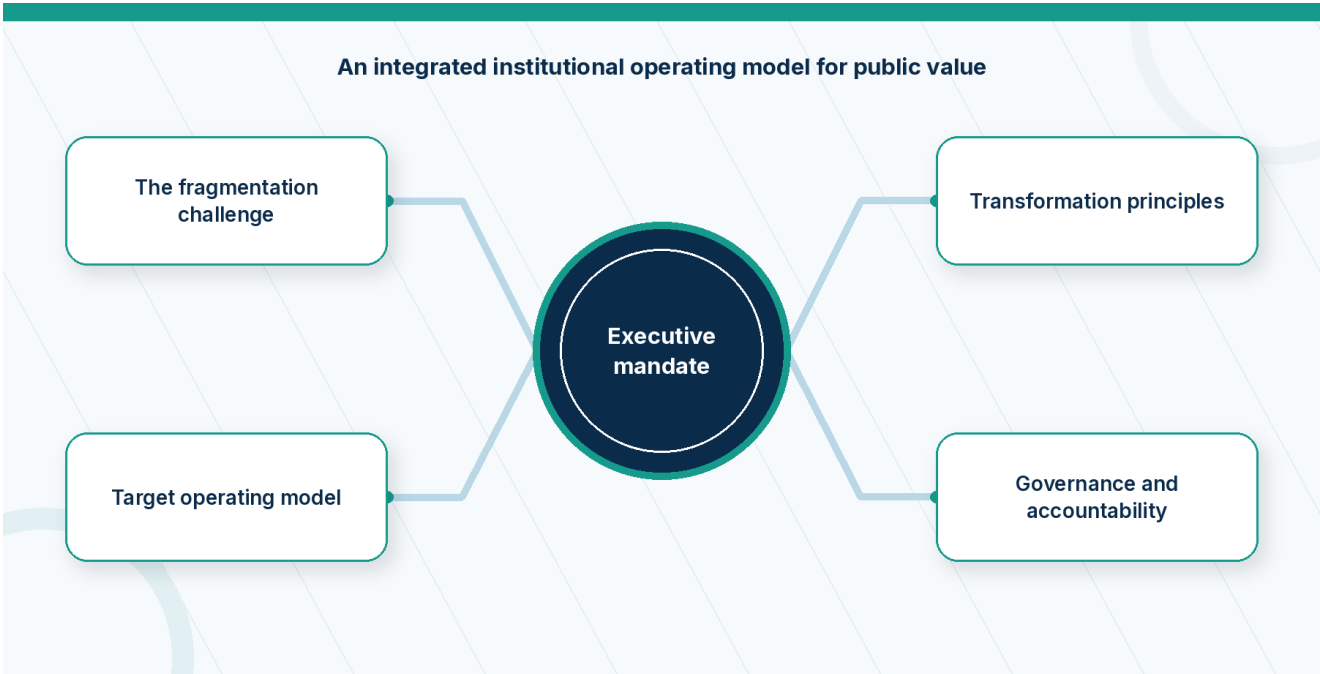


ESSBC

Government Digital Transformation Framework

An integrated institutional operating model for public value



Strategic framework for public-sector leaders and technical evaluators

Version 1.0 | August 2026

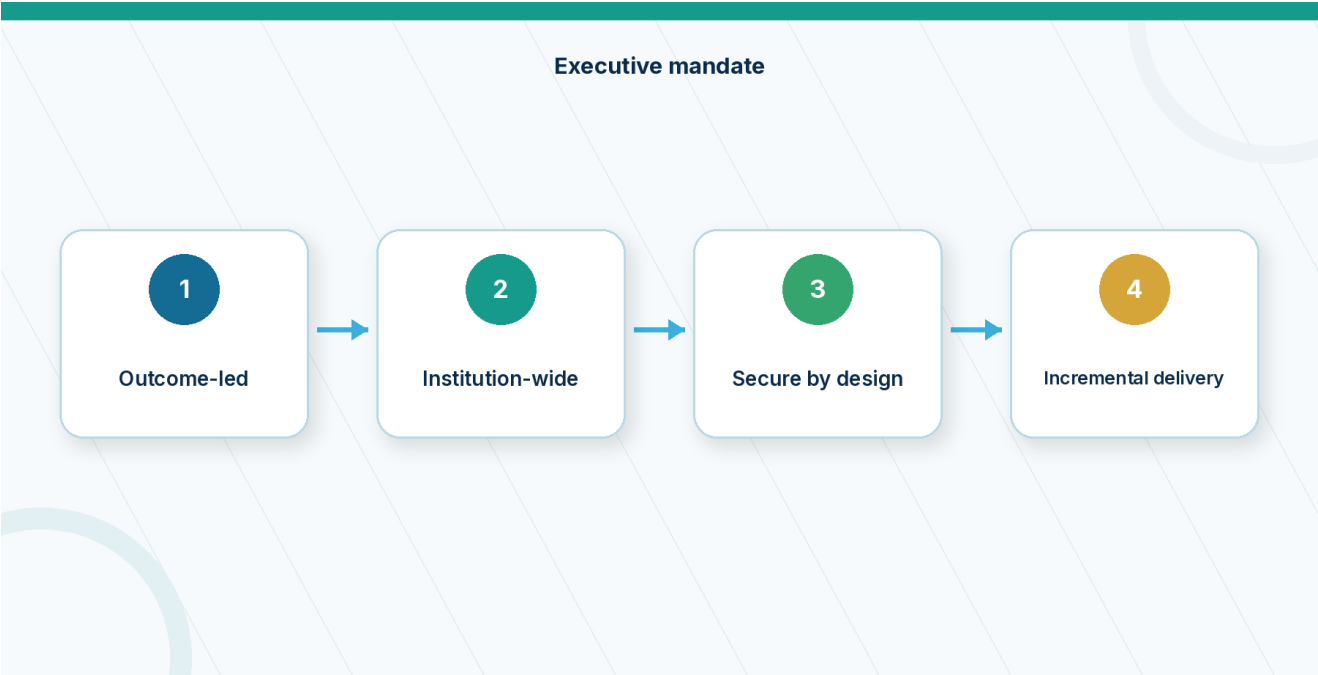
How to use this framework

This document combines an executive architecture with sufficient operating and technical detail for evaluation. It is intended to shape mandate, governance, portfolio and implementation decisions; it is not a system requirements specification.

Section	Decision supported
1. Executive mandate	From fragmented digitization to an integrated digital operating model
2. The fragmentation challenge	Why isolated digital projects do not compound
3. Transformation principles	Decision rules for every initiative
4. Target operating model	Six connected layers of institutional transformation
5. Governance and accountability	Turn sponsorship into an operating cadence
6. Service and process transformation	Redesign the work before digitizing it
7. Digital operating layer	A reusable foundation for services and change
8. Data, identity and trust	Embed control into the architecture
9. Measurement framework	Manage outcomes, adoption and operating health
10. Phased implementation	Deliver value while protecting continuity
11. ATMET as an implementation enabler	Configure a governed operating model without losing institutional control
12. Leadership agenda	Five decisions that move the framework into execution

