Technical Challenges

- Risk: Technical difficulties in integrating new technologies with existing systems and ensuring interoperability.
- Mitigation: Conduct thorough technical assessments and implement interoperable standards and best practices.

Regulatory and Legal Barriers

- Risk: Regulatory and legal barriers that hinder the implementation of digital transformation initiatives.
- Mitigation: Work with policymakers to develop supportive legal and regulatory frameworks.

User Accessibility and Inclusivity

- Risk: Digital services may not be accessible to all users, particularly those with disabilities or limited digital literacy.
- Mitigation: Design services with accessibility and inclusivity in mind and provide training and support for users.

Indicators and Metrics

Initiatives: Projects and Milestones

Indicative measures play a crucial role in monitoring and evaluation (M&E) by providing actionable insights, facilitating efficient tracking, and guiding informed decision-making. Given the complexity of projects, the level of detail required to measure progress, outcomes, and impact largely depends on collaboration and active engagement with key stakeholders. These measures are essential in breaking down complex outcomes into manageable, measurable components. By representing key milestones, indicative measures simplify the evaluation process, making it more effective and less overwhelming by avoiding excessive data collection. For each initiative and project, a comprehensive project plan will be complemented by a detailed M&E plan to ensure a structured and systematic approach.

Apart from the technical indicators assigned to each project, the monitoring and evaluation (M&E) process will also focus on assessing the administrative performance of the projects. This ensures that operational and organizational aspects of the projects are effectively managed and aligned with overall objectives. The administrative indicators to be tracked will include, but are not limited to, the following:

- Availability of a Comprehensive Project Plan - This includes well-defined activities, milestones, and targets that provide a roadmap for the project's execution. The plan should be updated regularly to reflect progress and any changes to the scope or timeline.
- Detailed Project Monitoring Plan - A framework that outlines the methodologies, tools, and frequency of monitoring activities, ensuring consistent tracking of both technical and administrative indicators.
- Documented Minutes of Project Meetings - Accurate and well-organized records of discussions, decisions, and action points from project meetings, ensuring transparency and accountability in decision-making processes.
- Regularly Compiled Project Review Reports - These reports summarize progress, challenges, and corrective actions, providing a comprehensive overview of the project's status and informing strategic adjustments.
- Comprehensive List of Key Stakeholders - A clearly defined and regularly updated list of individuals and organizations involved in or impacted by the project. This should include roles, responsibilities, and communication channels to facilitate effective engagement and collaboration.
- Staff and Resource Allocation Plans - Documentation of human and material resources assigned to the project, ensuring that teams are adequately supported to achieve the desired outcomes.

Milestone	Indicative Measures	Data Source	Frequency of Data Collection
Initiative: Digital Identity - universal access to a secure functional digital identity used universally across government departments and entities for biometrically enabled access to services			
Project 1.1: Initiatives: Functional digital identity for people to securely and remotely access services			
Begin drive of the Smart ID for citizens who hold an ID Book and a Passport	Percentage of individuals who have successfully transitioned from holding an ID Book and a Passport to having a Smart ID	• Government ID issuance records • Smart ID registration databases • Progress reports from relevant authorities	Quarterly
Launch a functional digital ID for people to access government services through remote authentication	Percentage of eligible individuals who have successfully obtained a functional digital ID and are able to access government services through remote authentication	• Digital ID issuance records • Authentication system logs • User feedback and reports	Quarterly
Begin drive of the Smart ID for permanent residents	Percentage of permanent residents who have successfully transitioned from holding traditional identification documents to having a Smart ID.	• Government ID issuance records • Smart ID registration databases • Progress reports from relevant authorities	Quarterly
Begin drive of the Smart ID for citizens receiving grants	Percentage of individuals receiving grants who have successfully transitioned from traditional identification documents to having a Smart ID.	• Government ID issuance records • Grant administration databases • Progress reports from relevant authorities	Quarterly
Achieve 90% uptake of the Smart ID for all citizens	Percentage of all citizens who have successfully transitioned from traditional identification documents to having a Smart ID.	• Government ID issuance records • National population registries • Progress reports from relevant authorities	Quarterly
DHA System Stabilisation and Enhancement	Percentage of planned stabilisation and enhancement activities for the DHA (Department of	• Project management records	Quarterly

Milestone	Indicative Measures	Data Source	Frequency of Data Collection
	Home Affairs) system that are completed by the specified target date	• Progress reports from the DHA system enhancement team • System performance logs	
Establish an independent identity management entity including housing of biometrics	Percentage of planned activities for establishing an independent identity management entity, including the integration and housing of biometric data, completed by the specified target date	• Project management records • Progress reports from the establishment team • System integration and biometric housing logs	Quarterly
Project 1.2: Verified Document Sharing and Wallet			
Develop the systems required for digital verification of information	percentage of successfully verified credentials without errors	• Project management records • Progress reports from the establishment team • Log of initiatives	Quarterly
Develop a government verified credential wallet that allows people to share verified information. Include education certificates, driver's licenses, and identity documents	number of users who have registered for the credential wallet	• Project management records • Progress reports from the establishment team	Quarterly
Pilot integration with job search and placement platforms to test how verified information can be used to apply for employment opportunities	percentage of job seekers who successfully secure employment through the pilot program using verified credentials	• Project management records • Progress reports from the establishment team	Quarterly
Provide access to 15 more verified credentials	Number of verified credentials accessed	• Project management records • Progress reports from the establishment team	Quarterly
Provide access to 30 more verified credentials	Number of verified credentials accessed	• Project management records • Progress reports from the establishment team	Quarterly
Initiative 2: Data Exchange for Improved Access to Government Services, Policy Making and Service Delivery			
Project 2.1: Real-Time Data Access for Operations			

Milestone	Indicative Measures	Data Source	Frequency of Data Collection
Implement a data exchange platform to promote the eligibility testing of grants with relevant administrative datasets	Percentage of grant eligibility tests successfully conducted using the implemented data exchange platform, compared to the total number of grant eligibility tests conducted.	• Data exchange platform logs • Grant eligibility testing records • User feedback and reports	Quarterly
Develop a Master Social Security Registry (MSSR) developed by combining existing social protection registries	Percentage of existing social protection registries successfully integrated into the Master Social Security Registry (MSSR).	• Integration reports • System logs • Feedback from registry administrators	Quarterly
IIncrementally roll-out the information exchange to at least 20 more databases	Percentage of new databases successfully integrated into the information exchange platform incrementally, with a target of integrating at least 20 more databases.	• Integration project records • System logs of the information exchange platform • Progress reports from relevant authorities	Quarterly
Open access to the data exchange platform to selected non-government entities to experiment with agency models and other innovations	Percentage of authorised non-government entities that have accessed and utilized the data exchange platform to experiment with agency models and other innovations	• Access logs from the data exchange platform • Usage reports from non-government entities • Feedback and innovation reports from participating entities	Quarterly
Enforce the use of master datasets across government	Percentage of government agencies that have identified and are actively using master datasets for their data management and operational needs.	• Progress reports and records • Data usage logs • Compliance and enforcement reports	Quarterly
Implement an 'Enter Data Once' policy for government to enforce the use of the data exchange platform	Percentage reduction in duplicate data entries across government systems, reflecting the successful implementation and enforcement of the 'Enter Data Once' policy using the data exchange platform.	• Government system logs • Data exchange platform records • Reports from relevant departments	Quarterly

