SOUTH AFRICA'S ROADMAP FOR THE DIGITAL TRANSFORMATION OF GOVERNMENT

REPUBLIC OF SOUTH AFRICA

MYMZANSI

ONE PERSON, ONE GOVERNMENT, ONE TOUCH

MYMZANSI
ONE PERSON, ONE GOVERNMENT, ONE TOUCH

TABLE OF CONTENTS

HE Mr Matamela Cyril Ramaphosa
President of the Republic of South Africa

FOREWORD

Every day, millions of South Africans rely on the government for essential public services, whether to access a grant, apply for an ID, collect a payment, or register for school. These services should be easier to access, more reliable and less complicated to navigate for the people who depend on them.

In recent years, the government has taken important steps to improve the quality of and access to services. Digital platforms have expanded in many areas, making it possible to file taxes, apply for grants and access some services online. But for too many people, the experience of accessing public services remains a time-consuming and expensive exercise. Information is hard to find, processes are often duplicated and some departments still operate in ways that are incompatible with the digital age and the evolving expectations of citizens. These issues affect everyone, but they are most challenging for the poor and those who reside far from government service centres.

This roadmap is government's commitment to change this situation. It sets out a focused plan to modernise how we deliver services by investing in shared systems, improving coordination and removing the barriers that make it difficult for people to get what they need. The roadmap outlines better ways to verify identity, reduce fraud, share data safely, make and receive payments and access services through a single trusted platform.

This is the start of a new chapter in how the government delivers. Its success depends on how we work together to implement it across departments, across spheres of government and with the people we serve. This is an opportunity to deliver services differently and to build efficient and seamless government services.

This roadmap is a valuable guide. Now we must do the work to make it happen with improved coordination, greater urgency and a shared responsibility.

.

Phindile Baleni (Ms)
Director-General in The Presidency
and Secretary of the Cabinet

Ms Nonkqubela Thathakahle Jordan-Dyani
Director-General of The Department of
Communications and Digital Technologies

Dr Duncan Pieterse,
Director-General of
National Treasury

ACKNOWLEDGEMENTS

The development of this roadmap was made possible through the leadership, collaboration, and commitment of many individuals and institutions across government and society. It reflects a shared effort, backed at the highest levels, to reimagine how government delivers services that are people-centred, more inclusive, and better connected.We acknowledge the leadership of His Excellency President Cyril Ramaphosa, whose call to strengthen the state and improve service delivery has placed digital transformation at the core of South Africa's reform agenda. We thank Cabinet for endorsing the roadmap and providing a unified mandate to implement it across government.

We are especially grateful to the Interministerial Committee on Digital Transformation, chaired by the Minister of Communications and Digital Technologies and comprising the Minister in The Presidency and the Ministers of Finance, Planning, Monitoring and Evaluation, Home Affairs, Science, Technology and Innovation, Social Development, Public Service and Administration, Employment and Labour, Higher Education and Training, and Basic Education. Their oversight and support have been instrumental.

The Interdepartmental Working Group (IDWG), chaired by the Director-General in The Presidency and Secretary of the Cabinet, and co-chaired by the Directors-General of the Department of Communications and Digital Technologies and National Treasury, has played a central role in shaping and driving this work. We also acknowledge the Government Information Technology Officers Council (GITOC), whose efforts to strengthen coordination and digital capability across departments align with the roadmap's goals. We thank all participating departments and agencies for their contributions.

We are grateful to stakeholders from civil society, academia, the private sector, the innovation ecosystem, and both domestic and international advisory groups for their guidance and fresh ideas. Their input helped ensure the roadmap reflects the South African context and global best practice, including insights from leading digital governments and platforms such as the G20 Digital Economy Working Group. We also thank our development partners for supporting the research, coordination, and engagement behind this work.

Finally, we thank the South Africans who participated in focus groups and consultations across the country. Your voices helped root this roadmap in the lived realities of communities. This roadmap belongs to you.

It is both a plan and a promise: to work together, act with urgency, and build a digital government that serves everyone.

EXECUTIVE SUMMARY

The Roadmap for the Digital Transformation of the South African Government addresses the urgent need for a transformative shift in governmental operations. By unifying previously fragmented digital initiatives into a comprehensive, whole-of-government vision, this roadmap aims to modernise public service delivery. It leverages contemporary technologies and methodologies to enhance efficiency, accessibility, and quality of services for all. This strategic plan serves as both a commitment and a guide to fulfilling the government's promise of effective, people-centred service delivery.

South Africa's Digital Transformation Journey

Over the years, the South African government has made numerous attempts to digitise service delivery, but these efforts have often lacked coordination, with many digitisation initiatives being driven independently within departments. In many cases, this has led to duplication, inefficiencies and missed opportunities for seamlessly delivering high quality to people and organisations. Despite pockets of excellence, the government still faces significant challenges in offering end-to-end digital services of equal quality across government.

The COVID-19 pandemic highlighted the opportunity of service digitisation while also revealing the urgency of a cohesive, well-coordinated plan for whole-of-government digital transformation. This roadmap will overcome the barriers to digital transformation that the government has faced in the past by embracing Digital Public Infrastructure (DPI) - multi-purpose technologies that are shared across government departments to enable safer, more inclusive and more accessible services.

Fiscal pressures magnify the need to eliminate duplication and improve resource allocation. A major benefit of digital transformation is the ability to design high-impact services that meet the needs of people and ensure that these services are delivered to the people who need them, when they need them. In this way, the government will save money by improving the design and delivery of services, cutting fraud, and eliminating duplication.

Phased Implementation with Clear Milestones

This roadmap proposes a new approach to digital transformation, taking inspiration from successful peers such as India, Brazil and the United Kingdom. It embraces an agile and incremental approach to transformation delivered through two phases.

Phase 1 (2025 - 2027) will prioritise social protection and its linkages with learning and earning opportunities due to its direct impact on millions of vulnerable South Africans. This phase will deliver immediate, measurable impact and lay the foundation for broader digital reform. The focus will be on digitising services for faster, more reliable access, linking social grants to employment, training, and income-generating opportunities to create pathways to sustainable livelihoods. Additionally, technology will be used to address issues such as fraud and exclusion in the SRD370 grants, saving money and strengthening public trust.

Phase 2 (2028 - 2030) will expand focus to other key sectors, such as healthcare, education, and business services, building on the lessons learned from Phase 1 to scale successful technologies across government.

Roadmap Initiatives and Benefits

This roadmap focuses on four key initiatives that will transport government services into the digital age in line with the principles of an inclusive, secure, and people-centred public service experience.

Initiative 1: Functional Digital Identity for People to Securely and Remotely Access Services

The government is developing a Digital Identity system, along with a verified digital credential wallet, wherein South Africans will be able to store and securely share their verified personal information, including their identity, education certificates, and other credentials, all in digital form. Enabling people to share information and prove their identity remotely will allow people to access services online, eliminating the need to visit government offices or submit hard copies of documents. Faster service delivery is envisaged through online applications with associated cost savings - India's Aadhaar system cut verification costs by 90% - while fraud in service delivery is expected to be reduced.

Initiative 2: Data Exchange for Improved Access to Government Services, Policy-Making and Service Delivery

Government departments and entities will be able to share data with each other through a real-time data exchange, enabling secure access to information held in siloed databases as it is needed. This will eliminate the need for people to repeatedly provide the government with the same information. The projected benefits include faster service approvals and reduced time wasted - Brazil data exchange is estimated to have saved the economy $1 billion by eliminating the need to search for and submit the same information. It will also enable the creation of personalised services and improved policy-making by creating a 360 degree view of people and organisations. People and organisations can then receive notifications, keeping them updated on their service applications, reducing wait times, and improving transparency.

Initiative 3: Digital Payments for Cost-Effective and Easy-to-Initiate Transactions

Work is being done on the digital payment system to make it more inclusive, accessible, and cost-effective. Enhancements to the system will enable people to make and receive instant payments cost-effectively into stores of value of their choice. People can then receive payments such as social grants directly into mobile wallets, bank accounts or others. This enhancement reduces the need for people to travel to collect payments while also ensuring reliable and secure transactions. Significant savings are expected across the government as every government department and entity will have equal access to modern ways to pay people and organisations.

Initiative 4: A Trusted Digital Channel for Accessing Government Information and Services

We are bringing all government information and services together on one central channel. People and organisations will be able to access these services and manage them through a personal profile. This is essential because it will provide people with accurate information on services and remote access to these services. This will overcome the confusion and frustration many people have when trying to access information or services online. This channel will also be zero-rated, meaning people will not incur data costs when using it. The government will save costs by reducing the need to manage many different government websites and service channels and will reduce congestion in physical service points as fewer people will need to visit in person or make phone inquiries.

Delivery Mechanisms for Success

To successfully implement these initiatives, several mechanisms will be put in place. These will ensure coordination and enable a more agile and incremental approach to digital transformation.

1. **Inter-Ministerial Committee (IMC):** Appointed by the President, the IMC will oversee the entire digital transformation process, ensuring cross-governmental support, alignment, and accountability.
2. **Inter-Departmental Working Group (IDWG):** The IDWG will ensure alignment across all government departments and help overcome the fragmentation in current digital initiatives. The group will ensure a unified, cohesive approach to digital transformation across government entities.
3. **Digital Government Capability:** A Digital Service Unit (DSU) is being established in The Presidency to provide technical expertise and support to departments and entities. It will strengthen the execution capacity of government through targeted interventions. The DSU will work closely with the Government Information Technology Officers Council (GITOC) who are at the front-line of digital transformation and will drive implementation. The combination of the DSU and GITOC will be transformative as staff in departments and entities will have the tools they need to drive transformation while eliminating duplication and rework.
4. **Collaboration with the Private Sector and Civil Society:** Partnerships with external stakeholders will foster innovation and ensure that digital transformation meets the diverse needs of South Africa's population.
5. **Cross-Cutting Enablers:** Key enablers, such as cybersecurity, data governance, and standards, will ensure that all systems are secure, resilient, and able to evolve with future technological advancements.

Conclusion

This roadmap provides a clear, actionable strategy for transforming South Africa's government services through digital technology. By adopting a Digital Identity, Data Exchange, Digital Payments, and a Central Platform, South Africa can modernise its public sector, reduce costs, and provide accessible and efficient services for all people.

A ROADMAP FOR THE DIGITAL TRANSFORMATION OF THE SOUTH AFRICAN GOVERNMENT

South Africa is at a pivotal moment in its digital transformation journey, with an opportunity to introduce a coordinated, delivery-focused approach to using technology to improve service delivery, drive economic growth, and foster an inclusive society. The 7th Administration is embracing digital transformation as a national priority to be led by Operation Vulindlela (OV) - the government's flagship public-sector reform programme - alongside other key initiatives, such as energy and logistics.