Executive mandate

From fragmented digitization to an integrated digital operating model

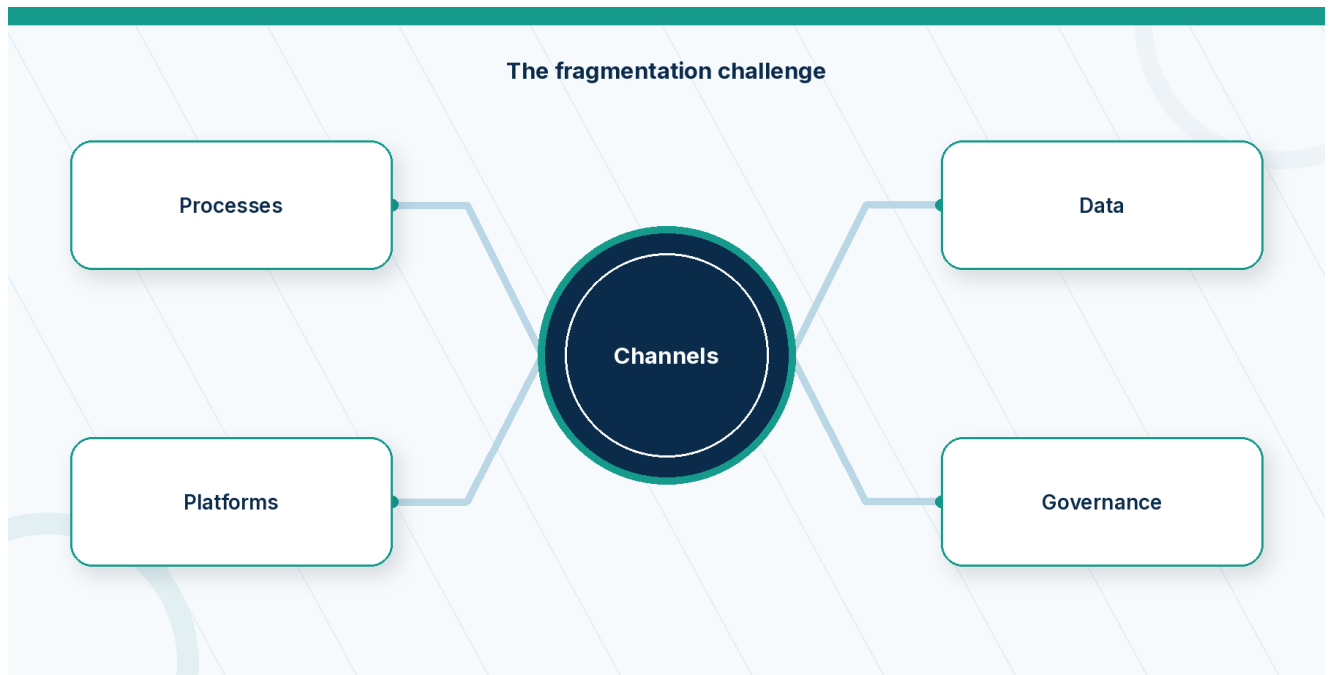


Public institutions need more than online forms. They need a governed operating model that connects policy, services, processes, data, technology and people around measurable public outcomes.

Leadership question: What decision, owner and evidence are required before this element can scale?