Milestone	Indicative Measures	Data Source	Frequency of Data Collection
Project 2.2: Bulk Data Access to Research, Monitor and Promote Evidence-Based Policy Making			
Provide access to research quality instances of the datasets connected in the data exchange pilot in National Treasury Secure Data Facility (SDF)	Percentage of datasets from the data exchange pilot that are made available as research-quality instances within the National Treasury Secure Data Facility (SDF	• Data exchange platform logs • National Treasury Secure Data Facility access records • Reports from relevant authorities	Annual
Provide access to research quality instances of a new dataset from each of health, employment and social protection in the SDF	Percentage of datasets that are accessible and usable for research purposes	• Progress reports and records • Data logs	Quarterly
Provide remote access to the Secure Data Facility	Percentage of authorized users who have successfully gained remote access to the Secure Data Facility (SDF)	• Remote access logs • User access records from the Secure Data Facility • IT system reports	Quarterly
Provide access to 5 more datasets in the SDF	Number of new datasets added to the Secure Data Facility (SDF) that are made available for access	• SDF access records • Data exchange logs • Reports from relevant authorities	Quarterly
Develop a GIS DPI for spatial analytics and planning	Percentage of planned functionalities and use cases for the Geographic Information System (GIS) Data Processing Interface (DPI) pilot that are successfully implemented and utilized	• GIS system logs • User feedback and usage reports • Progress reports from the pilot team	Quarterly
Provide access to 10 more datasets in the SDF	Number of additional datasets added to the Secure Data Facility (SDF) that are made available for access	• SDF access records • Data exchange logs • Reports from relevant authorities	Quarterly
Project 2.3: Personalised and Suggested Services			
Automate linking of people accessing social grants with learning or earning opportunities	Percentage of social grant recipients who are successfully linked to learning or earning opportunities using integrated data	• integrated data platform logs • Social grant records • Employment opportunity databases	Quarterly

Milestone	Indicative Measures	Data Source	Frequency of Data Collection
Automatic enrollment of learners in primary and secondary schools based on location	percentage of eligible learners who are successfully enrolled in primary and secondary schools based on their location, through the automated enrolment system (opt-in)	• Enrolment system logs • School records • Opt-in consent records	Quarterly
Automatic allocation of NSFAS bursaries based on eligibility of family and student	Percentage of learners from social grant recipient families who are automatically awarded NSFAS bursaries upon acceptance at universities	• NSFAS records • University acceptance records • Social grant recipient records	Quarterly
Automatic onboarding of the old age pension grant	Percentage of eligible individuals who are automatically processed for old age pension grants based on their qualifying age and historical income levels	• Pension grant processing records • Historical income data • Age verification records	Quarterly
Seamless onboarding of grant recipients on Public Employment Programmes or Employment Services using push notifications for invitation	Percentage of grant recipients successfully onboarded onto Public Employment Programmes or Employment Services using push notifications for invitation	• Push notification logs • Employment programme records • Grant recipient databases	Quarterly
Automatic onboarding of the child support grants in a phased manner starting with urban areas, followed by peri-urban and finally rural areas	Percentage of eligible children automatically onboarded to the child support grant program	• Child support grant records • Eligibility verification records • Social services databases	Quarterly
Initiative 3: Digital Payments for Cost-Effective and Easy-to-Initiate Transactions			
Project 3.1: Instant, Effortless and Cost-Effective Payments for All			
Conduct a cost-benefit analysis on the feasibility of a domestic card payment scheme, with a focus on potential applications for social grant recipients	Reduction in costs associated with implementing the card payment scheme compared to existing payment methods	• Cost-benefit analysis Research report	Once
Establish a Public Payments Utility for transaction processing	Volume of transactions processed by the Public Payments Utility within a specific time period	• Public Payments Utility transaction logs • Financial reports • System performance metrics	Quarterly

Milestone	Indicative Measures	Data Source	Frequency of Data Collection
Begin rolling out a digital financial identity solution	Percentage of eligible individuals who are enrolled in the digital financial identity solution during the rollout phase	• Enrolment system logs • User registration records • Progress reports from the implementation team	Quarterly
Provide instant, cost-effective payments to a preferred store of value through the Rapid Payments Programme	Average time taken to complete a payment transaction	• User registration records • Progress reports from the implementation team	Quarterly
Project 3.2.1: Improved Government Payments - A E2E G2P System for Agencies			
Develop E2E G2P system for Child Support and SRD370 Grants	percentage of successful deployments of the E2E G2P system for Child Support and SRD370 Grants	• System deployment logs • User feedback and system usage records • Grant distribution records	Quarterly
Develop the Payment Gateway for Government-to-Person payments in SASSA	percentage of successful person-to-government payments processed through the payment gateway during the pilot phase in SASSA.	• Payment gateway logs • SASSA financial records • User feedback and reports	Quarterly
Deploy the E2E system in two more government entities, leveraging the payment gateway	Number of successful integrations with government databases	• Progress reports from the implementation team	Quarterly
Deploy the E2E G2P system in one more government entity, leveraging the payment gateway	Percentage of successful deployments of the E2E G2P system in additional government entities, leveraging the payment gateway.	• Deployment logs from each government entity • Payment gateway usage records • User feedback and reports	Quarterly
Enable government-to-business (G2B) and business-to-government (B2G) payments in the E2E system	successful G2B and B2G payments processed through the payment gateway during the pilot phase	• Payment gateway logs • Business transaction records • User feedback and reports	Quarterly
Project 3.2.2: Improved Government Payments - A E2E G2P System for Departments			
Research the potential savings of a government payments switch	Estimated savings (rand value) identified through research on switching to a government payments switch.	• Financial analysis reports • Payment transaction records • Research documentation	Annual
Develop a P2G payment module in IFMS	Percentage progress of developing a Person-to-Government (P2G) payment module within the Integrated Financial Management System (IFMS).	• Project management records • Development logs • Progress reports from the development team	Annual