WHY A ROADMAP?

Efforts to digitally transform the government have been slow and uncoordinated, leaving many people unsatisfied with the quality of service delivery and the way they access services, both on digital platforms and at physical locations. People want to interact with the government efficiently, conveniently and safely, in a way that is personalised to their needs.

The COVID-19 pandemic highlighted the potential of digital technologies and the consequences of our slow progress in developing these technologies. During the crisis, the government fast-tracked the introduction of crucial support measures, including the SASSA SRD350 grant, the UIF Temporary Employee/Employer Relief Scheme (TERS) and the agricultural input vouchers. These measures were essential in protecting vulnerable South Africans and demonstrated the urgent need for digital transformation in government. Notable challenges - many of which persist - include:

- **Incomplete Information on Services:** Many people are unsure about where and how to access services because of differences in the availability and accuracy of information on government websites, many of which are frequently 'down'. This impacts the trust people have in government and their ability to seek out support.
- **Barriers to Accessing Services:** Many people are obliged to access government services in person and pay for transport to do so. They are often asked to repeatedly submit the same information to the government, often using physical documents, which results in more costs. This is exclusionary, especially in instances when documents are not readily on hand and whenever applications are rejected due to processing errors and 'system outages' at government facilities.
- **Barriers to Targeting Services:** Most people must settle for services that are not designed for their specific needs. The government struggles to understand the changing needs of people and when these needs must be filled. This results in insufficient and inefficient services.
- **Challenges in Delivering Services:** Many people, especially in rural areas, face challenges receiving dignified payments as they lack access to these channels. Consequently, they incur additional costs and delays, diminishing the effectiveness of the support provided.
- **Fraud and High Costs of Service Delivery:** Government services are often beset by fraud and vendor abuse, creating avoidable costs in administering services and payments. These wasted resources could be put to use to support vulnerable South Africans and support service delivery.

Resolving the challenges listed above and meeting the expectations of South Africans requires a clear, cohesive and action-oriented plan to transform how the government deploys technology to provide services.

The successful implementation of this roadmap will support efforts to overcome the triple challenges of poverty, inequality and unemployment. It will do this by enabling people to access quality public services which will enhance resilience and strengthen trust in the government, while at the same time reducing the administrative burden faced by vulnerable people. It will improve the government's ability to design and deliver services seamlessly, cost-effectively and at scale.

BACKGROUND AND PURPOSE

The digital transformation of the South African government has unfolded over more than two decades, navigating various challenges while achieving notable progress. Key initiatives and projects have delivered impactful results, helping to shape the country's evolving digital landscape:

- **Service Access**: Platforms such as the South African Revenue Service's (SARS's) e-filing, e-Natis, SASSA's online grant application portals and eservices.gov.za have been continuously refined and expanded to improve service access and user experience.
- **Data Exchange**: Entities like the Treasury's Secure Data Facility (SDF) and the imminent South African Integrated Data Lake, SASSA's SRD370 system, and the National Strategic Hub at the Department of Cooperative Governance and Traditional Affairs (CoGTA) have made strides in data-sharing to improve service delivery and policy-making

.

- **Payments Infrastructure**: South Africa's sophisticated National Payment System now includes instant Peer-to-Peer (P2P) payments through PayShap and a range of Government-to-Person (G2P) payment options, alongside upgrades to the government's financial accounting systems in the Integrated Financial Management System (IFMS).
- **Digital Identity**: Systems, including the Digital Financial Identity through the South African Reserve Bank (SARB), and innovations through the Department of Home Affairs (DHA), the Council for Scientific and Industrial Research (CSIR), and SARS, form part of a growing, standards-driven ecosystem.[1]
- **Broadband Connectivity:** Phase 1 of SAConnect connected 970 government facilities, while Phase 2 is projected to connect more than 42 000 sites, including schools, healthcare facilities, and households, by 2026.
- **Government Data Centres and Cloud Computing:** South Africa has made significant progress through the establishment of a Government Private Cloud and the adoption of the National Data and Cloud Policy. Additionally, global cloud service providers ("hyperscalers") have started investing in building data centres within the country, further strengthening local cloud infrastructure and supporting government digital initiatives.

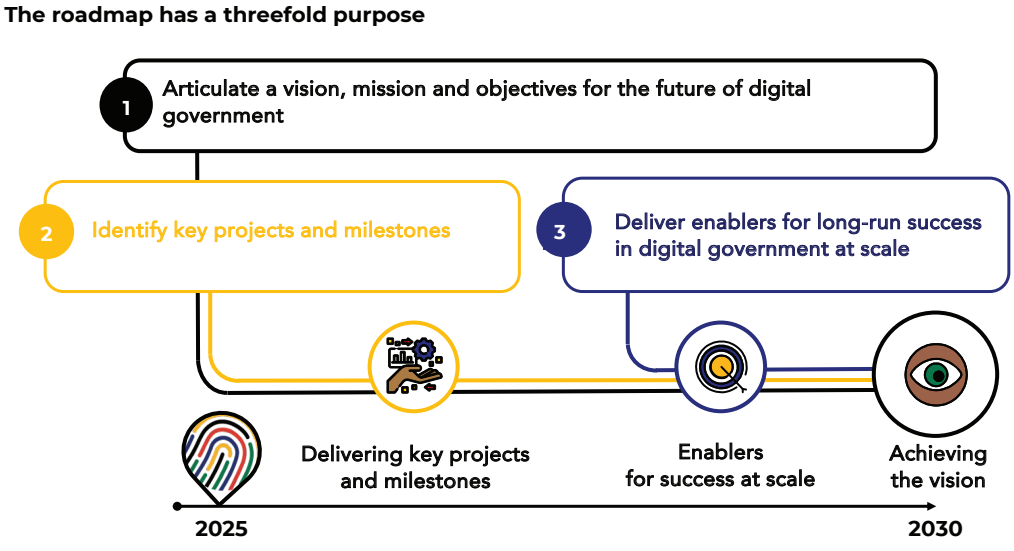
Non-government stakeholders are also playing an essential role in supporting innovation, with **civic tech** initiatives emerging as a new model. **Eskom-se-Push** is an application that provides ready access to State-Owned Company (SOC) data on electricity schedules, and **Harambee Youth Employment Accelerator's SAYouth.Mobi** is a zero-rated platform which connects youth to learning or income-generating opportunities. Moreover, platforms like Secure Citizen, through the Southern Africa Fraud Prevention Services, use biometric facial recognition technology to verify and validate a person against the biometric database at Home Affairs.

Notwithstanding the above successes, the government has not yet reached its full potential. Progress has been slowed by numerous implementation challenges: insufficient coordination between departments, siloed systems, legacy technology, unclear accountability, overlapping mandates, poor access as a result of loadshedding and network connectivity, regulatory incoherence and a lack of coordinated funding.

This roadmap sets out clear steps to deliver on the change wanted by people in South Africa[2]. It embraces new technologies, new approaches, and a culture of innovation. It is a living document that will adapt to changing needs, opportunities, and limitations. The approach aims to ensure inclusive change and that no-one is left behind.

The first step in this transformation has been the establishment of the **Inter-Departmental Working Group (IDWG)** on the Digital Transformation of Government, unveiled in September 2024. The IDWG is a whole-of-government structure that will collaborate with the Government Information Technology Officers Council (GITOC) and other entities - including civil society, academia and the private sector - to coordinate and accelerate the digital transformation efforts of all government departments and entities.

Figure 1: The Roadmap has a Three-fold Purpose



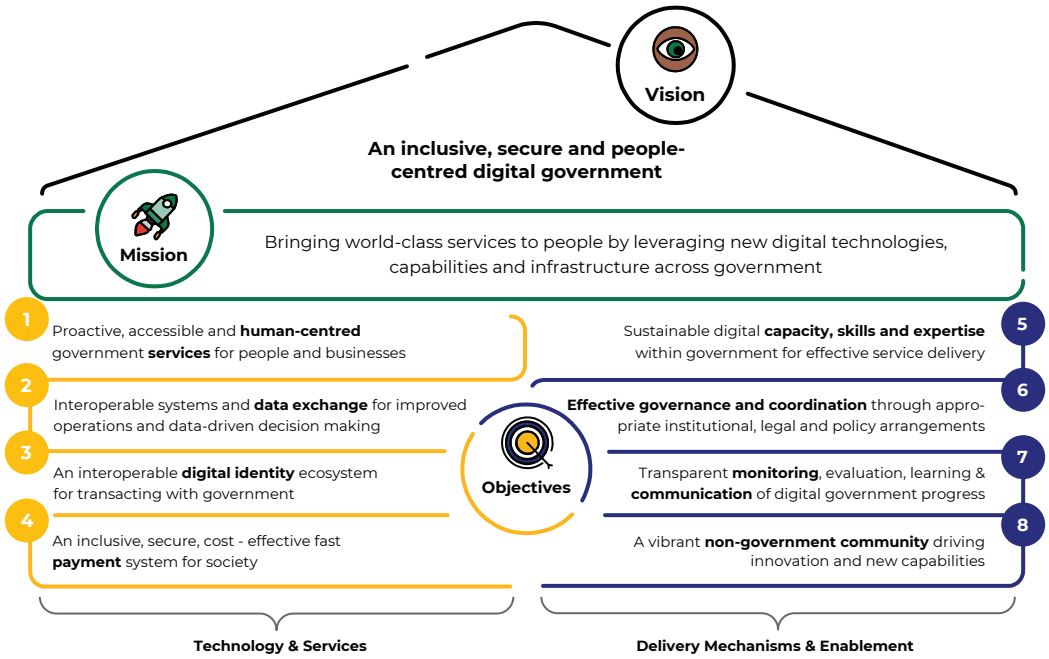
[1] Note that BankServ Africa has been working with the financial services sector, CSIR and a large community on a Digital Identity for South Africa which includes detailed exploration into self-sovereign identification systems.

[2] The roadmap incorporates, and will spearhead, the delivery of objectives contained in a number of transformation plans. The complete set of plans, that have been consulted in this roadmap, are contained in the resource document. In particular, the Department of Public Service and Administration, through the GITOC, developed the draft National People-Centred Digital Government (NPCDG) strategy as a comprehensive plan for the digital transformation of the South African government.[#] Similarly, the SARB's Digital Payments Roadmap focuses on accelerating the development and adoption of frontier digital payments across the economy. This roadmap bridges the cited and other plans to ensure cohesiveness and speedy action for impact.