The fragmentation challenge

Why isolated digital projects do not compound

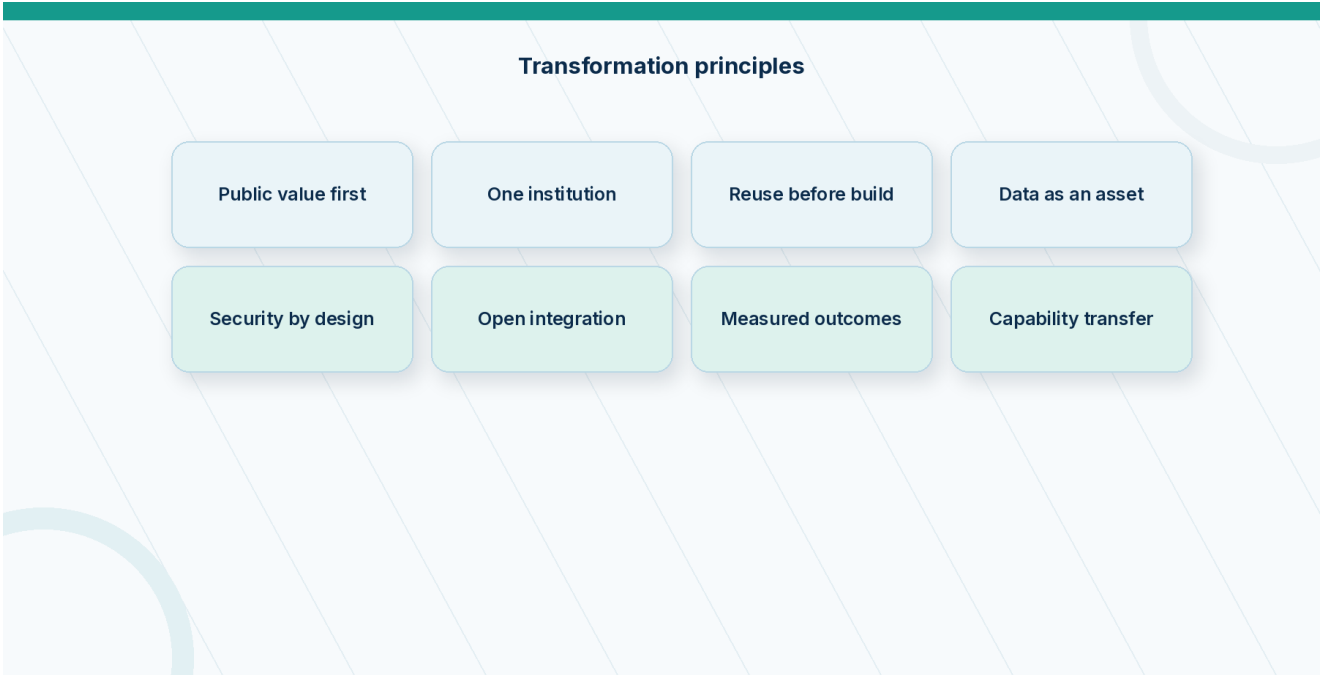


When channels, workflows and data are modernized separately, the institution inherits duplicate integrations, inconsistent controls and a fragmented experience. Transformation begins by treating the institution as one operating system.

Leadership question: What decision, owner and evidence are required before this element can scale?

Transformation principles

Decision rules for every initiative



A shared set of principles prevents the portfolio from drifting into disconnected technology procurement. These principles should guide funding, architecture and delivery decisions.

Leadership question: What decision, owner and evidence are required before this element can scale?

Target operating model

Six connected layers of institutional transformation



The model aligns strategic direction with service delivery and the enabling digital foundation. Accountability sits across all layers rather than being delegated to the technology function.

Leadership question: What decision, owner and evidence are required before this element can scale?

Governance and accountability

Turn sponsorship into an operating cadence

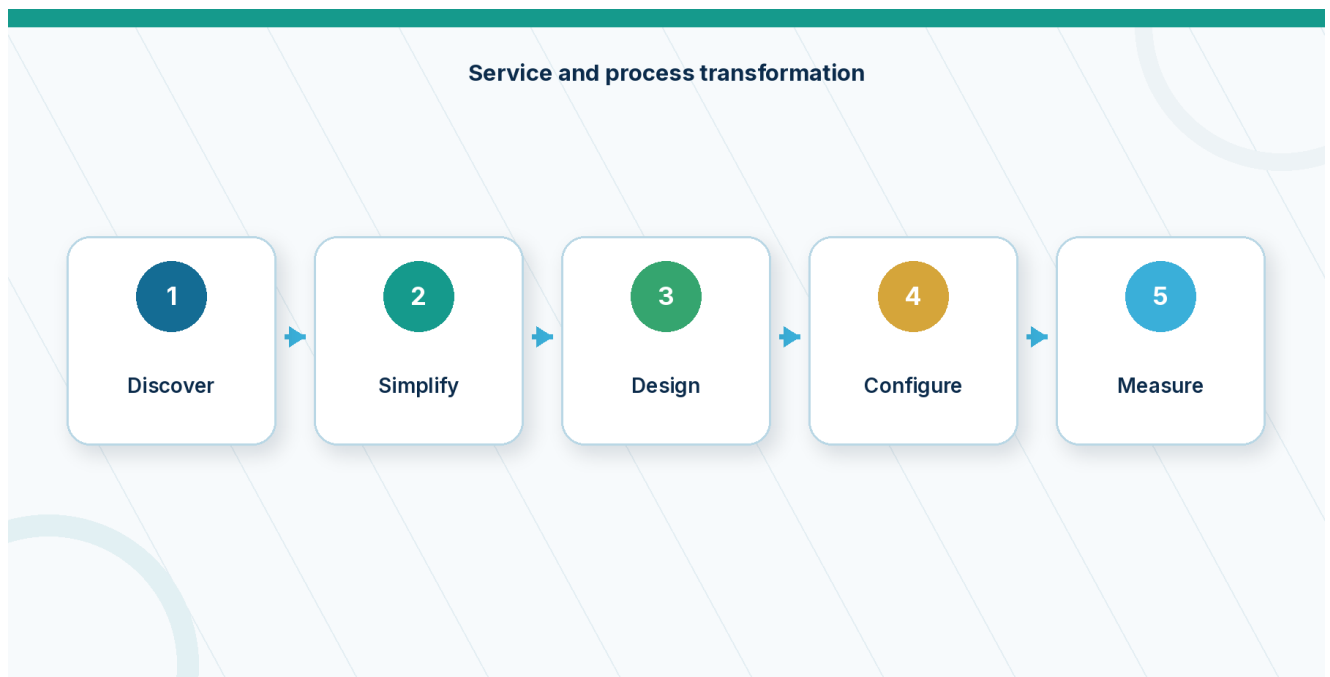


A transformation council sets direction; service owners own outcomes; architecture and data authorities protect coherence; delivery teams execute in controlled increments.

