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# SUDESA: A STRATEGIC FRAMEWORK

*for the Digital Transformation of South Sudan's Government and Public Sector*

CREATED BY

EUSL AB

*Care to Change the World*

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# Strategic Framework for the Digital Transformation of South Sudan's Government and Public Sector

## Executive Summary

South Sudan stands at a pivotal moment in its national development journey. With the signing of the buyer's agreement for the Social Digital Equity Program (SDEP), the Government has formally committed to a long-term digital transformation agenda—one that seeks not only to modernise public institutions but to empower its people, strengthen governance, and catalyse inclusive economic growth.

This Strategic Framework outlines a comprehensive roadmap for the digitalisation of South Sudan's government and public sector, anchored in the principles of Agenda for Social Equity 2074 and aligned with national development plans, the African Union's Agenda 2063, and the United Nations Sustainable Development Goals (SDGs). It is structured around eight interdependent chapters:

1. **Vision and Strategic Intent:** Establishes the long-term goals and philosophical foundation of the transformation.
2. **Strategic Pillars:** Details the core domains of intervention—digital infrastructure, procurement, public sector systems, education, private sector innovation, compliance, partnerships, and governance.
3. **Compliance and Data Governance:** Sets the legal and technological standards for ethical, secure, and sovereign data management.
4. **Strategic Partnerships:** Identifies potential collaborators whose mandates align with South Sudan's transformation goals, including Sweden (SIDA, Swedfund, NDF), AfDB, COMESA, and the World Bank.
5. **Implementation Roadmap:** Outlines a phased approach from infrastructure development to regional leadership.
6. **Monitoring, Evaluation, and Learning (MEL):** Establishes mechanisms for accountability, feedback, and adaptive management.
7. **Institutional Architecture and Governance:** Defines the roles and coordination mechanisms across government, civil society, and technical partners.
8. **Financing Strategy and Investment Mobilisation:** Proposes a blended finance model and a Digital Transformation Investment Facility to ensure transparency and sustainability.

This framework is not a technical manual—it is a social contract. It recognises that digital transformation must serve the people of South Sudan, not the institutions that implement it. It calls for inclusive, ethical, and locally owned development, and invites strategic partners to contribute not as donors, but as co-architects of a shared future.

## 1. Vision and Strategic Intent

The Government of South Sudan, in strategic partnership with the European Union for Social Leadership (EUSL), envisions a digitally sovereign, inclusive, and resilient public sector that serves as a

catalyst for peacebuilding, accountable governance, and sustainable economic growth. This vision is anchored in the Agenda for Social Equity 2074, a unifying framework developed by EUSL to consolidate and extend the ambitions of Agenda 2030, Agenda 2063, and other global strategies into a future defined by equity, dignity, and shared prosperity.

### Long-term Digital Transformation Goals

The long-term objective is to establish a fully digital government ecosystem by 2040, with foundational infrastructure, interoperable platforms, and a digitally literate population in place by 2030. These goals are aligned with the Social Global Goals (SGGs) of Agenda 2074 and include:

- A secure and scalable national digital infrastructure, including fiber optic networks, satellite coverage, and sovereign data centers (SGG 1: Universal Access to Essential Services).
- A unified e-Government platform enabling digital identity, civil registration, and transparent service delivery (SGG 8: Social Justice and Fair Governance).
- A digitally enabled education system and workforce, with universal access to digital tools and skills (SGG 4: Educational Equity and Lifelong Learning).
- A thriving digital economy supported by local innovation, public-private partnerships, and inclusive access to broadband (SGG 10: Decent Work for Social Empowerment, SGG 17: Ethical Use of Technology for Social Benefit).

These goals are to be pursued through a phased, adaptive implementation strategy, with measurable milestones and institutional accountability mechanisms.

### Alignment with National Development Plans and Global Agendas

This strategic framework is aligned with:

- The Revitalized Agreement on the Resolution of the Conflict in South Sudan (R-ARCSS) and the South Sudan National Development Strategy (2018–2021) and its successors.
- The Agenda for Social Equity 2074, particularly its emphasis on SGG 1, SGG 4, SGG 8, SGG 9: Eradication of Social Inequality, and SGG 16: Promoting Civic Engagement and Participation.
- The African Union's Agenda 2063, especially Aspiration 1 (inclusive growth), Aspiration 3 (good governance), and Aspiration 6 (people-driven development).
- The United Nations Sustainable Development Goals (SDGs), notably SDG 9 (Industry, Innovation, and Infrastructure), SDG 16 (Peace, Justice, and Strong Institutions), and SDG 17 (Partnerships for the Goals).