Milestone	Indicative Measures	Data Source	Frequency of Data Collection
Develop a government payments switch conditional on the research results	progress of developing a government payments switch based on the results of the savings potential research.	• Project management records • Development logs • Progress reports from the development team • Research findings	Annual
Initiative 4: Trusted Digital Channels for Accessing Government Information and Services			
Project 4.1: A Zero-Rated Website for Access to All Government Information			
Develop a best-in-class website for accessing government information	Quality and usability of the newly developed government information website based on various criteria including user satisfaction, accessibility, and feature completeness	• User feedback and satisfaction surveys • Accessibility compliance reports • Feature completeness checklists	Annual
Migrate three priority national department websites to GOV.ZA	Percentage of migration activities completed for the three priority national department websites to GOV.ZA	• Migration project logs • Progress reports from IT teams • User acceptance testing (UAT) results	Quarterly
Zero-rate the website	Percentage of successful zero-rating implementations for the website, ensuring that users can access the website without incurring data costs	• Network provider reports • User access logs • Feedback and surveys from users	Annual
Complete migration of remaining national department websites to GOV.ZA	Number of government departments migrated onto the GOV.ZA website	• Progress reports from the implementation team	Annual
Project 4.2: A Zero-Rated Platform to Access All Government Services			
Launch a best-in-class platform to access government services with a tiered system of profiles and authentication processes	Best-in-class platform with a tiered system of profiles and authentication processes launched by target date	• Progress reports from the implementation team	Quarterly

Milestone	Indicative Measures	Data Source	Frequency of Data Collection
Offer remote onboarding to 3 priority services from grants and labour ensuring they comply with required standards	Number of remote onboarding processes that comply with the required standards for 3 priority services across grants and labour	• Onboarding system logs • Compliance audit reports • User feedback	Annual
Zero-rate the platform	Rating assessed	• progress update reports	Quarterly
Offer 20 priority services onto the platform ensuring they comply with required standards	Number of priority services successfully migrated onto the platform, ensuring they comply with required standards.	• Migration project logs • Compliance audit reports • User feedback	Annual
Expand and Enable access for 3rd party channels (e.g. payfine, municipal bill payments, car licence renewals)	Number of users accessing services via 3rd party channels.	• 3rd party channel access logs • User feedback and surveys • Service usage reports	Annual
Develop a common set of channels for government to communicate with people	Number of government departments utilizing the common set of communication channels to interact with people	• Communication channel usage logs • User feedback and surveys • Reports from government departments	Annual
Develop a scheduling system for people and organisations to present at physical points of service	Number of successful scheduling system implementations for people and organizations to present at physical points of service during the pilot phase.	• Scheduling system logs • User feedback and surveys • Reports from physical points of service	Annual
Migrate 50 priority services onto the platform ensuring they comply with required standards	Number of priority services successfully migrated onto the platform ensuring they comply with the required standards	• Migration project logs • Compliance audit reports • User feedback and usage records	Annual
Ensure 50% of South African internet users have been onboarded to and used the platform at least once	Number of South African internet users who have been successfully onboarded to and are actively using the platform	• User registration logs • Platform usage analytics • User feedback and surveys	Annual
Project 4.3: An Integrated Human Resources Management System for Government Staff			
Develop a scheduling system for people and organisations to present at physical points of service	Percentage of scheduled appointments that are successfully attended by the participants	• Progress update reports	Quarterly

Milestone	Indicative Measures	Data Source	Frequency of Data Collection
Migrate 50 priority services onto the platform ensuring they comply with required standards	Number of priority services migrated onto the platform ensuring they comply with required standards	• Progress update reports	Quarterly
Ensure 50% of South African internet users have been onboarded to and used the platform at least once	Percentage of South African internet users have been onboarded Percentage of South African internet users that have been onboarded used the platform at least once	• Progress update reports	Quarterly
Project 4.3: An Integrated Human Resources Management System for Government Staff			
Launch a new HR system for government departments in IFMS	Level of operationalisation of HR system for government departments in IFMS	• Progress update reports	Quarterly
Incrementally enhance the system through additional modules	Number of modules added to the system	• Progress update reports	Quarterly

Delivery Mechanisms

Milestone	Activity	Indicator	Data Source	Frequency of Data Collection
Mechanism: Coordination Through An Effective IDWG				
Secure funding and resources for the IDWG PMO and DSU	Ongoing engagement with key stakeholders to build a IDWG PMO and DSU	Percentage of required resources and processes secured or in place for implementation.	• Project Plans and Schedules: • Resource Allocation Reports: • Budget and Financial Records: • Meeting Minutes and Progress Reports:	Quarterly
Operationalise the IDWG and establish its Project Management Office (PMO)	Launch of the IDWG	IDWG launched by target date	• IDWG Launch Agenda and Invitations • Launch even report	Jan – March 2025
	Develop a PMO Charter	PMO Charter developed by target date	• Key performance indicators and indicator matrix • PMO Charter	Quarter 1 - 2025
	Establish Governance Framework	Governance framework adopted by target date	• Compliance and governance documents	Quarter 1 - 2025
	Identify and document Project Management Methodologies	Percentage of projects using the new methodologies within a defined period after documentation.	• Project management handbook	Quarter 1 - 2025
	Recruit and appoint staff	Percentage of the PMO and DSU posts filled	• Letters of appointment • Signed performance contracts	Quarter 1 - 2025
	Develop terms of reference/SOW for PMO Staff	Terms of reference/SOW for PMO Staff developed by target date	Scope of Work	Quarter 1 - 2025
	Develop performance and accountability matrix to track performance of the PMO	A performance and accountability matrix to track performance of the	Detailed minutes from the employee review process	Bi-annually

Milestone	Activity	Indicator	Data Source	Frequency of Data Collection
		PMO developed by target date. (1) average time taken to complete projects compared to the planned schedule (2) percentage of projects completed within the allocated budget (3) stakeholder satisfaction with the PMO's performance (4) number of risks identified, mitigated, and resolved (5) adherence to project management standards and methodologies		
Develop a monitoring, evaluation, reporting, and learning (MERL) strategy.	Develop a Theory of Change	Theory of change developed for each project by target date	Signed off Project documents that includes the ToC and Results Framework	Quarterly
	Design Monitoring and Evaluation Framework	Index to measure the development and implementation of the MEL Framework: (1) the MEL framework includes objectives, indicators, data collection methods, analysis procedures, and reporting timelines (2) availability of a costed M&E plan	• MEL Framework • Costed M&E Plan • M&E Data Collection tools and templates	Quarter 1 - 2025