Leadership question: What decision, owner and evidence are required before this element can scale?

Service and process transformation

Redesign the work before digitizing it



Prioritize high-value journeys, remove unnecessary steps, define decision rights and service levels, then configure digital workflows. Automation should make accountability visible—not conceal complexity.

Leadership question: What decision, owner and evidence are required before this element can scale?

Digital operating layer

A reusable foundation for services and change

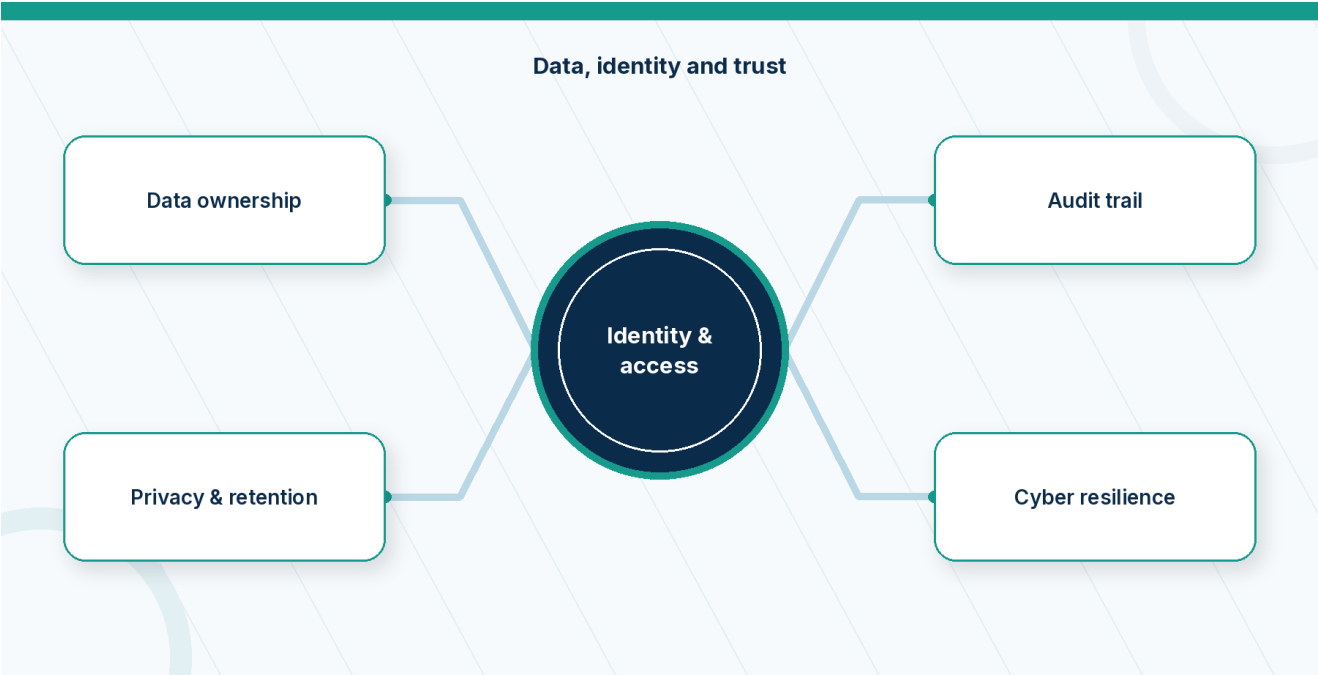


A modular operating layer connects channels to workflow, case management, documents, payments, notifications and enterprise systems through governed APIs. This reduces repeated effort and enables controlled customization.

Leadership question: What decision, owner and evidence are required before this element can scale?