THE FUTURE OF GOVERNMENT SERVICES

This roadmap aspires to deliver a safe and inclusive future by changing how government services are designed and accessed.

Figure 2: Vision, Mission, Objectives



An authentically people-centred digital government requires an understanding of the needs of people and how government services can be designed and delivered to fulfil a quality public services promise.

The priorities in this roadmap have been shaped by the service delivery experiences of people. Focus group discussions were conducted with key groups across the country - many of whom are vulnerable. This roadmap aims to address the challenges faced by these groups of people by overcoming barriers to accessing services and ensuring the development of quality services.

This roadmap upholds the Batho Pele principles and is positioned to support South Africa in achieving the Sustainable Development Goals over the long term. It is also intentional and directive: it contributes to efforts to overcome the triple challenges of poverty, inequality, and unemployment. It has been designed to work within fiscal constraints and to save on unnecessary and duplicative costs by reducing administrative burdens while unlocking cost-savings and efficiency gains for the government.

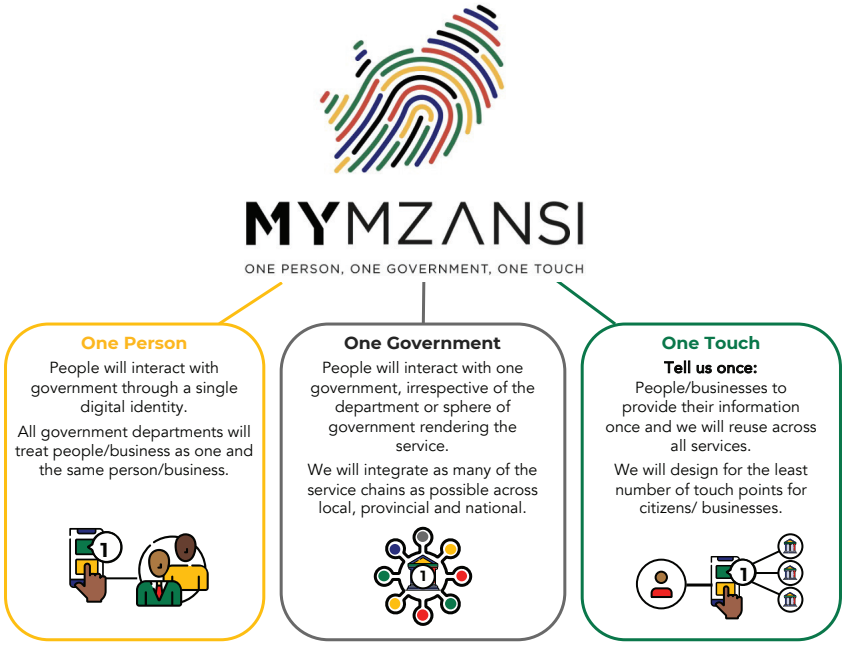
Many people, particularly those in rural areas with access to predominantly non-digital channels or limited access to technology, will remain a priority. Inclusive transformation does not mean removing non-digital channels for service access; rather, it eliminates barriers to access. An inclusive digital government leaves no one behind in the transformation.

BRINGING THE VISION TO LIFE: THANDI'S JOURNEY

The vision of a **people-centred digital government** is about achieving practical improvements in the lives of the people in South Africa. Current service provision challenges can be minimised and resolved through integrated and smart technology. At present, hard copies of documents must be submitted repeatedly for service enrolment across departments and there are long queues on multiple visits to different offices, which demand time off work and money for transport. There are often delays and errors that frustrate applicants, while inaccurate information about where to access services creates barriers and breaks trust.

Thandi, a young South African woman, offers a glimpse into the future we are creating. A future where **government services are in the palm of her hand** through the ***MyMzansi* platform, and information on services, and where to access them, is always accurate and available**. A Digital ID enables access to the platform's benefits: targeted educational programmes, personalised job opportunities, easy-to-book healthcare appointments, automated social assistance, and low-cost payments.

Figure 3: *MyMzansi*: One Person, One Government, One Touch



Education and Training - After 12 years of hard work, the moment has arrived for Thandi to receive her matric results. The anxious wait is finally over, but, unlike in the past, when Thandi would have had to visit her school to get her matric certificate; by 2030 *MyMzansi* will give her free and easy access in one touch to an authenticated copy of her Grade 12 qualification.

Thandi and her cohort in the Class of 2030 entered the school system in 2018, a time when paper ruled and government services were scattered and fragmented. In this reimagined future in 2030, Thandi gets a 'ping' on her device, notifying her that her much-prized matric certificate is available and ready to be downloaded. Data from Statistics South Africa shows that the higher the education attainment, the greater the chances for further education and training opportunities, which increase the likelihood of meaningful economic participation.

In 2030, Thandi uses a Digital ID to log into *MyMzansi*, once in the site she can share electronic versions of her matric certificate, and other important documents, safely and securely. Elated with her matric results, Thandi excitedly completes her university application by submitting her Grade 12 certificate in one touch to an institution of her choice.

In another click, Thandi pays for her registration fee using her Digital ID at low cost. *MyMzansi* suggests bursary options based on Thandi's academic profile. She can apply for funding quickly and easily. For her varsity textbooks, transport to varsity and day-to-day needs and transactions, Thandi relies on her Digital ID and *MyMzansi* to share her documents and to make payments.

The Class of 2030 will no longer need to pay for document replacements or visit multiple offices, saving both time and money. This is possible for one person, in one touch, through one government which has integrated public and private-sector partner services.

Employment and Entrepreneurship - To be employed or to pursue entrepreneurship are questions running through Thandi's mind as she reaches another major milestone and thinks about what lies ahead in her journey. At this stage, she, and countless others in the Class of 2030, has successfully completed her varsity studies.

As she explores her options, *MyMzansi* uses artificial intelligence (AI) to send Thandi job openings based on her profile. She looks through roles in her area for both government and the private sector and applies directly with a single click.

She can automatically access work-seeker support, such as job-seeker grants, training programmes, and bursary schemes, making it easier for her to build a career. This means she saves the R1 500 per month she would have spent searching for a job in the past.

Thandi has heard and seen that small businesses are the future of employment. Having tried her hand at full-time employment and gained enough experience, she decides to register a business - and she can do so with ease. Thandi's Digital ID allows her to confirm her identity while at home making the registration a single, seamless event.

MyMzansi sends Thandi automatic suggestions about entrepreneurship support and opportunities from grants, loans, and other forms of funding to small business support programmes.

Healthcare and Social Services - When Thandi becomes a mother, she uses *MyMzansi* to organise and track her child's healthcare needs and immunisation schedules. She gets automatic reminders for vaccinations and suggestions on the closest facilities that provide these services. Thandi can receive these reminders on WhatsApp or any other method she prefers. Both Thandi and her child's health records are stored safely and securely, and linked to their Digital ID. All the healthcare services they access are based on up-to-date and accurate information about their health status and profiles.

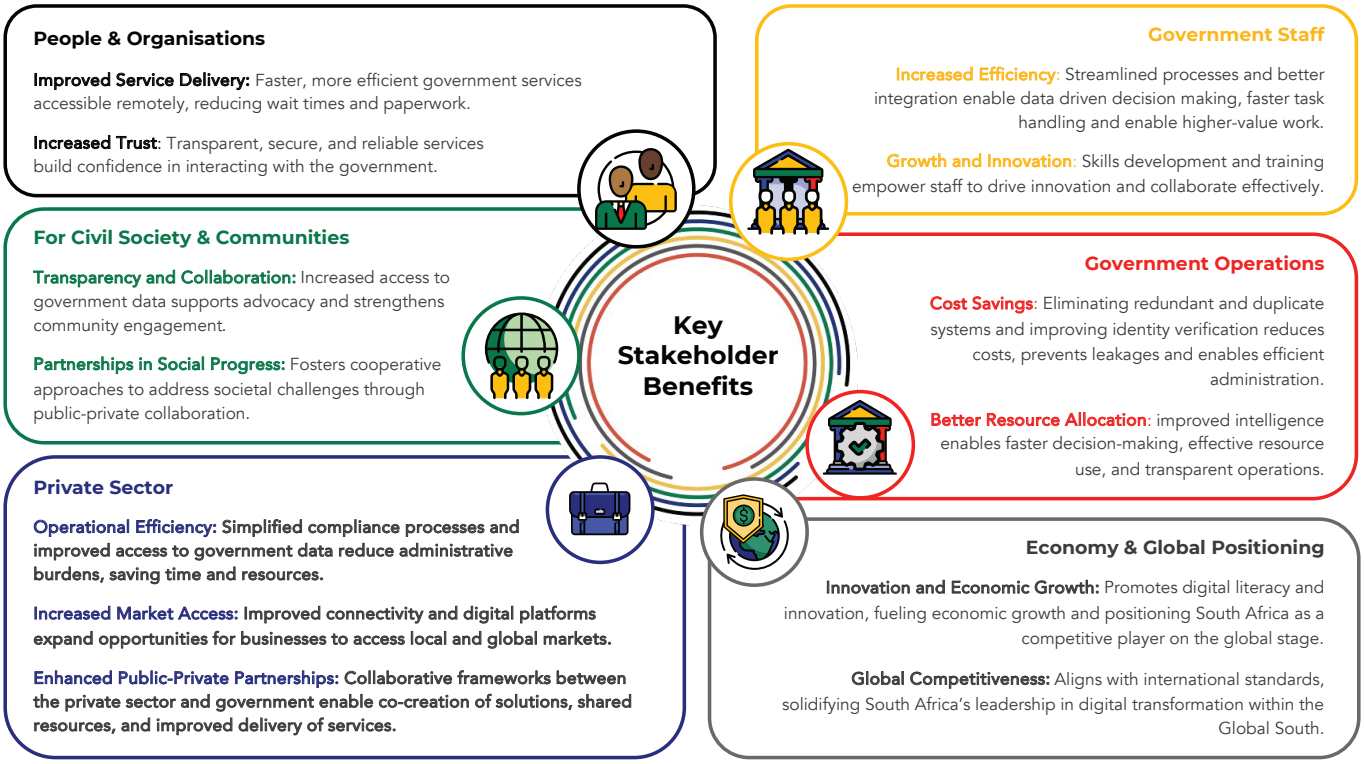
As Thandi juggles the demands of being a parent to a newborn, she need not worry about how her own mother will register for a SASSA old-age grant. In 2030, Thandi's elderly mother has better options than in the past. Thandi's mother can either apply for the old-age grant on her own, following simple prompts on *MyMzansi*; or get her daughter to assist in the comfort of their home at no cost.