Milestone	Activity	Indicator	Data Source	Frequency of Data Collection
		(3) availability of systems and tools for data collection, storage, and management are in place and operational		
	Establish Reporting Mechanisms - Define the format and frequency of reports, and identify the stakeholders who will receive them.	MEL reports drafted and shared with stakeholders by target date	• MEL Reports	Quarterly
		Number of sessions facilitated by PMO to share findings and lessons learned to stakeholders to promote transparency and accountability	• Minutes and PPTs from stakeholder meetings	Quarterly
Establish a local stakeholder group to engage with non-government partners	Identify and Invite Stakeholders:	Percentage of invited stakeholders who participate in meetings.	Stakeholder List	Quarterly
	Schedule and hold regular meetings	Number of meetings held per year and average attendance rate.	Minutes of meetings	Quarterly
	Monitor the progress of group activities and projects	Number of completed joint projects and their outcomes documented	Project progress update reports	Quarterly
Resource and operationalise the communication and engagement strategy	Develop Communication Plan	Number of communication activities implemented	Progress update report	Quarterly
		Number of social media events conducted	Media events reports	Quarterly
	Conduct surveys, focus groups, and interviews to assess the impact of communication efforts.	Stakeholder satisfaction scores from surveys and focus groups	Survey report	Annually

Milestone	Activity	Indicator	Data Source	Frequency of Data Collection
Secure input from International Experts through an international advisory group	Identify and Invite Experts	Establishment of the external expert panel.	List of names of external experts	March 2025
	Conduct Regular Meetings	Number of meetings held per year and average attendance rate.	Minutes of meetings	Quarterly
	Create platforms for sharing knowledge, such as webinars, online forums, or collaborative documents	Number of webinars, research papers, or collaborative documents produced.	Research papers PPT from Webinars	Quarterly
Mechanism: Building A Digital Government Capability				
Establish a Digital Service Unit (DSU) under the Presidency	Identify and allocate the necessary resources, including budget, personnel, and technology infrastructure, to support the DSU	Percentage of Resources Allocated vs. Planned	Progress update report	Quarterly
	Create a comprehensive strategic plan that outlines the steps, timelines, and responsibilities for establishing the DSU	Comprehensive strategic plan with timelines, and responsibilities for establishing the DSU developed by target date	Strategic Plan Progress update reports	Quarterly
	Establish governance structures to oversee the DSU's operations, including a steering committee and working group	Level of functionality of governance structures (e.g., steering committee, working groups) that have been established	Governance assessment report	Annually
	Train staff and build capacity to ensure they have the skills and knowledge needed to support the DSU	Percentage of staff who have completed the required training programs	Training report	Quarterly
Establish a sandbox environment to develop and test new technologies	Define the purpose and scope of the sandbox environment, including the types of technologies and projects to be tested.	Project concept note and workplan developed by target date	Project documents for the Sandbox	Quarterly

Milestone	Activity	Indicator	Data Source	Frequency of Data Collection
	Develop the technical architecture for the sandbox, ensuring it is flexible and scalable to accommodate various technologies	Percentage of architectural components that meet predefined flexibility and scalability criteria, ensuring that the sandbox environment can accommodate various technologies.	Project documents for the Sandbox	Quarterly
	Create comprehensive testing frameworks and guidelines for evaluating new technologies within the sandbox	Percentage of planned tests that have been completed within the sandbox environment.	Piloting and testing report	Quarterly
	Launch initial pilot tests to validate the sandbox environment and make necessary adjustments	Maturity level of technologies tested within the sandbox	Progress update report	Quarterly
		Number of new technologies or improvements developed and tested within the sandbox	Progress update report	Quarterly
		Percentage of tests and technologies that meet regulatory and compliance requirements	Progress update report	Quarterly
	Establish mechanisms for continuous monitoring and improvement of the sandbox environment based on feedback and testing results	User Feedback form developed to capture stakeholders on the effectiveness and usability of the sandbox environment	Stakeholder feedback report	Quarterly
Align public servant performance goals with digital transformation objectives	Identify and integrate digital competencies and skills into the performance evaluation criteria for public servants.	Number of staff in government departments have demonstrated digital competencies and skills.	Performance review reports	Bi-annually

Milestone	Activity	Indicator	Data Source	Frequency of Data Collection
	Develop competency frameworks that outline the digital skills required for different roles.	Competency levels among public servants, measured through pre- and post-training assessments.	Competency Framework and assessment tools	Annual
Align public servant performance goals with digital transformation objectives	Implement regular performance reviews and feedback sessions to assess progress towards digital transformation objectives	Average performance review scores related to digital transformation goals, tracked over time	Performance review reports	Bi-annually
	Highlight success stories and best practices to motivate others and foster a culture of continuous improvement	Number of best practice case studies documented	Case studies	Quarterly
Establish a National Data Governance Authority	Draft and enact legislation to formally establish the National Data Governance Authority.	Percentage of key legislative milestones achieved (e.g., draft bill, public consultations, enactment of legislation).	Progress update report	Quarterly
	Engage with key stakeholders to gather input and build consensus.	Number of stakeholder consultations, workshops, and public meetings conducted.	Progress update report	Quarterly
	Develop a comprehensive governance framework that includes policies, standards, and guidelines for data management and protection.	Percentage of governance framework components (policies, standards, guidelines) developed and implemented	• Governance framework • Progress update report	Quarterly
	Establish committees and working groups to oversee specific aspects of data governance	Number of working groups operational	Progress update report from working groups	Quarterly
	Develop a robust data management systems and tools to support data collection, storage, analysis, and sharing	Percentage of data management systems and tools deployed and operational.	Progress update report	Quarterly

Milestone	Activity	Indicator	Data Source	Frequency of Data Collection
Establish a National Data Governance Authority	Ensure interoperability and integration with existing systems and platforms.	Number of successful integrations between the new systems or platforms and existing ones, ensuring seamless interoperability	Progress update report	Quarterly
	Establish mechanisms for monitoring and enforcing compliance with data governance policies and regulations.	Number of compliance audits conducted and compliance rates achieved.	Audit report	Quarterly
	Develop a reporting system for data breaches and non-compliance incidents.	Percentage of data breaches and non-compliance incidents that are reported through the established reporting system, indicating the effectiveness and utilization of the reporting system	Incident report	Quarterly
Establish a National Cyber Security Authority	Draft and enact legislation to formally establish the National Cyber Security Authority.	Percentage of key legislative milestones achieved (e.g., draft bill, public consultations, enactment of legislation)	Progress update report	Quarterly
	Establish committees and working groups to oversee specific aspects of cybersecurity governance	Number of working committees established and are functional	Working Group Progress update report	Quarterly
	Implement robust cybersecurity infrastructure, including threat detection and response systems, firewalls, and encryption technologies.	Percentage of cybersecurity infrastructure components (e.g., threat detection systems) deployed and operational.	Incident report	Quarterly