Data, identity and trust

Embed control into the architecture

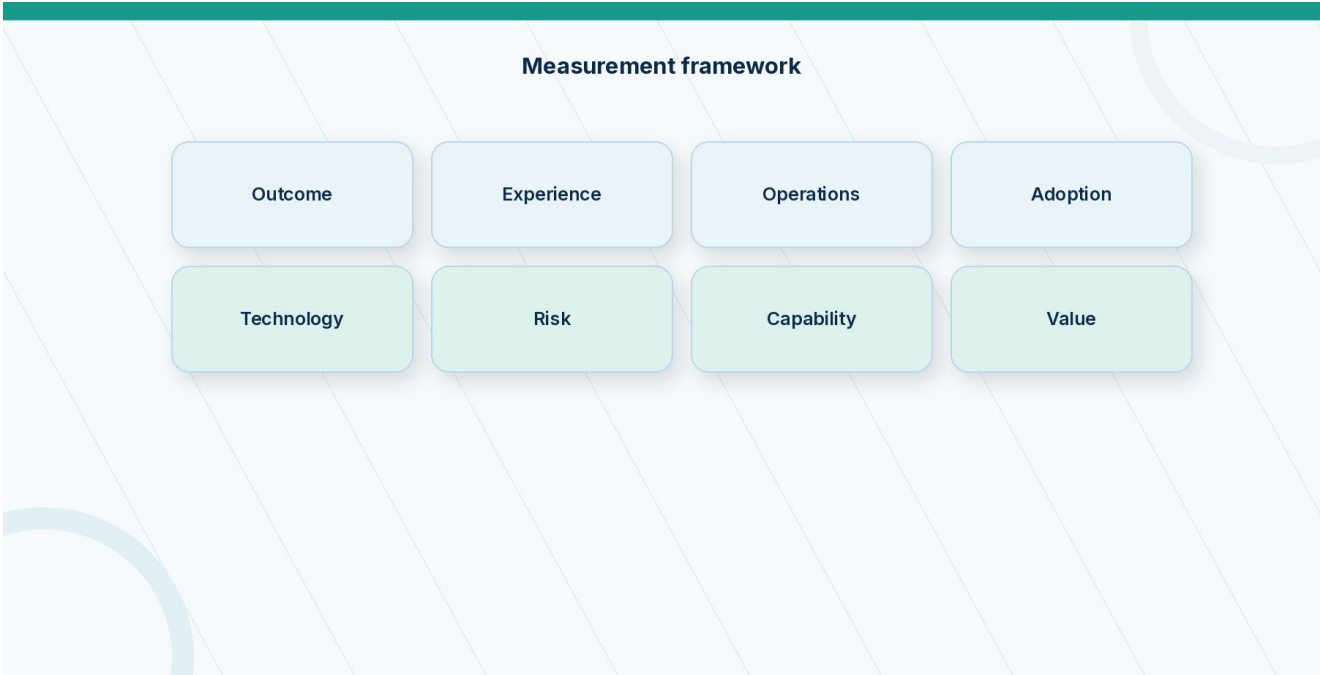


Identity, authorization, audit, retention and data classification should be applied consistently. Data ownership and quality controls turn operational records into reliable management information.

Leadership question: What decision, owner and evidence are required before this element can scale?