Figure 4: Thandi's Journey

Thandi's current experience in 2025 *Pre-digital transformation*	**Transporting Thandi to the future in 2030** *Post-digital transformation*
Incomplete information about where to access services. Websites are outdated or often down, making it hard for Thandi to find reliable information.	**MyMzansi provides real-time, accurate information** in one place. Thandi's **Digital ID ensures secure access** to all government services and updates.
Thandi **needs to physically visit offices** for services like applying for a social grant, renewing her driver's license, registering a business, and spending time and money on transport.	**MyMzansi significantly reduces the need for in-person visits.** Many services, such as **grant applications, business registrations, and license renewals**, can be done online, with only final steps (like biometric verification) requiring limited in-person interactions.
Thandi **must submit physical copies** of her matric certificate, proof of residence, and ID at multiple offices for verification and certification.	**MyMzansi enables instant verification of Thandi's credentials** through her **Digital Wallet**. She can **securely share verified details** with universities or employers **without leaving home.**
Services often don't meet Thandi's needs - departments don't share information, leading to missed opportunities or irrelevant services.	**MyMzansi integrates government services** and **uses data-driven recommendations** to offer **personalised nudges** for job opportunities, training, and benefits.
Thandi **faces delays, long queues, and limited payment options for government services.** She often uses cash and visits offices, causing inconvenience and extra costs.	**MyMzansi enables secure digital payments**, offering **multiple options** and ensuring instant transactions, even offline. This makes services **faster, safer, and more accessible.**

This future describes clear benefits for Thandi, but her story is among many. Effective digital transformation of government will affect society by creating new ways for people, organisations and government to interact.

Figure 5: Key Stakeholder Benefits



IMPACTFUL TRANSFORMATION REQUIRES A DIFFERENT APPROACH

We are adopting a **new approach to digital transformation which** considers the successes and failures of South Africa's past efforts. It recognises that impactful, and lasting transformation, requires decisiveness and prioritisation - 'hard choices' to plot the best path through trade-offs[3]. Our approach embraces the frontier of technology and the approaches taken by leading digital governments.

Peer countries, such as **India** and **Brazil,** no longer build isolated systems and technologies for individual services. Instead, India and Brazil are developing **foundational technologies** - known as **Digital Public Infrastructure (DPI)** - used across multiple government departments to deliver a range of services. The governments in India and Brazil have achieved **whole-of-government transformations**, delivering services at **scale**, while ensuring **safety**, **inclusivity** and **cost-effectiveness**.

WHAT IS DIGITAL PUBLIC INFRASTRUCTURE (DPI)?

DPIs are multi-purpose technology building blocks that provide the foundation for various government services. DPI is like roads and railways; just as the physical infrastructure serves different users, DPI is the digital technology used by multiple government departments. This roadmap pursues **DPI technologies and a DPI approach** as the 'spine' of South Africa's digital transformation of government. These DPIs are the blocks on which Thandi's experience is built and can enhance the delivery of services by all government departments across a person's whole life. To ensure they deliver impact safely, the roadmap adopts a number of principles, including the United Nations Development Programme DPI Safeguards.[4]

[3] The approach contained in this roadmap delivers the 'best-case' identified in the scenario analysis contained in the resource document
[4] These principles are contained in the supplementary resources document

Figure 6: Government's Digital Public Infrastructure Stack

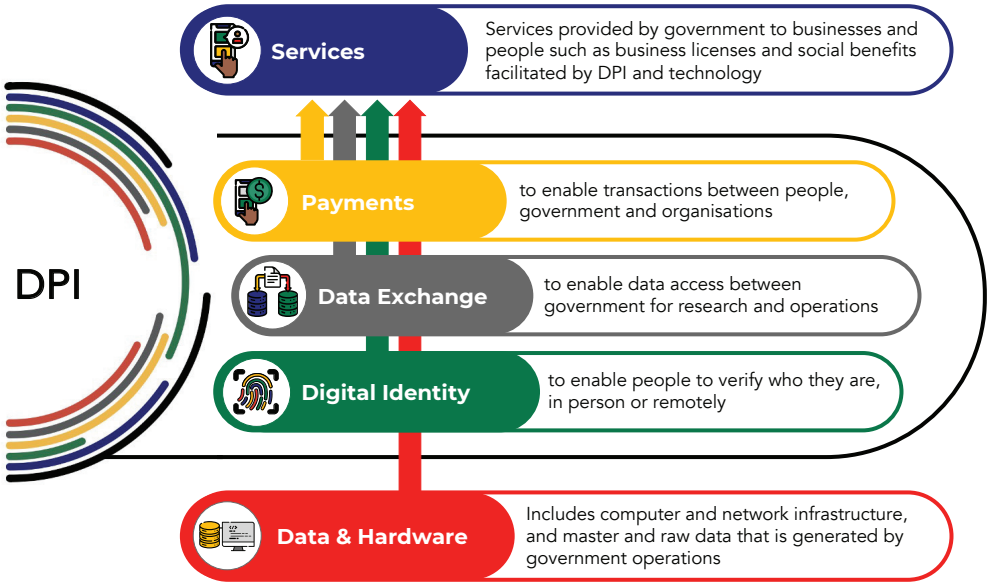
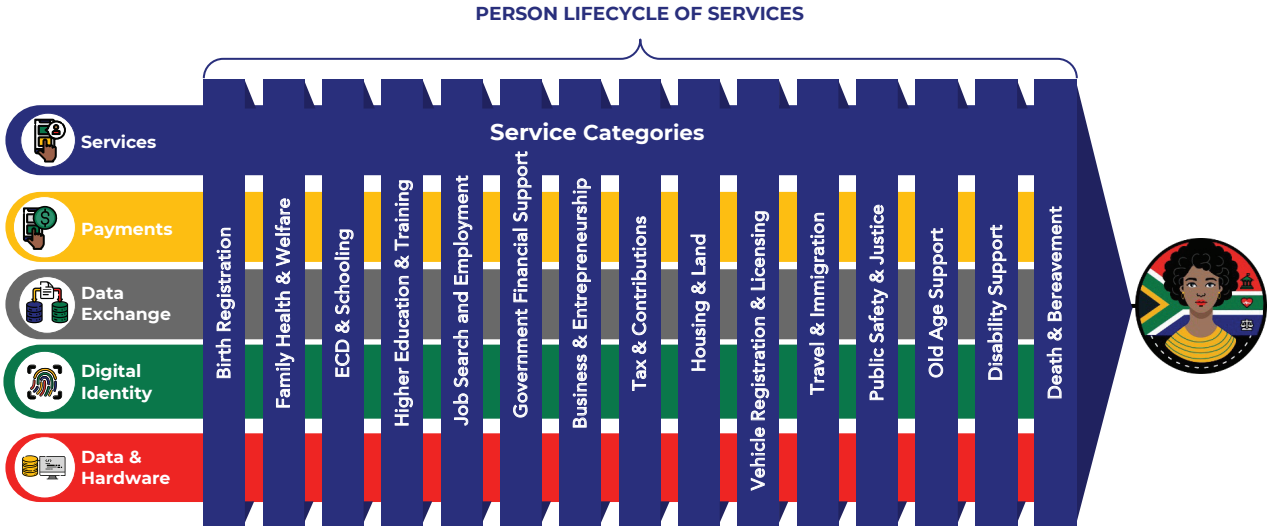


Figure 7: Person Lifecycle of Services



BEYOND TECHNOLOGY: BUILDING A DIGITAL GOVERNMENT

A technology approach such as DPI is necessary but not sufficient for digital transformation. Impactful and lasting transformation also requires **innovative capabilities**, processes, and a sharp **focus on high-impact areas** that benefit both people and the government. The South African government is committed to ensuring technologies are not only tested and scaled effectively but also operate safely and evolve to meet the changing needs of society. This roadmap charts a new approach to digital transformation in four further ways:

Developing Capabilities for Digital Transformation: The government will establish a Digital Service Unit (DSU), bringing together some of the best talent in South Africa from inside and outside of the government, under The Presidency. The DSU will comprise a team of new hires and secondments from the government to drive innovation and deliver shared technologies that support and enable the rest of government. This hub-and-spoke model is well suited to South Africa's circumstances by leveraging central coordination and decentralised delivery. To ensure its success the roadmap will strengthen the technical capacity of staff across departments through GITOC and other groups, equipping them to design and deliver services using shared tools and approaches in collaboration with the DSU.

Embracing an Agile and Collaborative Approach: This roadmap will support the rapid scaling of promising initiatives currently underway and support the re-use of technology across government. It also includes the piloting of new technologies using an agile methodology in impactful areas where there is an opportunity to innovate. Experimentation and 'fail-fast' are more than concepts - they signal a cultural change in the government. Pilots will be incrementally scaled based on merit and results. Where initiatives are not working, they will be stopped. Innovation will be driven by the DSU in collaboration with departments. Technology standards will be refined concurrently to ensure they are fit for purpose.