The framework also draws on the experience of South Africa's digital transformation, including the SA Connect policy and the Digital Economy Masterplan, both of which were supported by Swedish cooperation through SIDA and Swedfund. These precedents offer valuable lessons in institutional coordination, blended finance, and public-private innovation ecosystems.

### Role of Digitalisation in Peacebuilding, Governance, and Economic Growth

In a post-conflict context such as South Sudan, digitalisation plays a transformative role in:





- **Peacebuilding:** By enabling inclusive access to information, digital identity, and civic participation, digital platforms reduce marginalisation and foster national cohesion (SGG 12: Fostering Social Cohesion and Inclusivity).
- **Governance:** Digital systems enhance transparency, reduce corruption, and improve the efficiency of public administration. They also enable real-time data for decision-making and crisis response (SGG 8).
- **Economic Growth:** A digital economy lowers barriers to entry for entrepreneurs, expands access to markets, and creates new employment opportunities, particularly for youth and women (SGG 3: Gender Equality and Empowerment, SGG 11: Support for Youth and Children's Development).

Digital transformation is thus not a peripheral reform—it is a central pillar of state-building, economic recovery, and regional integration. It is the operational expression of Agenda 2074's call to reimagine governance and development through the lens of social equity, resilience, and ethical innovation.

## 2. Strategic Pillars

The digital transformation of South Sudan rests upon five interdependent strategic pillars, each designed to address a critical dimension of national development. These pillars are not merely technical domains—they are instruments for achieving the Social Global Goals (SGGs) of Agenda for Social Equity 2074, and for fulfilling the aspirations of the South Sudanese people as articulated in their national development strategies.

### A. Digital Infrastructure Development

A robust, inclusive, and secure digital infrastructure is the foundation upon which all other transformation efforts depend. In a country where connectivity remains limited and uneven, the development of national infrastructure is both a technical necessity and a social imperative.

#### National Fiber Optic Backbone

The establishment of a national fiber optic backbone is a priority for enabling high-speed, low-latency connectivity across all regions. This includes:

- Trenching, laying, and maintenance of fiber optic cables along key transport corridors and administrative zones.
- Integration with regional fiber networks through cross-border interconnectivity with Uganda, Kenya, and Ethiopia.
- Deployment of redundant and resilient routes to ensure continuity of service during conflict or disaster events.

This effort directly supports SGG 1: Universal Access to Essential Services and SGG 6: Community Resilience and Disaster Preparedness, by ensuring that digital services are accessible even in remote and vulnerable areas.

#### Satellite and Mobile Broadband for Rural Areas

Recognising the geographic and infrastructural challenges in rural South Sudan, the strategy prioritises:

- Satellite internet solutions (e.g., Starlink) for hard-to-reach areas.



- Expansion of 4G/5G mobile broadband through partnerships with regional telecom providers.
- Incentivising local ISPs and broadband resellers to extend last-mile connectivity.

This approach ensures that no community is left behind, in line with SGG 13: Protection of Vulnerable Populations and SGG 12: Fostering Social Cohesion and Inclusivity.

### **Data Centres and Cloud Infrastructure**

To ensure data sovereignty, security, and operational efficiency, the strategy includes:

- Establishment of national data centres in Juba and regional capitals, with hybrid cloud capabilities.
- Adoption of Microsoft Azure Government Cloud and Zero Trust architecture for secure public sector operations.
- Development of disaster recovery and backup systems to ensure continuity of government services.

These investments are essential for enabling e-Government platforms, digital ID systems, and secure data exchange, and are aligned with SGG 17: Ethical Use of Technology for Social Benefit.

## **B. Procurement and Supply Chain Strategy**

The success of South Sudan's digital transformation depends not only on the availability of technology but also on the integrity, efficiency, and inclusivity of the procurement and supply chain systems that deliver it. This pillar establishes a dual-track procurement model—leveraging Sweden's technological ecosystem and South Sudan's local distribution capacity—to ensure timely, transparent, and equitable deployment of digital infrastructure and services.

### **Sweden: Procurement of Microsoft Licenses, Surface Devices, and Fiber Equipment**

Sweden, through its development and commercial ecosystem, will serve as a strategic procurement hub for high-quality, secure, and scalable digital solutions. This includes:

- **Microsoft 365 Government Suite** licenses, with compliance and security features tailored for public sector use.
- **Surface devices** for government officials, educators, and students, aligned with **SGG 4: Educational Equity and Lifelong Learning**.
- **Fiber optic and satellite equipment**, sourced through Swedish firms such as Ericsson and Telia, ensuring compatibility with regional and global standards.