Measurement framework

Manage outcomes, adoption and operating health

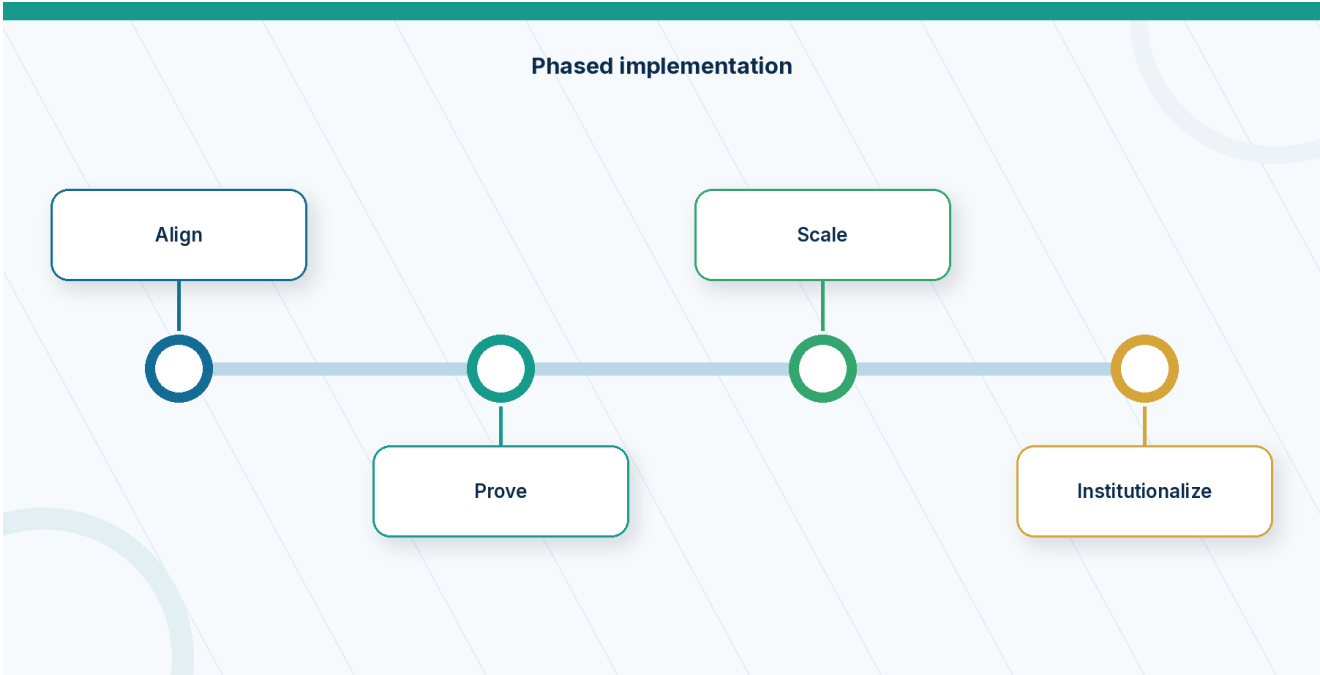


A balanced scorecard links public outcomes with service performance, adoption, workforce capacity and platform health. Baselines and target dates must be agreed before benefits are claimed.

Leadership question: What decision, owner and evidence are required before this element can scale?

Phased implementation

Deliver value while protecting continuity

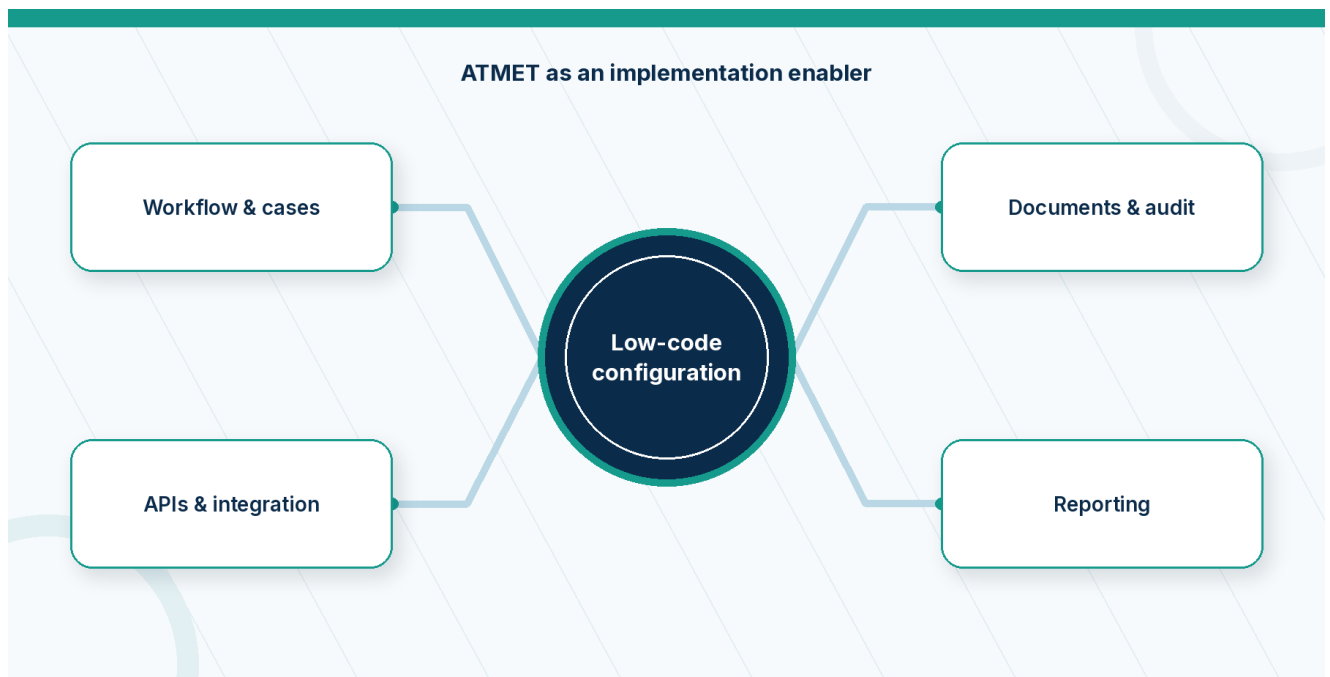


Start with mandate and baseline, prove the model through priority journeys, scale shared capabilities, then institutionalize continuous improvement. Each gate should require evidence—not activity counts.