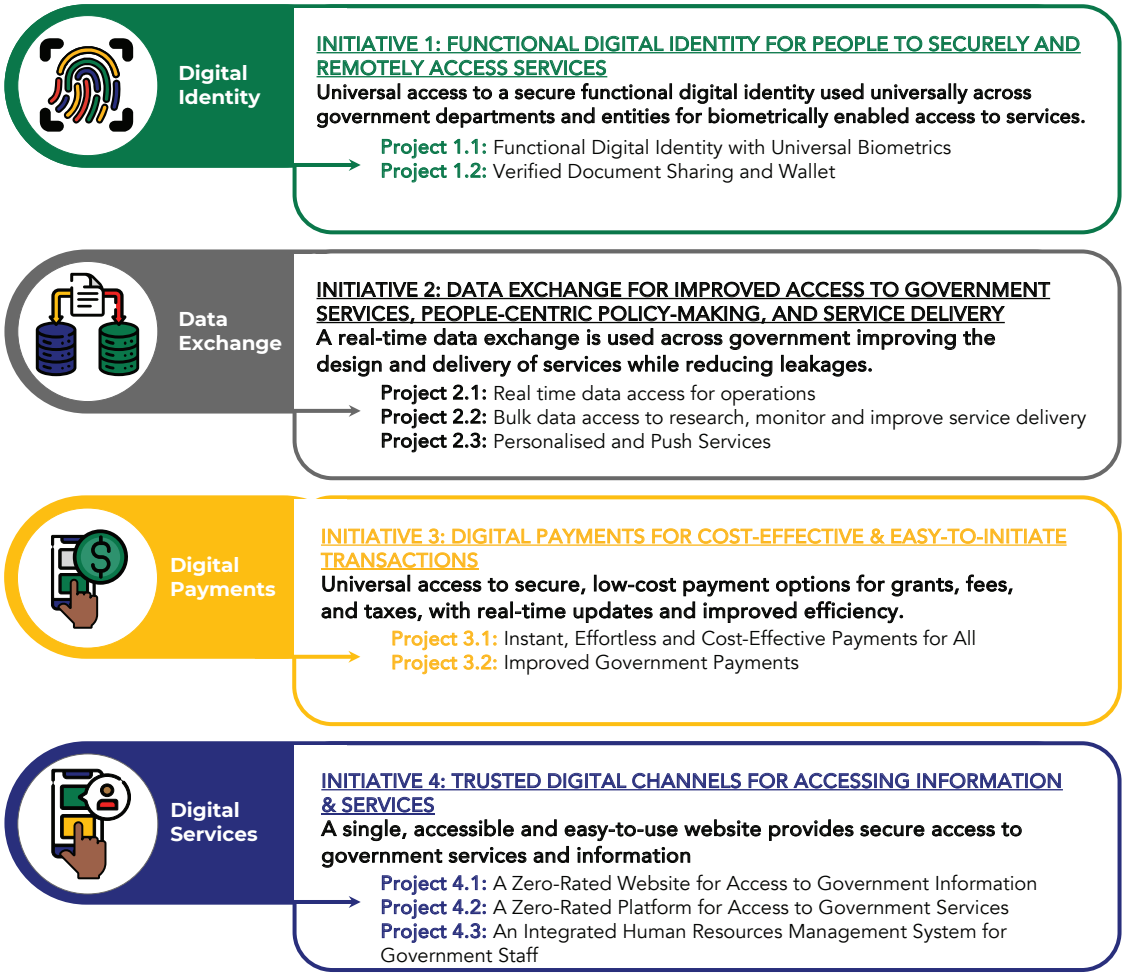
Unlocking Innovation Through Collaboration: Opportunities to support public service delivery will be created for non-government stakeholders, including the private sector, labour, academia, development partners and civil society organisations. Providing controlled access to government data will stimulate innovation and improve government decision-making while ensuring transparency and broad public engagement. A dynamic ecosystem will encourage co-creation and participation.

Ensuring Resilience and Sustainability: To support the long-term success of digital transformation, the government will prioritise operational resilience and sustainability. This includes fostering a diverse ecosystem of technologies and service providers to mitigate risks of dependency on a single platform. By promoting solution and channel diversity, people will have multiple ways to access services, enhancing inclusivity and choice. The government will emphasise regular maintenance, updates, and innovation to ensure systems remain secure, functional, and aligned with evolving societal needs.

ROADMAP INITIATIVES AND PROJECTS

This roadmap sets out a plan to transform how government services are designed, delivered, and experienced by people and organisations. It focuses on four key initiatives grounded in DPI to ultimately transform service delivery. While presented independently, these initiatives complement and support each other. In particular, Initiative 4 will use the outputs created by the other initiatives.[5]

Figure 8: Roadmap Initiatives and Projects



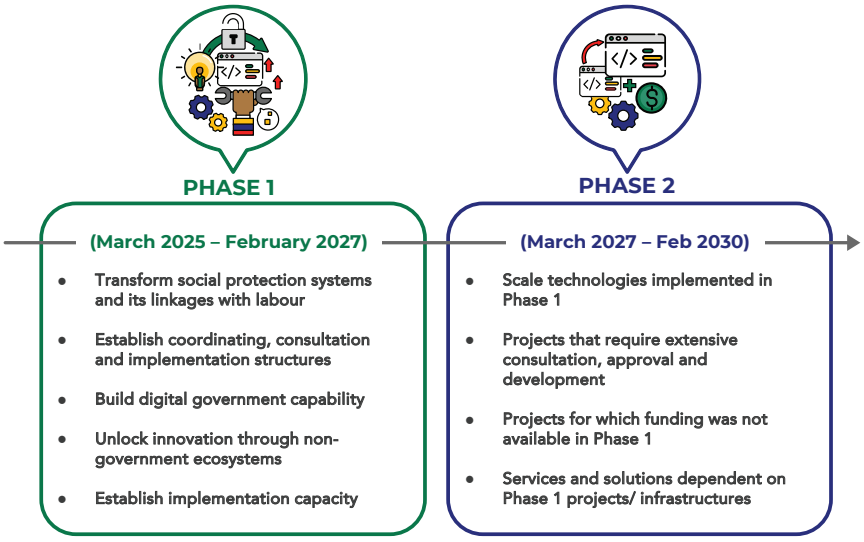
[5] Each initiative has a departmental lead or leads. The leads of the initiatives are responsible for oversight of the initiative and reporting into the IDWG.

The roadmap is divided into two phases. **Phase 1 (Q1 2025 - Q4 2027)** will primarily focus on digital transformation in the broader social protection system and aims to link grant recipients to jobs, learning or training opportunities, or sustainable livelihoods.[6] This focus is because:

- It touches on millions of South Africa's most vulnerable people - it is an unprecedented opportunity to make an impact at scale.
- Linking social grant recipients to jobs, training, or education ensures access to services that match their needs, creating pathways to sustainable livelihoods.
- Improvements to service delivery systems will reduce fraud and inefficiencies, strengthening public trust and alleviating pressure on the fiscus.

Phase 2 (Q1 2028 - Q4 2030) will scale the technologies developed in Phase 1 to other government departments in areas such as healthcare, education and business services. Further technologies will also be developed. The priorities of Phase 2 will be refined during the first quarter of 2027 with some guiding priorities highlighted below.

Figure 9: Guiding Priorities by Phase



INITIATIVE 1: FUNCTIONAL DIGITAL IDENTITY FOR PEOPLE TO SECURELY AND REMOTELY ACCESS SERVICES

Lead: Department of Home Affairs and National Treasury with support from the SARB

South Africa is fortunate to have a single unique identity number for each person and is making strides in phasing in the Smart ID - as of the end of 2023, approximately 21 million people had been issued Smart ID cards with associated biometrics. The Smart ID's features such as the storage of biometrics and near-field communication mean it provides many opportunities for innovation.

The government will jumpstart South Africa's digital transformation by accelerating the roll-out of the Smart ID, introducing a functional Digital ID and enabling people and organisations to share verified digital versions of documents and other information when and how they choose. The roll-out of the Smart ID will ensure the data we have to authenticate people's identities is accurate and complete. The functional digital ID will help people authenticate their identity remotely to access services when and where they are needed, while the verified digital document system will help South Africans avoid the hassle and costs of physical documents.

With these technologies Thandi can prove her age when applying for a service or only share her highest qualification with an employer, without revealing unnecessary personal details.

Project 1.1: Functional Digital Identity with Universal Biometrics. This project will accelerate the issuance of Smart IDs and the associated capture of biometric data, allowing people to prove their identity without needing a physical document. This will be done in a way that ensures no one is left behind, with enrolment gradually phased in as people apply for services such as passports or social grants.

[6] This initiative connects social development, labour, public employment, and education entities with both public and non-governmental ecosystems that facilitate job matching, skills development, and workforce integration

This project will also establish a functional digital ID[7], which is a critical foundation for digital transformation. A functional digital ID will enable people to securely verify their identity in person or remotely, using a device, QR code, or other secure methods. This will improve access to services, including banking and healthcare by allowing people to enrol and verify their identity remotely - without needing to submit physical or certified copies of identity documents.

Table 1: Initiative 1: Project 1.1 - Phase 1 and Indicative Phase 2 Milestones (Q1 2025 - Q4 2030)

PHASE 1 MILESTONES (Q1 2025 - Q4 2027)
• Begin drive of the Smart ID for citizens who hold an ID Book and a Passport (Q4 2025)
• Launch a functional digital ID for people to access government services through remote authentication (Q4 2025)
• Begin drive of the Smart ID for permanent residents (Q2 2026)
• Begin drive of the Smart ID for citizens receiving grants (Q2 2026)
• Stabilise and enhance DHA internal systems (Q4 2027)
INDICATIVE PHASE 2 MILESTONES (Q1 2028 - Q4 2030)
• Achieve 90% uptake of the Smart ID for all citizens (Q4 2028)
• Establish an independent identity management entity including housing of biometrics (Q4 2030)

Project 1.2: Verified Document Sharing and Wallet. **This project will enable people to share verified information without the need for paper documents.** People will have **full control over what they share and with whom** - they can choose to share only the necessary details instead of handing over full documents. The government will build the infrastructure needed to create and share verified information digitally, such as one's age or highest level of educational attainment. The government will also develop a **Credentials[8] Wallet**, which will allow people to **securely access and share verified information as they want**. B**anks, mobile networks, and fintech companies** could use the government infrastructure or even offer wallets that meet the same security standards. This gives people **more choice**, while ensuring a **government-backed option is always available**.

Table 2: Initiative 1: Project 1.2 - Phase 1 and Indicative Phase 2 Milestones (Q1 2025 - Q4 2030)

PHASE 1 MILESTONES (Q1 2025 - Q4 2027)
• Develop the systems required for digital verification of information (Q2 2026)
• Develop a government verified credential wallet that allows people to share verified information. Include education certificates, driver's licenses and identity documents (Q2 2026)
• Pilot integration with job search and placement platforms to test how verified information can be used to apply for employment opportunities (Q2 2026)
• Provide access to 15 more verified credential sources (Q4 2027)
INDICATIVE PHASE 2 MILESTONES (Q1 2028 - Q4 2030)
• Provide access to 30 more verified credential sources (Q4 2030)

INITIATIVE 2: DATA EXCHANGE FOR IMPROVED ACCESS TO GOVERNMENT SERVICES, POLICY-MAKING AND SERVICE DELIVERY

Lead: National Treasury and Statistics South Africa with support from SASSA

The government hosts thousands of datasets with important information on social and economic factors. Few of these datasets are connected, preventing the government from designing and delivering targeted and efficient services.

The government will create a real-time data exchange to connect departments and securely share information. This will allow services, like grant applications and business permits, to be processed faster, using existing information, ensuring that people only share their information once with government[9]. It will also enable the development of personalised services and enable the government to suggest relevant services such as linking grant recipients to opportunities, including education, training and job

[7] Foundational ID is the basic identity system used to verify who you are, like a national ID or biometric data, while Functional ID is used to access specific services and perform actions, such as applying for government benefits or opening a bank account.

[8] Credentials refer to verified information that proves a person's identity, qualifications, or eligibility for a service. These can include personal identification (e.g., ID cards or passports), educational records (e.g., diplomas or certificates), and employment details.

[9] Except when the information needs to be updated.

opportunities. Anonymised data will support the monitoring and evaluation of government programmes and services and enable better policy-making and research, driving smarter government decisions.