Procurement from Sweden will be coordinated through transparent frameworks supported by SIDA, Swedfund, and the Nordic Development Fund, ensuring alignment with international development cooperation principles and SGG 17: Ethical Use of Technology for Social Benefit.

### **South Sudan: Local Broadband Resellers, Logistics, and Deployment Partners**

To ensure local ownership and sustainability, the strategy prioritises the development of a domestic supply chain ecosystem. This includes:

- **Accreditation and support for local broadband resellers**, enabling them to distribute and maintain connectivity solutions in underserved areas.



- **Partnerships with South Sudanese logistics firms** for warehousing, transport, and last-mile delivery of devices and infrastructure components.
- **Capacity-building programs** for local technicians and engineers, ensuring that deployment and maintenance are locally managed and economically empowering (SGG 10: Decent Work for Social Empowerment).

This approach ensures that the digital transformation process contributes directly to local job creation, skills development, and economic inclusion.

### **Transparent Procurement Policies and Anti-Corruption Safeguards**

Given the risks associated with large-scale public procurement, the framework mandates:

- Adoption of open contracting standards and digital procurement platforms to ensure traceability and public oversight.
- Integration of Microsoft Compliance Center tools to monitor procurement workflows and flag anomalies.
- Establishment of an independent procurement oversight body, with representation from civil society, government, and international partners.

These safeguards are essential to uphold SGG 8: Social Justice and Fair Governance, ensuring that public resources are used efficiently and equitably, and that the transformation process builds public trust.

## **C. Public Sector Digitalisation**

The digitalisation of South Sudan's public sector is a transformative undertaking aimed at modernising governance, improving service delivery, and restoring public trust in institutions. This pillar operationalises the principles of SGG 8: Social Justice and Fair Governance, SGG 1: Universal Access to Essential Services, and SGG 16: Promoting Civic Engagement and Participation, by embedding transparency, accessibility, and responsiveness into the core functions of the state.

### **E-Government Platforms: Digital ID, E-Services, Civil Registry**

The cornerstone of public sector digitalisation is the development of a unified e-Government platform, which will include:

- A national digital identity system, enabling secure authentication and access to public services.
- A digital civil registry, integrating birth, death, marriage, and citizenship records into a centralised, interoperable database.
- A suite of e-services for citizens, including tax filing, business registration, land records, and social support applications.

These platforms will be designed with user-centric principles, ensuring accessibility for all citizens, including those in remote and underserved areas. They will also be integrated with mobile and offline access points to bridge the digital divide.

### **Microsoft 365 Government Suite Rollout**

To ensure secure, scalable, and compliant digital operations across government institutions, the strategy includes:



- Deployment of Microsoft 365 Government Suite, tailored for public sector use with built-in compliance, data protection, and collaboration tools.
- Integration with Azure Government Cloud and Microsoft Defender for endpoint security and threat detection.
- Training programs for civil servants to ensure effective adoption and usage, aligned with SGG 4: Educational Equity and Lifelong Learning.

This rollout will be phased, beginning with central ministries and expanding to local government offices, schools, and health facilities.

### **Interoperability and Data-Sharing Standards**

To avoid fragmentation and ensure seamless service delivery, the framework mandates:

- Adoption of open interoperability standards for all government systems.
- Establishment of a National Digital Architecture Council to oversee system integration and data governance.
- Development of data-sharing protocols between ministries, agencies, and local governments, with safeguards for privacy and security.

These standards will be aligned with global best practices and tailored to South Sudan's legal and institutional context, ensuring that digitalisation enhances—not complicates—governance.

### **D. Education and Human Capital**

A digitally transformed society cannot exist without a digitally empowered population. This pillar addresses the foundational need to equip South Sudan's citizens—especially its youth, educators, and civil servants—with the skills, tools, and opportunities required to thrive in a digital age. It operationalises SGG 4: Educational Equity and Lifelong Learning, SGG 11: Support for Youth and Children's Development, and SGG 10: Decent Work for Social Empowerment, while aligning with South Sudan's national education priorities.

#### **Digital Curriculum Integration**

The national education system will be restructured to embed digital literacy and ICT competencies at all levels, including:

- Integration of digital skills modules into primary, secondary, and tertiary curricula.
- Development of teacher training programs in digital pedagogy and classroom technology use.
- Collaboration with Microsoft Education and other partners to align content with global standards while ensuring local relevance.