Leadership question: What decision, owner and evidence are required before this element can scale?

ATMET as an implementation enabler

Configure a governed operating model without losing institutional control

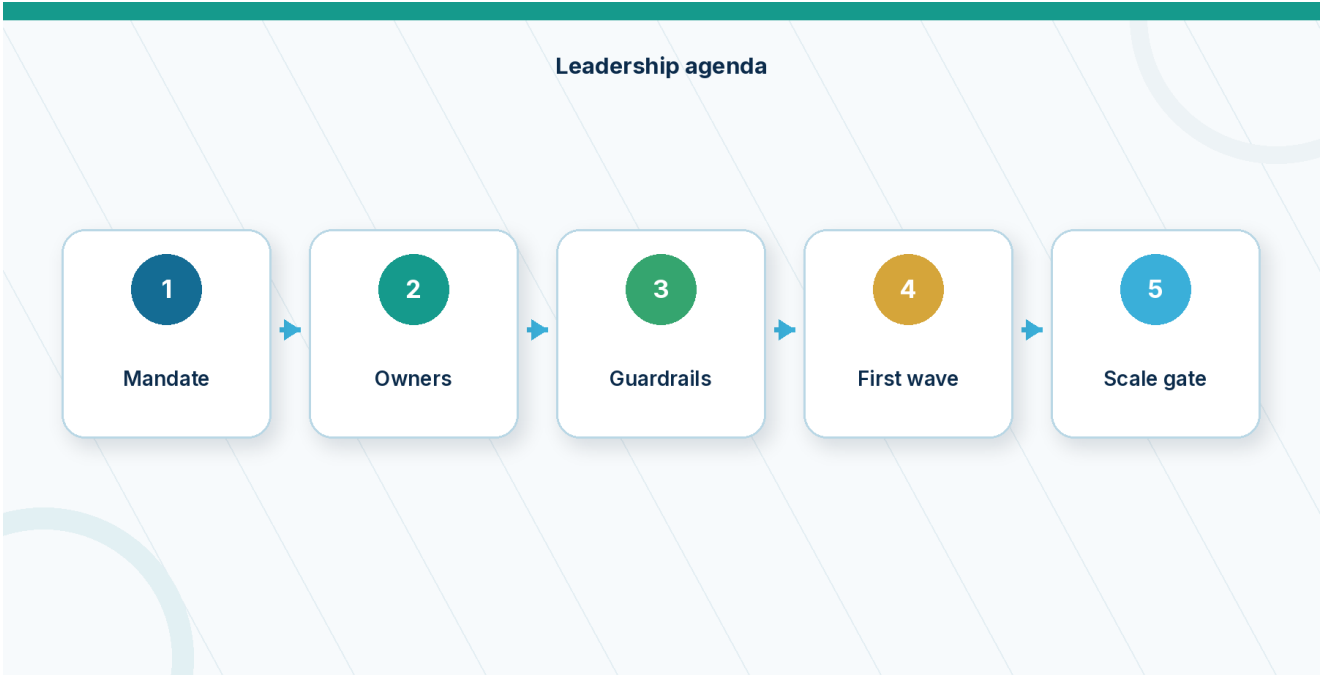


ATMET can support workflow, case and document management, portals, integration, reporting and audit within an on-premise or private-cloud deployment. The product is configured for each institution; complex integrations and specialized rules require engineering support.

Leadership question: What decision, owner and evidence are required before this element can scale?

Leadership agenda

Five decisions that move the framework into execution



Confirm the outcomes, appoint accountable owners, establish architecture guardrails, select a bounded first wave and approve an evidence-based scale gate. The framework is a strategic guide—not an SRS or contractual commitment.

Leadership question: What decision, owner and evidence are required before this element can scale?