This initiative will directly benefit people such as Thandi. For example, when she applies for a service, the system will automatically verify her eligibility using information that is available in other government systems, reducing delays and errors. Once approved, Thandi could also be connected to job opportunities, training, learning or skills programmes tailored to her needs, improving her access to support and opportunities.

Project 2.1: Real-Time Data Access for Operations. This project will establish a data exchange to enable real-time data access between government departments and entities for operations. This includes the development and incremental roll-out of Application Programming Interface (API) end-points across government datasets and systems and associated governance and rules of use.

Table 3: Initiative 2: Project 2.1 - Phase 1 and Indicative Phase 2 Milestones (Q1 2025 - Q4 2030)

PHASE 1 MILESTONES (Q1 2025 - Q4 2027)
• Implement a data exchange platform to promote the eligibility testing of grants with relevant administrative datasets (Q4 2026)[10]
• Develop a Master Social Security Registry (MSSR) by combining existing social protection registries (Q4 2026)
• Incrementally roll-out data exchange to at least 20 more databases (Q4 2027)[11]
INDICATIVE PHASE 2 MILESTONES (Q1 2027 - Q4 2030)
• Open access to the data exchange platform to selected non-government entities to experiment with agency models and other innovations (Q2 2027)
• Enforce the use of master datasets across government (Q4 2027)
• Implement remote access to the SDF (Q4 2028)
• Implement an 'Enter Data Once' policy for government to enforce the use of the data exchange platform (Q4 2029)

Project 2.2: Bulk Data Access to Research, Monitor and Promote Evidence-Based Policy Making. This project will provide policy-makers and researchers with access to high-quality anonymised administrative datasets that can be integrated and analysed using advanced tools, including AI. By enabling bulk data access of this anonymised data, this initiative will uncover insights into the needs of people and organisations, and monitor and evaluate how well-existing services and programmes address those needs. These insights will also leverage AI to help optimise service delivery and inform evidence-based policy-making. This project will create access to these datasets in secure environments such as the National Treasury's SDF.

Table 4: Initiative 2: Project 2.2 - Phase 1 and Indicative Phase 2 Milestones (Q1 2025 - Q4 2030)

INDICATIVE PHASE 2 MILESTONES (Q1 2028 - Q4 2030)
• Provide remote-access to the SDF (Q4 2027)
• Develop a GIS DPI for spatial analytics and planning (Q2 2028)
• Provide access to 10 more datasets in the SDF (Q4 2030)

Project 2.3: Personalised and Suggested Services. This project will improve access to services by providing people with suggestions for the services that they are eligible for. It will also improve the quality of services people have access to by providing the government with the data it needs to develop personalised services. For example, a person receiving a social grant could also be connected to job opportunities, skills training, or healthcare services.

Table 5: Initiative 2: Project 2.3 - Phase 1 and Indicative Phase 2 Milestones (Q1 2025 - Q4 2030)

PHASE 1 MILESTONES (Q1 2025 - Q4 2027)[12]
• Automate linking of people accessing social grants with learning or earning opportunities (Q2 2026)
• Automatic enrollment of learners in primary and secondary schools based on location (Q2 2026)
• Seamless onboarding of grant recipients on Public Employment Programmes or Employment Services using push notifications for invitation (Q4 2026)
• Automatic onboarding of the child support grants in a phased manner starting with urban areas, followed by peri-urban and finally rural areas (Q2 2027)
• Automatic allocation of NSFAS bursaries based on eligibility of family and student (Q4 2027)
INDICATIVE PHASE 2 MILESTONES (Q1 2028 - Q4 2030)
• Automatic onboarding of old age pension grant (Q4 2028)

[10] Currently there are 10 datasets that have been approved by SASSA: PERSAL, PERSOL, DHA, SARS, Corrections, NSFAS (DHET), UIF (DEL), Banks, GEPF.
[11] To link social protection to jobs would include ESSA (DEL), CWP, EPWP, SAYouth (Harambee), Social Employment Fund (IDC), and the Teacher Assistants Programme (DBE)
[12] All milestones that refer to automation in onboarding are conditional on the opt-in of the beneficiary.

INITIATIVE 3: DIGITAL PAYMENTS FOR COST-EFFECTIVE AND EASY-TO-INITIATE TRANSACTIONS

Lead: National Treasury with support from the SARB and SASSA

The government will support the creation of a modern payment system that will transform how people, organisations and government send and receive money. This system will ensure that payments are secure, accurate, and processed in real-time. The system will reduce payment costs, improve efficiency, and offer flexible payment channels, such as EFTs, mobile wallets, and fast payments like PayShap. These options will give people the ability to choose how they receive their money, making transactions easier and more accessible. This initiative will also reduce costs for the government when making payments by providing all government departments and agencies with equal access to cost-effective and modern payment and beneficiary management processes.

For people like Thandi this means payments will be reliable, secure, and accessible. Thandi's mother, for example, could receive her old-age payments via a mobile wallet or bank account saving both time and money by not needing to travel to ATMs, bank branches, or government offices. This will also reduce fraud and corruption within the government by ensuring that the right person gets paid the benefit.

Project 3.1: Instant, Effortless and Cost Effective Payments for All. This project will expand payment options for the government, people and organisations. This is driven by the extensive work that has been undertaken by the SARB in the Payments Ecosystem Modernisation Programme. This includes cost-effective, real-time payments using QR codes, phone numbers, vouchers, and other means. This will make it easier and safer for people, especially those in underserved areas, to access their payments and transact digitally. It also includes the establishment of a payments utility to bring the costs of payments down.

Table 6: Initiative 3: Project 3.1 - Phase 1 and Indicative Phase 2 Milestones (Q1 2025 - Q4 2030)

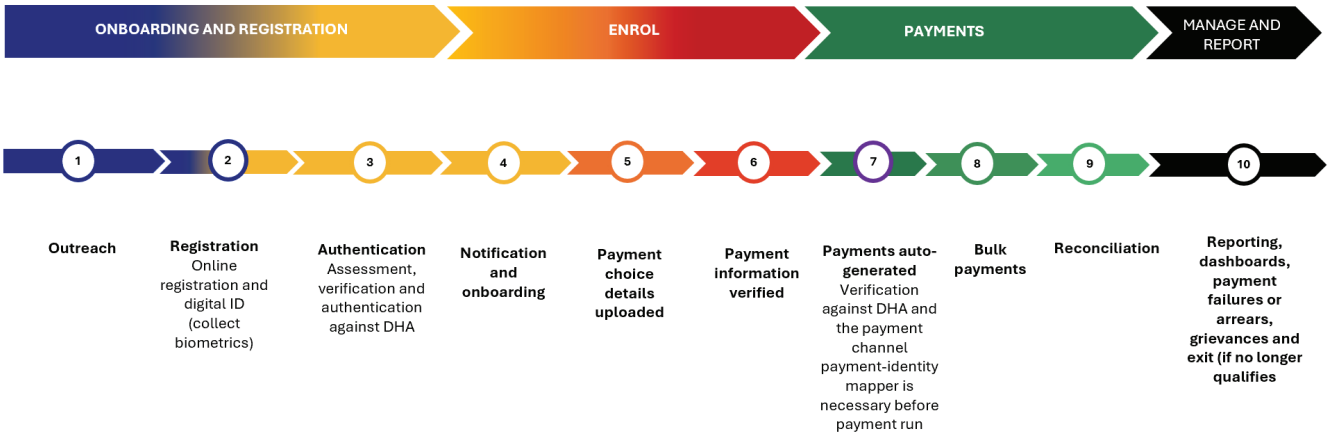
PHASE 1 MILESTONES (Q1 2025 - Q4 2027)
• **Conduct a cost-benefit analysis on the feasibility of a domestic card payment scheme, with a focus on potential applications for social grant recipients (Q4 2026)**
• Begin rolling out a digital financial identity solution (Q4 2026)
• **Provide instance, cost-effective payments to a preferred store of value through the Rapid Payments Programme (Q4 2027)**
INDICATIVE PHASE 2 MILESTONES (Q1 2028 - Q4 2030)
• Establish a Public Payments Utility for transaction processing (Q4 2030)

Project 3.2: Improved Government Payments. Government departments and agencies use a variety of systems and payment providers to make payments to people and organisations. There is opportunity to reduce the costs of these payments by developing common payment systems and processes to leverage economies of scale, and to ensure the innovations developed in Project 3.1 are used by the government effectively. These disparate systems can be strengthened to reduce fraud or double dipping of government benefits.

Achieving this requires two sets of interventions: firstly, developing an end-to-end (E2E) government-to-person (G2P) payment system for use by agencies such as SASSA or the UIF; secondly, developing an equivalent payment capability for use by departments such as the Department of Basic Education (DBE) or the Department of Agriculture, Land Reform and Rural Development (DALRRD). Departments and agencies require different solutions, however both will be developed using similar technologies and principles, leveraging DPI, to avoid duplication and enable integration.

A E2E G2P system for agencies will be developed at SASSA by building on existing infrastructure through the addition of a variety of DPI components. This system can then be adopted by other agencies as needed. The system will deliver on all functions through the service lifecycle from registration to reporting as highlighted in the value chain below. It will also leverage the technologies developed in Initiatives 1, 2 and 4.

Figure 10: E2E G2P System



Enhancing the SASSA system to deliver the E2E G2P system will focus on the following critical components.

- A functional digital identity for onboarding to ensure that the correct person receives funds.
- A mapping of the beneficiary identity to an account by uploading payment information of choice
- A payment gateway that links the beneficiary bulk payment file(s) to the SARB's payment ecosystem. This enables people to access payments using the channel of their choice.
- A reporting dashboard to address beneficiary grievances and track the performance of the system

The system will then be further enhanced to allow the government to accept payments from people, and to enable government and businesses to make and receive payments with each other.

Table 7: Initiative 3: Project 3.2.1 - Phase 1 and Indicative Phase 2 Milestones (Q1 2025 - Q4 2030)

PHASE 1 MILESTONES (Q1 2025 - Q4 2027)
• Develop E2E G2P system for Child Support and SRD370 Grants (Q4 2026)[13]
• Develop the Payment Gateway for Government-to-Person payments in SASSA (Q4 2027)
• Deploy the E2E G2P system in one more government entity, leveraging the payment gateway (Q4 2027)
INDICATIVE PHASE 2 MILESTONES (Q1 2028 - Q4 2030)
• Enable government-to-business (G2B) and business-to-government (B2G) payments in the E2E system (Q4 2028)
• Deploy the E2E system in two more government entities, leveraging the payment gateway (Q4 2030)

A E2E G2P system for departments will be developed by introducing equivalent features into IFMS. This will enable all government departments to onboard beneficiaries and manage payments across multiple channels, such as bank accounts, mobile wallets, or cards. This will improve service delivery, reduce transaction fees, and ensure that payments are processed efficiently. The IFMS development team will collaborate closely with the developments in the SASSA pilot to re-use technologies and create opportunities for interoperability.