This reform ensures that digital literacy is not a privilege but a right, accessible to all learners regardless of geography or socioeconomic status.

#### **Surface Laptops for Students and Teachers**

To bridge the digital divide in classrooms, the strategy includes:

- Procurement and distribution of Surface laptops to students and teachers, prioritising underserved schools and rural areas.



- Deployment of Microsoft 365 Education tools to enable collaborative, cloud-based learning environments.
- Establishment of device maintenance and support hubs in each state to ensure sustainability and local job creation.

This initiative directly supports SGG 1: Universal Access to Essential Services and SGG 13: Protection of Vulnerable Populations, ensuring that no learner is left behind.

### **National Digital Literacy Campaign**

To build a digitally competent society beyond the classroom, the government will launch a National Digital Literacy Campaign, including:

- Community-based training programs for adults, women, and informal sector workers.
- Digital inclusion initiatives for persons with disabilities, internally displaced persons (IDPs), and returnees.
- Public awareness campaigns on digital rights, cybersecurity, and online safety, aligned with SGG 5: Mental Health and Well-being for All and SGG 17: Ethical Use of Technology for Social Benefit.

This campaign will be implemented in partnership with local NGOs, faith-based organisations, and international development partners, ensuring broad reach and cultural sensitivity.

## **E. Private Sector and Innovation**

A sustainable digital transformation requires more than government systems—it demands a vibrant, inclusive, and innovative private sector. This pillar is designed to catalyse local entrepreneurship, attract investment, and foster a digital economy that reflects the aspirations of the South Sudanese people. It is grounded in SGG 10: Decent Work for Social Empowerment, SGG 17: Ethical Use of Technology for Social Benefit, and SGG 12: Fostering Social Cohesion and Inclusivity.

### **Local Tech Hubs and Startups**

To nurture a culture of innovation and problem-solving, the strategy supports the development of:

- **Digital innovation hubs** in Juba and regional capitals, offering co-working spaces, mentorship, and access to seed funding.
- **Startup incubators and accelerators**, in partnership with universities, NGOs, and international tech firms.
- **Hackathons and innovation challenges** focused on local development issues—health, agriculture, education, and governance.

These initiatives will prioritise youth, women, and returnees, ensuring that innovation is inclusive and community-driven.

### **Public-Private Partnerships (PPPs)**

The framework encourages structured collaboration between the public sector and private actors through:

- **PPP frameworks** for broadband expansion, data centre operations, and e-service delivery.



- **Joint ventures** with Swedish and regional firms (e.g., Ericsson, Telia, Microsoft) to localise technology deployment and build domestic capacity.
- **Incentives for foreign direct investment (FDI)** in ICT infrastructure, digital finance, and e-commerce platforms.

These partnerships will be governed by transparent agreements and aligned with national development priorities and Agenda 2074's emphasis on ethical, inclusive growth.

#### **Incentives for Broadband Resellers and ICT Entrepreneurs**

To stimulate grassroots digital entrepreneurship, the strategy includes:

- **Tax incentives and grants** for certified broadband resellers and ICT service providers operating in underserved areas.
- **Access to concessional finance** through a proposed Digital Transformation Investment Facility, co-managed by EUSL and the Government of South Sudan.
- **Regulatory support** to simplify business registration, licensing, and access to public procurement for local tech firms.

This approach ensures that the digital economy is not dominated by external actors but is rooted in local ownership, aligned with SGG 9: Eradication of Social Inequality and SGG 3: Gender Equality and Empowerment.

### **3. Compliance and Data Governance**

As South Sudan embarks on its digital transformation, the integrity, security, and ethical management of data must be treated as foundational pillars of national sovereignty and public trust. This chapter outlines the legal, institutional, and technological frameworks required to ensure that digital systems are governed transparently, inclusively, and in full alignment with the rights and aspirations of the South Sudanese people.

#### **Data Sovereignty and Hosting Options**

To safeguard national autonomy and citizen privacy, the strategy prioritises:

- The establishment of sovereign data centres within South Sudan, with hybrid cloud capabilities for scalability and resilience.
- Adoption of data localisation policies, ensuring that sensitive government and citizen data is stored and processed within national jurisdiction.
- Strategic partnerships with trusted providers such as Microsoft Azure Government Cloud, offering compliance with international standards while respecting local governance.

These measures are aligned with SGG 17: Ethical Use of Technology for Social Benefit, ensuring that technology serves the people, not external interests.