Milestone	Activity	Indicator	Data Source	Frequency of Data Collection
Establish a National Cyber Security Authority	Develop and implement an incident response plan to address and mitigate cybersecurity threats and breaches.	Incidence response rate	Incident report	Quarterly
	Establish mechanisms for monitoring and enforcing compliance with cybersecurity policies and regulations	Number of compliance audits conducted and compliance rates achieved.	Audit report	Quarterly
	Develop a reporting system for cybersecurity incidents and non-compliance incidents.	Reporting system for cybersecurity incidents and non-compliance incidents developed and operationalised by target date	Incident report	Quarterly
Establish a National Enterprise Architecture Board	Draft the mandate, scope, and responsibilities, including its governance and decision-making processes	Percentage of key milestones achieved (e.g., draft document, public consultations, enactment of legislation).	Progress update report	Quarterly
	Engage with key stakeholders to gather input and build consensus.	Number of stakeholder consultations, workshops, and public meetings conducted.	Progress update report	Quarterly
	Establish committees and working groups to oversee specific aspects of enterprise architecture governance.	Number of working committees established and are functional	Progress update report	Quarterly
	Implement robust enterprise architecture tools and methodologies to support the Board's activities.	Percentage of enterprise architecture tools and methodologies deployed and operational.	Progress update report	Quarterly

Milestone	Activity	Indicator	Data Source	Frequency of Data Collection
	Develop and implement an incident response plan to address and mitigate cybersecurity threats and breaches.	Incidence response rate	Incidence report	Quarterly
	Establish mechanisms for monitoring and enforcing compliance with enterprise architecture policies and regulations	Number of compliance audits conducted and compliance rates achieved.	Audit report	Quarterly
Establish a National Enterprise Architecture Board	Develop a reporting system for enterprise architecture compliance and non-compliance incidents	Percentage of data breaches and non-compliance incidents that are reported through the established reporting system, indicating the effectiveness and utilization of the reporting system	Incidence report	Quarterly
Strengthen the Government IT Officers' Council (GITOC), with shared tools and resources	Strengthen the Government IT Officers' Council (GITOC) with shared tools and resources	Operational level of GITOC	Progress update report	Bi-annually
Roll out training and capacity building programmes for public servants				
Identify and coordinate removal of legal and regulatory barriers impeding projects, with a first focus on data access in government				
Mechanism: Unlocking Innovation Through Non-Government Ecosystems				

Milestone	Activity	Indicator	Data Source	Frequency of Data Collection
Introduce an internship programme	Implementation of the internship program	Number of interns enrolled	Progress update report	Quarterly
Develop a programme to enhance the digital literacy of people who will use eGovernment services	Training programme on digital literacy for people who will use eGovernment services	Number of training programs facilitated Number of people participating	Progress update report	Quarterly
Establish a GovTech Centre of Excellence	(1) Establish governance frameworks (2) Develop standardised methodologies (3) Invest in tools and technologies (4) Build a Skilled and Multidisciplinary Team (5) Regularly monitor and evaluate performance	Level of functionality of the GovTech Centre of Excellence	Progress update report	Quarterly
Develop a community of GovTech practitioners	(1) Identify participants (2) Set up community of practice agenda (3) Document outcomes	Case studies produced quarters using the information from the community of GovTech practitioners	Case Study reports	Quarterly
Introduce a scholarship programme	(1) Develop terms of reference (2) Prepare advertisements (3) Screen and shortlist candidates for the scholarship program (4) Finalise the award of scholarship	Number of scholarships awarded	Progress update report	Quarterly
Launch an open learning curriculum for GovTech	(1) Develop curriculum (2) Pilot the curriculum (3) Launch the curriculum	Open learning curriculum for GovTech launched by target date	Report on the open learning curriculum for GovTech launch	Annual
Develop partnership frameworks to collaborate with non-government entities	(1) Develop the scope of work (2) Appoint steering committee	Partnership frameworks developed by target date	Minutes of steering committee meeting Partnership Framework	Annual

Milestone	Activity	Indicator	Data Source	Frequency of Data Collection
	(3) Draft and finalise the partnership frameworks to collaborate with non-government entities			
Share government resources and tools publicly	Identify resources Identify tools Identify and list the beneficiaries	Percentage of Government Resources and Tools Published Online	• Government websites and portals • Publication records and databases • Inventory logs of available government resources and tools	Quarterly
Mechanism: Cross-cutting enablers				
Establish voluntary community of people and businesses to poll needs and beta-test new capabilities	(1) Launch awareness campaigns to inform the public and businesses about the community initiative. (2) Develop an easy-to-use online platform for community members to register (3) Launch pilot projects to test new capabilities, inviting community members to participate and provide feedback (4) Organize feedback sessions to discuss the outcomes of beta tests and gather suggestions for improvement	(1) Number of individuals and businesses reached through the campaigns (2) Number of community members registered on the platform. (3) Number of community members participating in pilot projects. (4) Number of actionable insights gathered from sessions (5) Percentage of suggestions from feedback sessions implemented in subsequent iterations	Progress update report	Quarterly
Establish a catalogues to enhance transparency and improve insight of:	Government APIs and MISs with documentation	(1) Number of government APIs that are available and functional.	Progress update report	Quarterly

Milestone	Activity	Indicator	Data Source	Frequency of Data Collection
		(2) Number of APIs and Management Information Systems (MISs) with comprehensive and up-to-date documentation (3) Number of API calls or transactions over a specified period.		
	Government datasets and metadata	(4) Number of government data sets and metadata that are available	Progress update report	Quarterly
	Master data maintained using best-in-class data standards	(1) Percentage of master data that adheres to established data standards (2) Accuracy rate of master data based on periodic validation. (3) Percentage of master data records that are complete and fully populated. (4) Level of security measures implemented to protect master data.	Progress update report	Quarterly
	Government services and associated processes	(1) Number of government services available online.	Progress update report Audit Reports Website traffic reports	Quarterly

Milestone	Activity	Indicator	Data Source	Frequency of Data Collection
		(2) Turnaround time for service requests and process completion. (3) Number of users or transactions for each government service. (4) Accuracy rate of government service processes. (5) Level of transparency in government service processes.		
Develop norms and standards	Data Standards and Data Dictionary	Data Standards and Data Dictionary developed by target date	Data Standards and Data Dictionary	Annually
	API Standards	API Standards developed by target date	Report on the API standards	Annually
Develop and implement a user-friendly, interactive and modern service design manual and developer toolkit	(1) Conduct research and benchmarking (2) Clearly define the objectives and scope of the manual and toolkit (3) Develop comprehensive content covering service design principles, processes, methodologies, tools, and examples (4) Design and User Interface Planning (5) User Testing and Feedback (6) Conduct Training and Onboarding	Operationalise the user-friendly, interactive and modern service design manual and developer toolkit by target date	Progress update reports	Quarterly
Launch a repository of reusable capabilities and developer tools for	(1) Stakeholder Engagement and Communication:	Availability of repository of reusable capabilities and developer tools for	Progress update report Repository	Quarterly