This project will also determine the desirability of a government payment switch under the Treasury through the IFMS that centralises all government payments to businesses, vendors and beneficiaries[14]. A study will be conducted to estimate the cost savings that could be achieved if all government departments process all of their payments through the government switch - currently, each department engages with its commercial bank on the fee per transaction. By consolidating all payments, the Treasury could negotiate bulk transaction fees for the whole of government to switch their payments with potential savings believed in the region of billions per annum.

[13] Relevant stakeholders includes the SARB, SASSA, National Treasury, Department of Social Development, DHA and SARS.
[14] The payment switch is between the departments, channelled through the Treasury into the SARB ecosystem, or to another payment service provider.

Table 8: Initiative 3: Project 3.2.2 - Phase 1 Milestones (Q1 2025 - Q4 2027)

PHASE 1 MILESTONES (Q1 2025 - Q4 2027)
• Research the potential savings of a government payments switch (Q4 2027)
• Develop a G2P payment module in IFMS (Q4 2027)
• Develop a government payments switch conditional on the research results (TBD)

INITIATIVE 4: TRUSTED DIGITAL CHANNELS FOR ACCESSING GOVERNMENT INFORMATION AND SERVICES

Lead: Department of Communications and Digital Technologies (DCDT) and Department of Public Service and Administration

The government will transform how people access information and services by creating a single, world-class digital platform to access services and information using a device they prefer. This initiative will consolidate fragmented government websites and inconsistent interfaces into a single, trusted website: www.gov.za. The platform will give users easy access to accurate and up-to-date information on government, and provide seamless access to e-services. By standardising content and providing a common point of access to services across departments, this initiative will reduce confusion, strengthen trust and make government services more user-friendly and accessible. The government will also introduce an integrated Human Resources (HR) Management System to improve how it manages its employees.

For Thandi, this means she can search for government services or apply for services without the frustration of navigating multiple websites. Once logged in, Thandi can access her personal account, connect to her Verified Credentials Wallet, and manage her services in one place. She will also receive personalised recommendations based on her needs, such as job opportunities or skills training, and can schedule appointments for in-person services when necessary. This will save her time, reduce effort and strengthen trust in government services.

Project 4.1: A Zero-Rated Website for Access to All Government Information. This project will provide users with access to all information on government and its services through a single zero-rated website: www.gov.za. This will ensure the information that users need is easily accessible, regardless of department, through common standards for content management and creation. The platform will be continuously enhanced through user feedback.

Table 9: Initiative 4: Project 4.1 - Phase 1 Milestones (Q1 2025 - Q4 2027)

Phase 1 Milestones (Q1 2025 - Q4 2027)
• Develop a best-in-class website for accessing government information (Q4 2025)
• Migrate three priority national department websites to GOV.ZA (Q4 2025)
• Zero-rate the website (Q1 2026)
• Complete migration of remaining national department websites to GOV.ZA (Q4 2027)

Project 4.2: A Zero-Rated Platform to Access All Government Services. This project will provide people with a trusted platform to access e-services, end-to-end - *MyMzansi*. Users can login - through mobile, web or other means - and have access to a personal account which connects to their Verified Credentials Wallet. Users will have an improved experience: they will only have to enter information once, will be able to enrol in government services remotely, will have services suggested to them based on their profile and can schedule appointments at physical points of service as needed.

Table 10: Initiative 4: Project 4.2 - Phase 1 and Indicative Phase 2 Milestones (Q1 2025 - Q4 2030)

Phase 1 Milestones (Q1 2025 - Q4 2027)
• Launch a best-in-class platform to access government services with a tiered system of profiles and authentication processes (Q2 2026)
• Offer remote onboarding to 3 priority services from grants and labour ensuring they comply with required standards (Q2 2026)
• Zero-rate the platform (Q2 2026)
• Offer 20 priority services on the platform ensuring they comply with required standards (Q4 2027)

Indicative Phase 2 Milestones (Q1 2028 - Q4 2030)

- Expand and enable access for 3rd party channels (e.g. payfine, municipal bill payments, car licence renewals) (Q1 2028)
- Develop a common set of channels for government to communicate with people (Q1 2028)
- Develop a scheduling system for people and organisations to present at physical points of service (Q4 2028)
- Migrate 50 priority services onto the platform ensuring they comply with required standards (Q4 2030)
- Ensure 50% of South African internet users have been onboarded to and used the platform at least once (Q4 2030)

Project 4.3: An Integrated HR Management System for Government Staff. The government will develop a system that will streamline recruitment, onboarding and workforce management, ensuring that public servants can deliver services more effectively. This will provide all government departments and entities with equal HR management processes and eliminate duplication in systems and tools currently delivering these functions. This will be improved through enhancements to IFMS.

Table 11: Initiative 4: Project 4.3 - Phase 1 Milestones (Q1 2025 - Q4 2027)

Phase 1 Milestones (Q1 2025 - Q4 2027)

- Launch a new HR system for government departments in IFMS (Q4 2027)
- Incrementally enhance the system through additional modules (Ongoing)

DELIVERY MECHANISMS

To successfully implement the roadmap and ensure long-run sustainability and transformation, four delivery mechanisms will be put in place. These mechanisms focus on coordination, capability-building, and partnerships to drive effective, inclusive and sustainable digital transformation. These mechanisms will also ensure that the changes will be delivered safely and inclusively.

DELIVERY MECHANISM 1: COORDINATION THROUGH AN EFFECTIVE IDWG

Lead: The Presidency and DCDT

An Inter-Departmental Working Group (IDWG) will serve as a coordinating body, ensuring alignment across government departments, entities and stakeholders. The IDWG is chaired by the Director-General of The Presidency and co-chaired by the Directors-General of the National Treasury and the DCDT. The IDWG will leverage the efforts of existing government departments and entities ensuring collaboration, coordination and cooperation. It will drive delivery, address implementation challenges, streamline decision making, and monitor progress. The IDWG Terms of Reference, contained in the resource document, details the composition of the coordinating body.

Table 12: Delivery Mechanism 1: Coordination Through an Effective IDWG

MILESTONES	TIMELINE	LEAD ENTITY
Secure funding and resources for the IDWG Project Management Office (PMO) and Digital Service Unit (DSU)	Ongoing	National Treasury and The Presidency
Operationalise the IDWG and establish its PMO	2025 Q1	The Presidency
Develop a monitoring, evaluation, reporting, and learning (MERL) strategy	2025 Q1	The Presidency
Establish a local stakeholder group to engage with non-government partners	2025 Q1	The Presidency
Resource and operationalise the communication and engagement strategy	2025 Q1	The Presidency
Secure input from International Experts through an international advisory group	2025 Q1	The Presidency

The Interdepartmental Working Group on Digital Transformation of Government (IDWG) is a coordinating structure responsible for developing and delivering on the government's shared vision for digital transformation. The IDWG's members comprise representatives from government departments and entities, with workstreams overseeing the delivery of different parts of this roadmap. The **Inter-Ministerial Committee (IMC)** on Digital Transformation operates at a strategic level, offering oversight, approving policies, mobilising resources and addressing systemic barriers. The IDWG coordinates with and delivers on the objectives of the IMC. The IDWG is supported by a domestic stakeholder group and an international advisory group to secure leading edge and context-relevant advice.[15] These groups will ensure the government is aware of and adapting to the evolution of approaches and technologies, and that these are integrated with the roadmap and its roll-out.

[15] The composition of these groups can be found in the resource document

DELIVERY MECHANISM 2: BUILDING A DIGITAL GOVERNMENT CAPABILITY

Lead: The Presidency and Department of Public Service and Administration

A robust digital government capability will be developed to equip the government with the tools, skills and systems needed to deliver modern, people-centred services. This mechanism will establish strong central leadership while empowering individual departments to drive transformation.

Table 13: Delivery Mechanism 2: Building a Digital Government Capability

MILESTONES	TIMELINE	LEAD ENTITY
Establish a DSU under The Presidency	2025 Q2	The Presidency
Establish a sandbox environment to develop and test new technologies	2025 Q2	Department of Science, Technology and Innovation
Align public servant performance goals with digital transformation objectives	2026 Q4	Department of Planning, Monitoring and Evaluation
Establish a National Data Governance Authority	2028 Q4	The Presidency
Establish a National Cyber Security Authority	2028 Q4	Department of Communications and Digital Technologies
Establish a National Enterprise Architecture Board	2028 Q4	Department of Public Service and Administration
Strengthen the GITOC with shared tools and resources	Ongoing	Department of Public Service and Administration
Roll out training and capacity building programmes for public servants	Ongoing	Department of Public Service and Administration
Identify and coordinate removal of legal and regulatory barriers impeding projects, with a first focus on data access in government	Ongoing	The Presidency

The **Digital Service Unit (DSU)**, the **Government IT Officers Council (GITOC)** and other key entities will collaborate to advance the digital transformation agenda of the South African government. The DSU, under The Presidency Project Management Office, will drive transformation from the centre of government. The DSU will accelerate key projects and develop reusable tools and technologies for the government. GITOC complements the DSU and will collaborate on key projects and support implementation of the roadmap at departmental and entity level through adoption of the reusable tools and technologies. These entities will have close engagement with the international and local advisory groups and incorporate best practice arising from the G20 deliberations.

DELIVERY MECHANISM 3: UNLOCKING INNOVATION THROUGH NON-GOVERNMENT ECOSYSTEMS

Lead: The Presidency and Department of Science, Technology and Innovation

Collaboration with private sector partners, labour, academia, and civil society can unlock innovation. This mechanism will create a thriving ecosystem outside of government where government and external partners work together to design and deliver service innovations and create a pipeline of talent for the government.

Table 14: Delivery Mechanism 3: Unlocking Innovation Through Non-Government Ecosystems

MILESTONES	TIMELINE	LEAD ENTITY
Introduce an internship programme	2025 Q4	The Presidency (DSU)
Develop a programme to enhance the digital literacy of people who will use eGovernment services	2025 Q4	Department of Communications and Digital Technologies
Establish a GovTech Centre of Excellence	2026 Q2	Department of Science, Technology and Innovation
Develop a community of GovTech practitioners	2026 Q2	Department of Science, Technology and Innovation
Introduce a scholarship programme	2026 Q4	Department of Science, Technology and Innovation
Launch an open learning curriculum for GovTech	2026 Q4	Department of Science, Technology and Innovation
Develop partnership frameworks to collaborate with non-government entities	2026 Q4	The Presidency
Share government resources and tools publicly	Ongoing	The Presidency

The digital transformation of government will have a society-wide impact. Skills development for people outside of government is therefore critical to ensuring that digital transformation of government is inclusive. The roadmap will strengthen the skills of South Africans to confidently and safely use digital tools and solutions developed by the government. The roadmap will, furthermore leverage existing government service points such as the Thusong Service Centres to provide onboarding support, and will experiment with new service delivery models by collaborating with the private sector and civil society, which offer opportunities for developing new physical service and onboarding points of access across South Africa.