#### **Cybersecurity and Digital Rights**

A secure digital environment is essential for public confidence and institutional stability. The framework includes:

- Implementation of a national cybersecurity strategy, including threat detection, incident response, and critical infrastructure protection.

- Deployment of Zero Trust architecture across all government systems, ensuring continuous verification and least-privilege access.
- Public education campaigns on digital rights, online safety, and responsible technology use, aligned with SGG 5: Mental Health and Well-being for All and SGG 13: Protection of Vulnerable Populations.

Cybersecurity is not only a technical issue—it is a matter of national security, human dignity, and social cohesion.

#### **Microsoft Compliance Center and Zero Trust Architecture**

To ensure operational compliance and risk management, the strategy mandates:

- Full integration of the Microsoft Compliance Center across ministries and agencies, enabling real-time monitoring of data access, sharing, and retention.
- Adoption of Zero Trust principles in all digital infrastructure, including identity verification, endpoint protection, and network segmentation.
- Regular audits and compliance reviews, supported by international partners and local oversight bodies.

These tools will be adapted to South Sudan’s legal and institutional context, ensuring that global best practices are implemented in a locally appropriate manner.

#### **Legal Frameworks: Data Protection, Digital ID, Procurement**

The digital transformation must be underpinned by a robust legal environment. The Government of South Sudan, with support from EUSL and international partners, will develop and enact:

- A **Data Protection and Privacy Act**, aligned with the African Union Convention on Cyber Security and Personal Data Protection (Malabo Convention).
- A **Digital Identity Law**, establishing legal recognition, governance, and safeguards for digital ID systems.
- A **Public Procurement Reform Act**, incorporating digital procurement platforms, open contracting standards, and anti-corruption mechanisms.

These legal instruments will be developed through inclusive consultation processes, ensuring alignment with SGG 8: Social Justice and Fair Governance and the principles of Agenda 2074.

## **4. Strategic Partnerships**

The digital transformation of South Sudan is a national undertaking with regional and global implications. While the Government of South Sudan and EUSL are committed to leading this process, the scale and complexity of the transformation require the engagement of a broader ecosystem of development partners, private sector actors, and regional institutions. This chapter outlines a set of *proposed strategic partnerships*—not as commitments, but as opportunities for alignment between South Sudan’s digital ambitions and the mandates of key international stakeholders.

#### **Sweden: SIDA, Swedfund, and the Nordic Development Fund**

Sweden has a long-standing tradition of supporting inclusive governance, digital innovation, and social equity in Africa. The proposed partnership with Swedish institutions is grounded in:



- **SIDA's mandate** to promote democratic governance, gender equality, and digital inclusion—objectives that are directly advanced through this framework's focus on e-Government, digital education, and public sector reform.
- **Swedfund's investment strategy**, which prioritises sustainable infrastructure, digital access, and job creation in fragile contexts. The development of broadband networks, data centres, and local ICT enterprises in South Sudan aligns with these priorities.
- The **Nordic Development Fund's climate and resilience agenda**, which intersects with the framework's emphasis on community-based digital infrastructure and disaster preparedness, in line with **SGG 6: Community Resilience and Disaster Preparedness**.

These institutions are not being presumed as committed partners, but rather identified as *natural allies* whose strategic goals could be advanced through targeted engagement in South Sudan's digital transformation.

#### **Africa: AfDB, Smart Africa Alliance, and COMESA**

The African Development Bank (AfDB) and regional bodies such as the Smart Africa Alliance and COMESA have articulated clear priorities around digital infrastructure, regional integration, and youth empowerment. This framework offers:

- A platform for AfDB's Digital Economy Strategy for Africa, particularly in the areas of broadband expansion, digital skills, and e-governance.
- An opportunity to localise the Smart Africa Manifesto in a fragile state context, contributing to regional knowledge and innovation ecosystems.
- A mechanism for COMESA to support member state integration through harmonised digital standards and cross-border infrastructure.

These partnerships would not only support South Sudan's transformation but also contribute to regional stability and economic convergence.

#### **Private Sector: Microsoft, Ericsson, Telia, Starlink**

The private sector has a critical role to play in delivering the infrastructure, platforms, and services that underpin digital transformation. The framework proposes engagement with:

- Microsoft, as a provider of secure cloud infrastructure, e-Government platforms, and digital education tools, aligned with SGG 17: Ethical Use of Technology for Social Benefit.
- Ericsson and Telia, for their expertise in telecommunications infrastructure and regional deployment experience.
- Starlink, to provide satellite broadband connectivity in remote and underserved areas, supporting SGG 1: Universal Access to Essential Services.