Milestone	Activity	Indicator	Data Source	Frequency of Data Collection
government staff with associated documentation and materials	(2) Create comprehensive documentation for each capability and tool (3) Conduct training sessions and workshops for government staff to familiarize them with the repository and its contents (4) Set up mechanisms for users to provide feedback on the repository and its contents (5) Plan and host a launch event to unveil the repository, with keynotes from senior government officials and demonstrations of the tools and capabilities	government staff with associated documentation and materials		
Develop a comprehensive Cybersecurity strategy that protects all users accessing digital government products / services	(1) Develop scope of work (2) Develop detailed contents page (3) Develop draft strategy (4) Consultation with key stakeholders (5) Finalise Cybersecurity strategy	Cybersecurity strategy completed by target date	Cybersecurity strategy Progress update reports	Quarterly
Begin a rolling system rationalisation programme	(1) Assemble a cross-functional team consisting of IT, business unit leaders, and finance to oversee and guide the rationalization process (2) Conduct a System Inventory (3) Analyse and Categorize Systems	Develop a rationalisation roadmap by target date Percentage of the implementation activities completed	Progress update reports Rationalisation roadmap	Quarterly

Milestone	Activity	Indicator	Data Source	Frequency of Data Collection
	(4) Develop a Rationalization Roadmap (5) Perform impact analysis (6) Facilitate change management initiatives to help users adapt to new systems or processes			

Routine Monitoring

Routine Data Sources

Routine data sources refer to the collection, capturing and reporting of data needed for the MEL system. Monitoring data is important, as these answer questions about the resources and interventions needed and provided, and whether activities and interventions were implemented as planned. The routine monitoring data will provide:

- Data to explain the changes at the outcome and impact level. The implementation of activities and interventions will generate outputs and these outputs will be monitored to assess the extent to which they contribute to the immediate outcomes and collectively contribute to higher levels of change.
- Real-time data that can be used for day-to-day monitoring, coordination and planning for the project, unlike surveys and evaluation which simply provide a snapshot in time.

Routine Data Collection

The Results Framework outlines key indicators and targets that measure the success of various initiatives, projects, and mechanisms. The data collection tools detailed below facilitate the monitoring and reporting of progress against these indicators within the specified timeframe. This framework serves as a comprehensive guide to track the implementation of interventions. It includes periodic reports (quarterly or semi-annually, depending on the reporting frequency) using the following tools.

Activity Reporting Form

The activity-based reporting form is a structured document that will be used to monitor and report on the progress and outcomes of specific activities within a project. It provides a detailed account of each activity, including performance metrics, resources used, challenges faced, and stakeholder engagement.

Workshop Evaluation

The workshop evaluation forms will be used to gather immediate feedback about the workshop, training, or any capacity-building event. It is critical for the program to understand how the beneficiaries reacted to the interventions and what they learned. With participants gathered in one place, information can be easily and simultaneously accessed.

Data Quality Assess Forms

Data quality refers to the "fitness for use" of collected data and ensures that the processes of data collection, collation, and analysis produce data that is reliable and usable. Poor data management can result in low-quality data. Therefore, it is essential for this program to ensure high data quality. Data quality assessments would be conducted periodically, either every six months or annually, depending on the volume of transaction data and identified discrepancies.

Reporting by DIPS Program Management Team

The program management team will report on monitoring and evaluation information for the overall program and its projects bi-annually. Twice a year, project teams will be asked to provide updates using a standardized template, detailing progress on indicators in the projects' and DIPS Results Frameworks, including both quantitative analysis and narratives.

The team will also review project implementation progress using the existing routine data collection tools designed for the initiatives, projects and delivery mechanisms. Implementation Progress Reports (IPRs) are filed every six months, detailing overall program progress and updates on indicators.

Reporting by Projects

Once every fiscal year, the Program Management Team will request projects to provide relevant monitoring and evaluation information using a standardized template. This information will supplement what is provided by the program management team and will be the primary source of information related to program performance. The template will include sections for projects to deliver a narrative of progress over the past financial year and implementation period. Narrative sections will seek information on:

- Main achievements and results in the past financial year or implementation period;
- Explanations of any changes in basic program data such as over or under performance, factors facilitating or impeding the project, closing date, mid-term review dates, or brief financial reporting;
- Changes in the socio-political environment that could affect implementation of the program;
- Changes in any milestones in the project's result framework.
- A separate section will request projects to update the CBPEP program management team on progress towards key indicators for the program. This template will request projects to provide both quantitative analysis of the indicator's results as well as a narrative, if relevant.

Reporting Results

The Results Reporting Process is designed to systematically capture and communicate the progress and outcomes of initiatives, projects and delivery mechanisms. This process will begin with the collection of data from various activities and indicators within the project's framework. The data collection phase involves gathering quantitative metrics, such as performance indicators, as well as qualitative insights through narratives and feedback from stakeholders.

Once the data is collected, the next step is the analysis phase where the data is meticulously reviewed to identify trends, patterns, and areas of success or concern. This analysis provides a clear picture of how well the project is meeting its objectives and targets. Key performance indicators (KPIs) are evaluated against baseline values and targets to assess progress and identify any variances.

The findings from the data analysis are then compiled into comprehensive reports. These reports include detailed descriptions of the activities undertaken, the progress made towards achieving the project goals, and the challenges encountered along the way. Each report is structured to provide a holistic view of the project, highlighting significant milestones, achievements, and areas that require further attention. A crucial component of results reporting is stakeholder engagement. Regular communication with stakeholders ensures that they are informed about the project's progress and any critical issues that may arise. Stakeholders' feedback is incorporated into the reports to provide a balanced perspective and to ensure that their concerns are addressed.

The results reporting process culminates in the dissemination of the reports to key stakeholders, including project managers, sponsors, and other interested parties. These reports serve as valuable tools for decision-making, enabling project leaders to make informed adjustments to their strategies and plans. Continuous monitoring and reporting ensure that the project remains aligned with its goals and can adapt to any changes or challenges that may arise.

Evaluation

The Roadmap focuses on delivering results by providing technical support to departments. Feedback systems are essential to evaluate the design, implementation, and outcomes of initiatives. Monitoring, evaluation, and learning activities will enhance program performance, optimize resource use, and ensure accountability. These activities aim to improve relevance, achieve results, address target group satisfaction, and share findings with stakeholders, National Treasury, and the Presidency.

Evaluation Approach

An informed program collects high-quality information on context, expenditure, activities and results, and analyses this to expose issues or opportunities. It presents informed options, as well as candid assessments of plans and performance. Without this information, the program is not well placed to respond to challenges of providing high-quality interventions that employ innovative tools and methodologies and will be sustainable.