DELIVERY MECHANISM 4: CROSS-CUTTING ENABLERS

Lead: The Presidency, Department of Public Service and Administration and Department of Communications and Digital Technologies

The following enablers will be delivered to support the success of the projects. These enablers will all begin during Phase 1 and be incrementally improved over time. These enablers will be driven by the DSU with support from relevant departments.

Table 15: Delivery Mechanism 4: Cross-Cutting Enablers

ENABLERS	TIMELINE	LEAD ENTITY
Establish voluntary community of people and businesses to poll needs and beta-test new capabilities	2025 Q4	The Presidency (DSU)
Scope non-government capabilities and develop reference models for desirable approaches to the use of government data that can be replicated	2025 Q4	The Presidency (DSU)
Establish a catalogue to enhance transparency and improve insight of: • Government APIs and Minimum Information Security Standard (MISS) with documentation • Government datasets and metadata • Master data maintained using best-in-class data standards • Government services and associated processes • Ongoing initiatives undertaken by all levels of government starting with a collection and analysis of all Master Systems Plans	2025 Q4	Department of Public Service and Administration
Develop norms and standards including but not limited to: • Data Standards and Data Dictionary • API Standards	2025 Q4	Department of Public Service and Administration
Develop and implement a user-friendly, interactive and modern service design manual and developer toolkit	2026 Q2	The Presidency (DSU)
Launch a repository of reusable capabilities and developer tools for government staff with associated documentation and materials	2026 Q4	The Presidency (DSU)
Establish a process for scoping emerging technology capabilities globally and their desirability by people and organisations domestically	2026 Q4	Department of Communications and Digital Technologies
Develop a comprehensive Cybersecurity strategy that protects all users accessing digital government products/services	2027 Q4	Department of Communications and Digital Technologies
Begin a rolling system rationalisation programme	2027 Q4	Department of Communications and Digital Technologies

The **National Cybersecurity Policy Framework (NCPF)** plays a crucial role in safeguarding government systems. The policy indicates the **need to expedite the development of a clear, actionable National Cybersecurity Strategy to operationalise the NCPF. This must include measurable objectives and accountability mechanisms to align government efforts. This includes** proactive risk management, regular security assessments and robust incident response mechanisms. It also includes capacity-building initiatives, specialised training for cybersecurity professionals and public awareness campaigns. **The strategy** will ensure the protection of users, systems and sensitive data while fostering innovation and trust.

SUSTAINABILITY AND FUNDING

The adoption of a DPI approach and technologies is expected to yield substantial cost savings for the government as has been observed in other countries. The focus of the roadmap will further reduce leakages in critical social protection instruments.

The implementation of the roadmap will require financial resources. Each project will be costed following scoping and resources allocated to maximise impact relative to cost. This requires a blend of sources. Alongside government resourcing, development partners, philanthropic organisations and the private sector will be approached to provide initial funding and technical assistance

to establish the DSU and support the IDWG PMO. Permanent support for the DSU, the IDWG PMO, and departments will be required and should be progressively allocated from the national fiscus.

National Treasury will develop financial incentives for departments to drive the adoption of technologies and approaches delivered by this roadmap, in consultation with relevant IDWG members and the Inter-Ministerial Committee to ensure salience to technological developments.

MONITORING PROGRESS

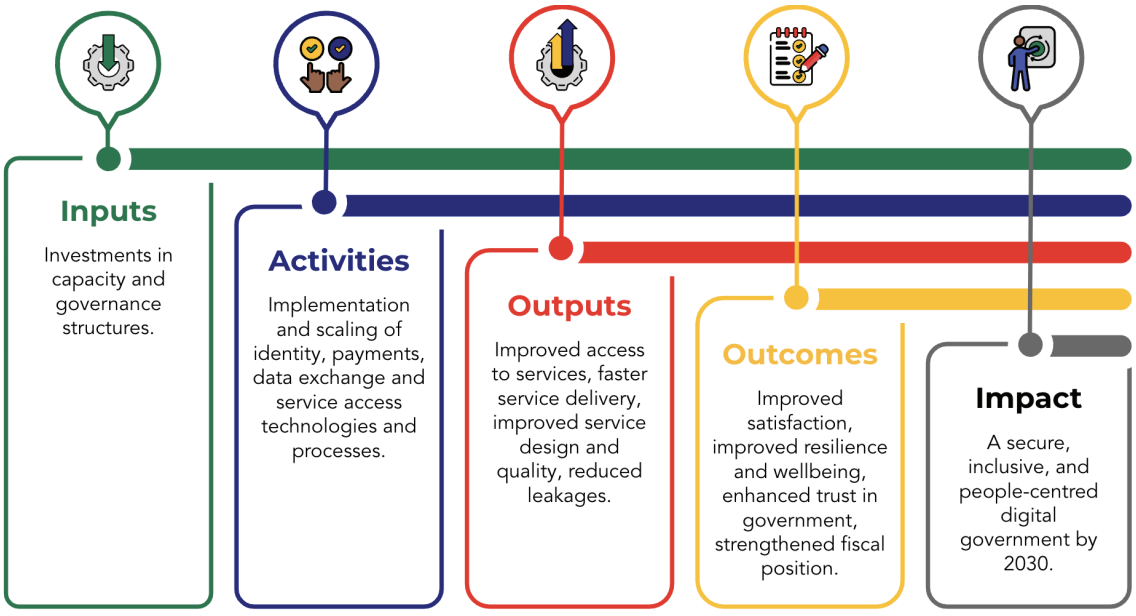
Digital transformation of government requires continuous tracking, learning, and adaptation. The roadmap will include the design of a robust Monitoring and Evaluation (M&E) framework for the roadmap, generally, and projects specifically. Rapid-feedback loops for learning are critical to the success of an agile approach. The following provides the foundation for this framework.

By investing in digital public infrastructure, integrating government systems and fostering innovation, government can deliver services that are:

1. Secure: Transparent and responsive systems that strengthen trust between people and the government, and that eliminate fraud and abuse to save costs
2. Inclusive: People and organisations are aware of and can access services readily and easily, and at limited personal expense
3. People-centred: Services are designed to meet the specific needs of people and guard dignity through easy access and ready delivery.

This entails the following preliminary logic pathway.

Figure 11: Logical Pathway

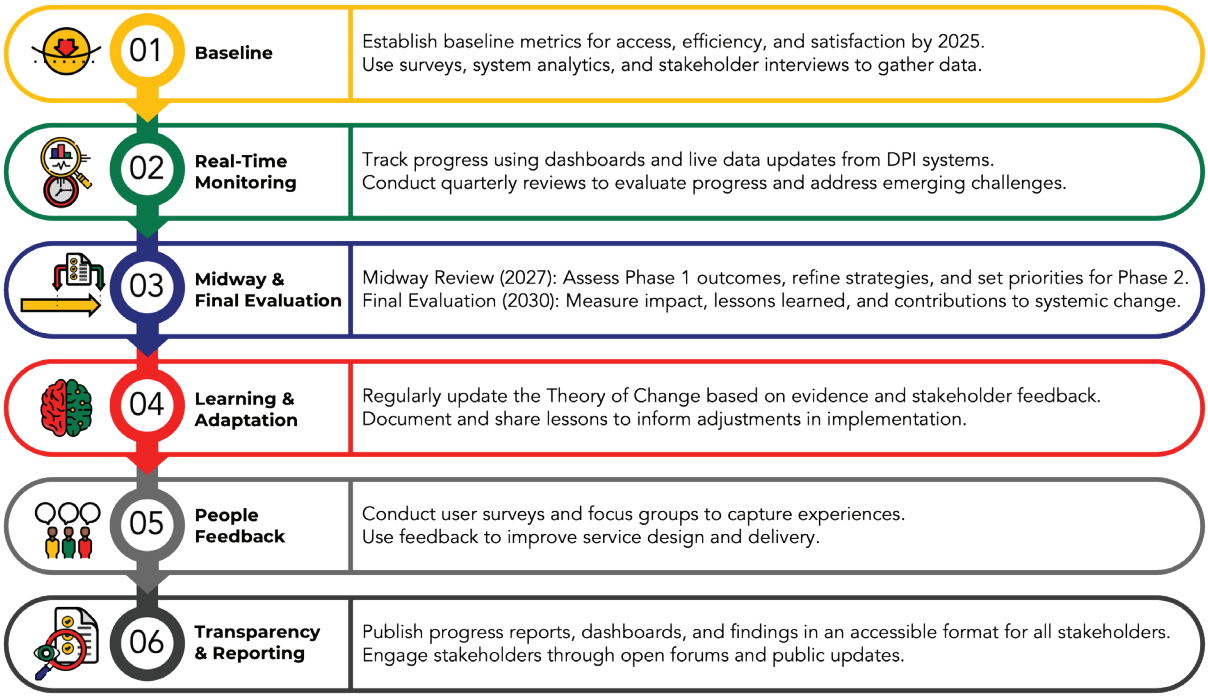


The M&E framework proposes tracking progress at the following three levels. Indicators will be developed based on finalised project plans and be derived from the milestones.

- For People: indicators considering access to and uptake of services and technology, cost and time savings, and service satisfaction.
- For Government: indicators considering service delivery efficiency through time and cost savings, adoption by entities and staff, and user satisfaction.
- For Infrastructure: indicators considering collaboration between departments, partnerships with non-government, innovation undertaken by government, and institutionalisation of initiatives and projects.

The foundational approach to monitoring and evaluation includes 6 steps, as highlighted below.

Figure 12: Baseline, Monitoring, Evaluation, Adaptation, Feedback and Reporting



PARTICIPATING IN THE JOURNEY

The success of this roadmap not only requires the participation of the government, but also society as a whole. The Digital Mzansi website has been developed to encourage participation and foster collective efforts in delivering our digital transformation vision. This platform will empower people, organisations and government stakeholders to contribute ideas, share insights and engage in meaningful dialogue to shape a future-ready public sector. A local stakeholder group and an international advisory group to secure leading edge and context-specific guidance.[16]

[16] The composition of these groups can be found in the resource document