These companies are not presented as confirmed partners, but as *strategic candidates* whose technologies and values align with the goals of this transformation.

#### **Multilateral Institutions: World Bank and Others**

The World Bank and other multilateral institutions have demonstrated a strong commitment to digital public infrastructure, data governance, and inclusive service delivery. This framework aligns with:

- The World Bank's Digital Economy for Africa (DE4A) initiative, which supports foundational digital infrastructure, digital ID, and digital skills.
- Broader efforts under the Global Digital Compact and UN Digital Cooperation Agenda, which emphasise ethical, inclusive, and rights-based digital development.

Engagement with these institutions would not only bring financial and technical resources but also ensure that South Sudan's transformation is embedded within global standards and peer learning networks.

## 5. Implementation Roadmap

The digital transformation of South Sudan will be implemented through a phased, iterative roadmap that allows for learning, adaptation, and scaling. This approach recognises the realities of a post-conflict context while maintaining a clear trajectory toward long-term national goals and the Social Global Goals (SGGs) of **Agenda for Social Equity 2074**.

### Phase 1: Infrastructure and Pilot Programs (Years 1–3)

This foundational phase focuses on establishing the physical and institutional groundwork for digital transformation. Key activities include:

- Trenching and laying of national fiber optic backbone, with initial links between Juba and regional capitals.
- Deployment of satellite broadband in remote areas through pilot partnerships (e.g., Starlink).
- Construction of national data centres and rollout of Microsoft Azure Government Cloud for core ministries.
- Pilot implementation of digital ID and civil registry systems in selected administrative zones.
- Launch of digital literacy campaigns and teacher training programs in partnership with the Ministry of General Education and Instruction.
- Establishment of a Digital Transformation Steering Committee, with representation from government, civil society, and proposed development partners.

This phase will be supported by feasibility studies, legal reviews, and stakeholder consultations to ensure alignment with national priorities and international standards.

### Phase 2: Government-Wide Rollout and Education Integration (Years 4–6)

Building on the infrastructure and lessons of Phase 1, this phase expands digital systems across the public sector and embeds digital tools in the education system:

- Full rollout of Microsoft 365 Government Suite across ministries, agencies, and local government offices.
- Expansion of e-Government services, including tax, land, business registration, and social protection portals.
- Distribution of Surface laptops to students and teachers in all ten states, with support hubs for maintenance and training.



- Integration of digital curriculum into national education standards, including ICT modules and online learning platforms.
- Operationalisation of national procurement and data protection laws, with digital compliance tools and public oversight mechanisms.

This phase will also include the first Annual Strategic Review, assessing progress against KPIs and adjusting implementation plans accordingly.

### Phase 3: Private Sector Scale-Up and Regional Leadership (Years 7–10)

The final phase focuses on sustainability, innovation, and South Sudan's emergence as a regional contributor to digital development:

- Expansion of local tech hubs and startup incubators, with seed funding and mentorship programs.
- Incentivisation of broadband resellers and ICT entrepreneurs, particularly in underserved regions.
- Launch of cross-border digital trade and data-sharing initiatives, in coordination with COMESA and the Smart Africa Alliance.
- Establishment of a Digital Transformation Investment Facility, co-managed by EUSL and the Government of South Sudan, to attract blended finance and manage donor contributions transparently.
- Regional knowledge-sharing and diplomacy, positioning South Sudan as a case study in post-conflict digital transformation aligned with Agenda 2074.

This phase will culminate in a Decennial Review and Strategic Reset, ensuring that the transformation remains responsive to evolving needs and opportunities.

## 6. Monitoring, Evaluation, and Learning (MEL)

The success of South Sudan's digital transformation will depend not only on implementation but on the ability to measure progress, learn from experience, and adapt to changing realities. This chapter outlines a comprehensive Monitoring, Evaluation, and Learning (MEL) framework that ensures transparency, accountability, and continuous improvement—anchored in the principles of SGG 8: Social Justice and Fair Governance, SGG 16: Promoting Civic Engagement and Participation, and SGG 17: Ethical Use of Technology for Social Benefit.

### Key Performance Indicators (KPIs)

A set of core KPIs will be developed to track progress across the five strategic pillars. These indicators will be disaggregated by gender, geography, and vulnerability status to ensure equity and inclusion. Examples include:

- **Infrastructure:** Kilometres of fiber optic cable laid; number of rural communities connected via satellite broadband; uptime of national data centres.
- **Service Delivery:** Number of citizens registered with digital ID; number of e-services available and accessed; user satisfaction rates.