The evaluation of the initiatives, projects and mechanisms help to identify and assess their intended and unintended effects and costs. It is a key source of information and learning for the program particularly on the achievement of the indicators detailed in the results framework for initiatives and projects and operating mechanisms. Additionally, it is important for accountability purposes and as a means of documenting lessons learned for improving existing interventions and to better design future interventions for employment promotion.

The evaluation will provide evidence on attribution and causality – that is, whether the intervention delivered the intended outputs and outcomes, and to what extent those can be attributed to the intervention. In particular, they ask: 'Are the right things being done?' (theory of change), 'Are things being done right?' (implementation), 'Are there better ways?' (learning). In conducting an evaluation, the program would want to establish the following:

- To help analyse why intended results were or were not achieved

- To explore why there may have been unintended results or consequences
- To assess how and why results were affected by specific activities
- To shed light on implementation processes, failures, or successes that may occur at any level
- To provide lessons, highlight areas of accomplishment and potential, and offer specific recommendations for improvement and reform.
- To help rethink the causes of a problem

The evaluations will be complemented by other sources of information including the routine monitoring data, information products developed using different communication platforms and the documenting of lessons learned.

Frequency

It is proposed that the DIPS program will undertake a mid-term and end of term evaluation that will be carried out by independent third parties. The objective and scope of each evaluation will be tailored to the status of the projects and the overall focus of the Roadmap at the time of evaluation and will be refined closer to the date of each evaluation.

Oversight

The general oversight of evaluation activities will be carried out by the program governance body to maintain impartiality, thus, the Project Steering Committee (or a subset) will approve the terms of reference (TOR) or Request for Proposals (RfP) for the evaluations. Once a service provider/s has been selected, the exact list of evaluation questions (detailed below) and detailed methodologies for the evaluation will be further refined and a detailed work be agreed upon.

The Project Steering Committee will review the preliminary drafts prepared by the service provider and approve the final draft of the evaluation. The program management team will provide logistical and technical support to the PSC.

Scope of the Evaluations

The mid-term evaluation will assess the start-up phase of the Roadmap (projects and initiatives), focusing on program design, governance, and management. It will analyse individual projects to capture early lessons, review progress, and suggest ways to improve effectiveness and efficiency. The evaluation will also assess the replicability of approaches and uptake of lessons by other entities. Additionally, it may address specific areas needing in-depth attention.

The end-term evaluation will examine outputs, outcomes, and impacts, focusing on the replicability, sustainability, and strategic issues of the DIPS approach. It will assess overall program and project outcomes using the Results Frameworks, evaluate the monitoring and evaluation system's functionality, and review data collection and management through site visits and stakeholder interviews.

Table 1: OECD Criteria for Evaluation

Relevance	• Are we doing the right thing? • How important is the relevance or significance of the intervention regarding local and national requirements and priorities?
Effectiveness	• Are the objectives of the initiatives and projects being achieved? • How big is the effectiveness or impact of the project compared to the objectives planned (Comparison: result – planning)?
Efficiency	• Are the objectives being achieved economically by the development intervention? • How big is the efficiency or utilisation ratio of the resources used (Comparison: resources applied – results)?
Impact	• Does the development intervention contribute to reaching higher level development objectives (preferably, overall objective)? • What is the impact or effect of the intervention in proportion to the overall situation of the target group or those effected?
Sustainability	• Are the positive effects or impacts sustainable? • How is the sustainability or permanence of the intervention and its effects to be assessed?

Types of Evaluation

a) Process Evaluations: Process evaluations aim to understand the functioning of different projects, their activities, and target audiences. They document project strengths and identify areas for improvement in design and delivery. While they do not address overall program changes, they assess project-level changes and output achievements.

b) Outcome and Impact Evaluations: Outcome evaluations are conducted at the mid-term, and impact evaluations at the end of the program. These evaluations assess the program's contributions to outcomes and impacts, explaining the significance of attribution and contribution. They range from rigorous assessments to more speculative analyses, using experimental or quasi-experimental designs.

c) Meta-evaluations: Meta-evaluations compile findings from multiple evaluations of similar programs to draw lessons and improve performance. Typically desk-based, these evaluations will support both mid-term and end-of-program reviews.

d) Performance Story: This approach involves Case Studies that trace causal links using multiple evidence sources, such as interviews and documentation. Collectively, these studies address evaluative questions and are used in end-term evaluations.

e) Developmental Evaluation: Focused on economic development and employment, this evaluation tests and refines models through diagnostics and pilot activities. Results are examined internally and recalibrated as needed, especially for designing engagement.

Data Collection

Data collection methods vary, and it will be dependent on the initiative or project that is being evaluated. The following will be considered.

- Collecting Relevant Information: Focus on essential information for decision-making, accountability, and demonstrating impact. Develop a strong program logic with core indicators.
- Timing: Establish a baseline using pre- and post-workshop tools. Data collection intervals depend on program needs and interventions.
- Testing Methods: Test data collection tools to ensure clarity, relevance, and efficiency.
- Knowledge Management System: Develop a system to store, access, and understand data while maintaining confidentiality.
- DIPS Learning Agenda: Capture and share M&E results, manage activities, and ensure continuous learning. Incorporate best practices and tailor the agenda to the program's needs.

Reporting Results

The DIPS program intends to widely share lessons learned from its approach and projects in order to positively contribute to the global knowledge pool on digital transformation of government services. In order to increase the likelihood of uptake of lessons, DIPS will manage knowledge generated from its projects and communicate them to appropriate audiences through effective mediums

The program management team will regularly monitor communications and knowledge management activities in order to gauge their success. Where appropriate, the program management team will adapt methods and messages to ensure that it continues to meet its objectives. The program management team will continue to use the results of both formal and informal research to measure target audience satisfaction with the quality and quantity of information provided.

Developing and Disseminating Lessons Learned

Overview

A dissemination strategy ensures lessons learned from monitoring, evaluation, and project completion reports reach target audiences. Effective dissemination provides timely, relevant information, helping stakeholders make informed decisions, avoid repeating mistakes, and minimize implementation delays. It aids in risk management, facilitates discussions, and provides quick insights into past experiences for project managers.

Documenting lessons learned throughout a project's life cycle helps teams identify strengths, weaknesses, successes, and areas for improvement. This fosters a culture of continuous improvement and adaptive management.

Key to effective dissemination is the use of knowledge translation techniques, making information more relevant and useful. The integrated knowledge translation approach promotes collaboration between information generators and users, ensuring timely and effective information sharing. Products include policy briefs, dialogues, and knowledge translation platforms. Involving practitioners, planners, and program managers in analysis

and dissemination ensures the program is responsive to user needs, enhancing its impact and relevance.