- **Education and Capacity:** Number of students and teachers with access to digital devices; digital literacy rates; number of civil servants trained.
- **Private Sector:** Number of local ICT firms supported; volume of digital transactions; broadband penetration rates.
- **Governance and Compliance:** Number of cybersecurity incidents detected and resolved; compliance audit scores; adoption of data protection protocols.

These KPIs will be reviewed annually and refined as needed to reflect emerging priorities and lessons learned.

#### **Feedback Loops and Adaptive Management**

To ensure responsiveness and relevance, the MEL system will include:

- **Citizen feedback mechanisms**, including digital surveys, community consultations, and grievance redress platforms.
- **Quarterly implementation reviews** by the Digital Transformation Steering Committee, with participation from civil society and proposed development partners.
- **Real-time dashboards** for key ministries, enabling data-driven decision-making and early identification of implementation bottlenecks.

This approach ensures that the transformation process remains grounded in the lived experiences of the South Sudanese people and responsive to their evolving needs.

#### **Annual Strategic Reviews**

Each year, a formal **Strategic Review Report** will be produced, assessing:

- Progress against KPIs and milestones.
- Financial performance and resource utilisation.
- Institutional capacity and coordination effectiveness.
- Alignment with national development goals and the Social Global Goals of Agenda 2074.

These reviews will inform course corrections, policy adjustments, and budget reallocations. They will also serve as a basis for engagement with development partners, ensuring transparency and shared accountability.

## **7. Institutional Architecture and Governance**

The digital transformation of South Sudan requires a coherent and accountable institutional framework capable of coordinating across sectors, managing complex partnerships, and ensuring that the benefits of digitalisation reach all citizens. This chapter outlines the proposed governance structure, legal mandates, and coordination mechanisms necessary to deliver a transformation that is inclusive, transparent, and aligned with both national priorities and the Social Global Goals (SGGs) of Agenda for Social Equity 2074.

### **National Leadership and Political Ownership**

At the highest level, the transformation will be guided by the Office of the President, in coordination with the Ministry of Information, Communication Technology and Postal Services, and the Ministry of Finance and Planning. These institutions will provide:

- Strategic direction and political legitimacy, ensuring alignment with national development plans and peacebuilding priorities.
- Oversight of inter-ministerial coordination, particularly in areas such as education, health, civil registration, and public administration.
- Formal endorsement of legal and regulatory reforms, including data protection, digital ID, and procurement legislation.

This leadership structure ensures that digital transformation is not treated as a technical project, but as a national development priority.

### **Digital Transformation Steering Committee**

A Digital Transformation Steering Committee (DTSC) will be established to serve as the central coordinating body. It will include representatives from:

- Key government ministries and agencies
- EUSL and SUDESA (as technical and diplomatic partners)
- Civil society organisations and academia
- Proposed development partners and private sector stakeholders

The DTSC will be responsible for:

- Approving implementation plans and annual budgets
- Monitoring progress and resolving inter-agency bottlenecks
- Ensuring alignment with Agenda 2074 and other global frameworks

This committee will operate under a formal mandate and report annually to the Office of the President and Parliament.

### **Role of EUSL, SUDESA, and GSIA**

The European Union for Social Leadership (EUSL), in partnership with the Government of South Sudan, will provide technical, diplomatic, and fiduciary support through:

- SUDESA, a proposed institutional mechanism co-owned by EUSL and the Government of South Sudan, with a mandate to coordinate digitalisation, agriculture, and social development initiatives.
- GSIA, which will offer regional integration, policy harmonisation, and access to continental platforms such as COMESA and the Smart Africa Alliance.

These institutions will not replace national authorities but will serve as facilitators and conveners, ensuring that the transformation is both locally owned and globally connected.

### Legal and Regulatory Mandates

To ensure institutional clarity and legal enforceability, the Government of South Sudan will enact a suite of enabling legislation, including:

- A Digital Transformation Act, defining institutional roles, governance structures, and accountability mechanisms.
- A Data Protection and Digital Rights Act, aligned with the Malabo Convention and Agenda 2074's emphasis on ethical technology use.
- A Public Procurement Reform Act, mandating digital procurement systems and anti-corruption safeguards.

These laws will be developed through inclusive consultation processes and supported by capacity-building programs for public officials and legal institutions.

### Community and Civil Society Engagement

Institutional governance will be incomplete without the active participation of the people it is meant to serve. The framework includes:

- Community advisory boards at the state and county levels, ensuring local voices inform implementation.
- Civil society monitoring mechanisms, including digital feedback platforms and public scorecards.
- Annual public forums, where citizens, government, and partners can review progress and co-create solutions.

This participatory model reflects the spirit of SGG 16: Promoting Civic Engagement and Participation, ensuring that governance is not only effective but also inclusive and accountable.

## 8. Financing Strategy and Investment Mobilisation

The digital transformation of South Sudan represents a generational investment in infrastructure, governance, education, and economic inclusion. To realise this vision, a diversified and transparent financing strategy is required—one that mobilises domestic resources, leverages international development cooperation, and attracts responsible private sector investment. This chapter outlines a proposed financial architecture that supports the transformation while aligning with the strategic interests of potential partners.

### Cost Structure and Investment Needs

Preliminary estimates suggest that the transformation will require phased investments across:

- **Digital infrastructure:** fiber optic backbone, satellite broadband, data centres
- **Public sector systems:** e-Government platforms, digital ID, civil registry
- **Education and devices:** Surface laptops, digital curriculum, training programs
- **Private sector enablement:** tech hubs, broadband resellers, innovation grants
- **Governance and compliance:** cybersecurity, legal reform, procurement systems



These costs will be refined through feasibility studies and budget modelling during Phase 1. Importantly, the strategy prioritises value for money, local economic stimulation, and long-term sustainability.

### **Blended Finance and Development Cooperation**

To support this transformation, the framework proposes a blended finance model, combining:

- **Grants and concessional loans** from development partners
- **Equity and debt instruments** for private sector engagement
- **Domestic budget allocations** and public revenue mobilisation

Suggested partners include:

- **SIDA**, whose focus on democratic governance, education, and digital inclusion aligns with the framework's core pillars.
- **Swedfund**, which supports sustainable investments in fragile contexts, particularly in infrastructure and job creation.
- The **Nordic Development Fund**, with its emphasis on climate resilience and inclusive infrastructure.
- The **African Development Bank (AfDB)**, whose Digital Economy Strategy and Fragile States Facility offer relevant instruments.
- The **World Bank**, through its Digital Economy for Africa (DE4A) initiative and IDA financing windows.

These institutions are not presumed as committed funders, but identified as strategic candidates whose mandates and portfolios intersect meaningfully with South Sudan's transformation goals.

### **Digital Transformation Investment Facility**

To ensure transparency, coordination, and fiduciary integrity, the framework proposes the establishment of a Digital Transformation Investment Facility (DTIF), co-managed by the Government of South Sudan and EUSL. The DTIF would:

- Serve as a pooled fund for donor contributions, private co-investment, and domestic allocations
- Operate under international fiduciary standards, with independent audits and public reporting
- Prioritise investments based on strategic impact, equity, and alignment with Agenda 2074 and national goals

The DTIF would also act as a platform for diplomatic engagement, enabling structured dialogue between South Sudan and its development partners.

### **Private Sector Co-Investment and Incentives**

To attract responsible private sector investment, the strategy includes:

- **Tax incentives and regulatory support** for ICT firms, broadband resellers, and device manufacturers





- **Public-private partnerships (PPPs)** for infrastructure deployment and service delivery
- **Innovation grants and seed funding** for startups aligned with social equity goals

These instruments will be designed to ensure that private investment complements—not replaces—public responsibility, and that profits are balanced with social impact.

## Concluding Chapter: A Call to Collective Action

The digital transformation of South Sudan is not a singular event—it is a generational process that must be guided by vision, anchored in equity, and sustained by collective commitment. This framework offers a blueprint, but its success will depend on the courage of leadership, the engagement of communities, and the integrity of partnerships.

As South Sudan moves forward, it must do so with humility and clarity: this transformation is for the people. It is for the child in a rural classroom who deserves access to digital learning; for the farmer who needs market information; for the civil servant who seeks tools to serve with dignity; and for the entrepreneur who dreams of building something new.

The Government of South Sudan, EUSL, and their partners are not promising perfection—they are committing to progress. They are inviting institutions, governments, and companies to join a journey that is rooted in the values of Agenda for Social Equity 2074: inclusion, resilience, justice, and shared prosperity.

Let this framework be the beginning of a new chapter—not only for South Sudan, but for how digital transformation is imagined and implemented in fragile contexts. Let it be a model of what is possible when technology is guided by ethics, and when development is driven by the needs and aspirations of the people it is meant to serve.