Documenting Lessons Learned

a) Lessons Learned Report - The Lessons Learned Report template will gather recommendations throughout the project cycle. Program meetings will review lessons learned during key interventions, ensuring valuable insights are captured promptly.

b) Capturing Successes - Capturing successes is crucial, as they identify best practices for future projects. Documenting successes helps ensure these effective practices are carried forward to subsequent projects.

c) Improvements Needed - Understanding the reasons behind project improvements or issues is vital. Documenting the Problem, Impact, and Recommendation provides context and helps set up recommendations for future improvements.

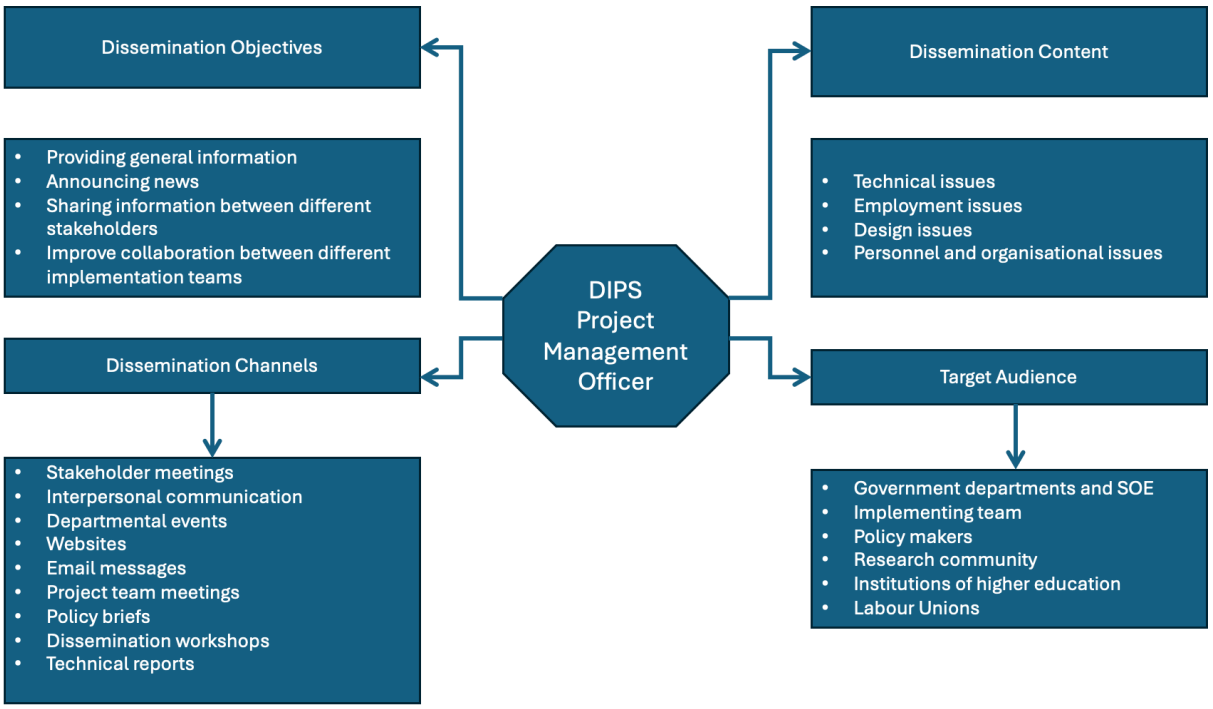
d) Post-Project Lessons List - The Post-Project Lessons List condenses captured lessons into actionable items. Lessons are succinct and clear, indicating their relevance and applicability. Categorizing lessons aids in easy reference for future projects.

e) Lessons Learned Database - The Lessons Learned Database template is a multi-project directory for storing lessons across the program's life. It facilitates reference for new projects, process improvements, and documentation of successes and recurring issues. The database ensures lessons are easily accessible and categorized for efficient use.

Information and Knowledge Dissemination

The overall aim of the project is to support digital transformation of government services. To this end the project is committed to ensure that the results are broadly available and accessible to a wide variety of key stakeholders including government departments, program implementers, labour unions, academics, researchers and policy makers to name a few. The principle of dissemination is to ensure efficient communication within and outside of the program with key stakeholders

Figure 1: Dissemination Strategy



Dissemination Tools

a) Project Websites

The project websites will provide information of the initiatives, interventions and projects implemented under the DIPS program, updates on progress and results and be a gateway to other relevant research and projects. These websites share information amongst key stakeholders and external audiences including the development partners, academic institutions, policy and decision makers.

b) Communication and Presentation Templates

All documents will contain the program logo and messaging as a running theme. A common design is emerging for the program and this needs to be agreed upon for program communication including text documentation slide presentations and posting of documents on the websites. These templates need to be accessible by partners in particular when completing reports or sharing information with a broader audience internally and externally.

Information Materials

a) Program Brochures - Brochures provide a concise, visually appealing way to share information about the program. Two versions can be created: a home printable black-and-white layout and a colour version with interactive components for presentations and workshops.

b) Newsletters and Website News - Newsletters keep stakeholders informed about program outputs and results, sharing updates with a wider audience. They can link to similar programs, news from partners, and upcoming events in employment promotion. Newsletters highlight key developments, results, events, and key figures involved in the program.

c) Website - news should be updated quarterly with program information, results, and events. Registered users can receive alerts via email or SMS.

d) Workshops and seminars - will be organized for key interventions throughout the project's life. External experts and stakeholders will be invited as needed, targeting pre-identified beneficiaries and stakeholders. A schedule will be planned for the fiscal year and shared with key stakeholders. Workshop results, including content overviews and participant feedback, will be documented and posted on the website. This feedback will be used to enhance learning and program improvement.

e) Seminars and conferences - Key stakeholders will participate in seminars and conferences related to the objectives of the program. These stakeholders will present on an ongoing basis the outcomes achieved by the program. These may be oral presentations or written papers or a combination. A template would be provided to stakeholders for their presentations and or written papers.in some events.

f) A final dissemination report - will be generated at the end of the project and will be shared during the final conference and as part of the closing out the project.

Stakeholders

The program will regularly share information with various stakeholders to attract attention and receive feedback. Government-funded departments should disseminate knowledge gained from the program. Collaboration with partners and stakeholder participation in other platforms will ensure wide-ranging dissemination. Efforts will be made to raise awareness about the program's results, encouraging use at different levels, particularly among recipients, decision-makers, and policy actors. A stakeholder list will be compiled and will include national and international stakeholders. Key stakeholders will receive information through reports, brochures, presentations, seminars, workshops, and feedback meetings. The PMO will also share lessons learned, new tools, and methodologies.