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SUDESA BUSINESS PLAN

For a digital South Sudan

CREATED BY
EUSL AB
Care to Change the World

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Business Plan: Digital Transformation of South Sudan's Government and Public Sector

1. Executive Summary

Vision and Mission

The Government of South Sudan, in partnership with the European Union for Social Leadership (EUSL), envisions a digitally sovereign, inclusive, and resilient public sector that empowers citizens, strengthens governance, and catalyses sustainable economic growth. This business plan outlines a transformative initiative to digitalise South Sudan's government and public sector, grounded in the principles of Agenda for Social Equity 2074 and aligned with national development priorities, the African Union's Agenda 2063, and the UN Sustainable Development Goals (SDGs).

The mission is to establish a secure, interoperable, and citizen-centric digital ecosystem that enhances service delivery, promotes transparency, and fosters innovation—ensuring that digitalisation serves not the institutions themselves, but the people of South Sudan.

Strategic Goals

This initiative aims to:

- Build a national digital infrastructure, including fiber optic networks, satellite broadband, and sovereign data centres.

- Deploy secure e-Government platforms, including digital ID, civil registry, and public service portals.

- Integrate digital tools and curricula into the education system, with device access for students and teachers.

- Enable a vibrant digital economy through support for local ICT entrepreneurs, broadband resellers, and innovation hubs.

- Establish robust data governance, cybersecurity, and compliance frameworks aligned with global standards and local realities.

These goals will be pursued through a phased implementation strategy, supported by institutional reform, capacity building, and inclusive stakeholder engagement.

Summary of Investment Needs and Expected Returns

The total investment required is expected to be mobilised through a blended finance model, combining public resources, development cooperation, and private sector co-investment. Key funding components include:

- Infrastructure and connectivity

- Public sector systems and devices

- Education and digital literacy

- Private sector enablement

- Governance and compliance mechanisms

While the initiative is not designed to generate direct commercial returns, it offers significant social and economic dividends, including:

- Increased public sector efficiency and reduced corruption

- Expanded access to education and employment, particularly for youth and women

- Strengthened national identity and civic participation

- Enhanced investor confidence and regional integration

- Long-term cost savings through digital service delivery

This business plan does not presume the commitment of any specific partner but identifies institutions such as SIDA, Swedfund, Nordic Development Fund, AfDB, and the World Bank as potential collaborators whose mandates align with the objectives of this transformation.

2. Business Description

Overview of the Proposed Digitalisation Initiative
This initiative proposes a comprehensive, phased digital transformation of South Sudan's government and public sector. It encompasses the development of national digital infrastructure, the deployment of secure and interoperable e-Government platforms, the integration of digital tools into education and public administration, and the creation of an enabling environment for private sector innovation.

The initiative is not a technology project in isolation—it is a nation-building effort. It seeks to modernise the state, empower citizens, and create the institutional and economic foundations for long-term peace, prosperity, and inclusion. The transformation will be implemented through a structured roadmap, supported by legal reform, capacity building, and strategic partnerships.

Alignment with South Sudan's National Development Goals
The digitalisation initiative is fully aligned with South Sudan's national development priorities, including:

- The Revitalized Agreement on the Resolution of the Conflict in South Sudan (R-ARCSS), which calls for institutional reform, transparency, and inclusive governance.

- The South Sudan National Development Strategy (2018–2021) and its successor frameworks, which prioritise service delivery, youth empowerment, and economic diversification.

- The Government's commitment to regional integration under Agenda 2063, and to global development frameworks such as the SDGs.

Most importantly, the initiative is anchored in the Agenda for Social Equity 2074, which provides a long-term vision for inclusive, ethical, and people-centered development. The digital transformation directly contributes to multiple Social Global Goals (SGGs), including:

- SGG 1: Universal Access to Essential Services

- SGG 4: Educational Equity and Lifelong Learning

- SGG 8: Social Justice and Fair Governance

- SGG 10: Decent Work for Social Empowerment

- SGG 17: Ethical Use of Technology for Social Benefit

Role of the Implementing Entity

The initiative will be led by the Government of South Sudan, with technical and diplomatic support from the European Union for Social Leadership (EUSL). EUSL will serve as a hybrid implementing partner, providing:

- Strategic coordination through the proposed SUDESA institution, co-owned with the Government of South Sudan.

- Technical expertise and fiduciary oversight, including procurement, compliance, and monitoring systems.

- Diplomatic engagement and investment facilitation, particularly with Nordic and multilateral development partners.

EUSL's role is not to replace national institutions, but to strengthen them—ensuring that the transformation is locally owned, globally connected, and socially accountable.

3. Market Analysis

Current ICT Landscape in South Sudan

South Sudan's ICT sector remains underdeveloped, with limited infrastructure, low internet penetration, and minimal digital service delivery. Key characteristics include:

- **Internet penetration** estimated at under 10%, with significant disparities between urban and rural areas.

- **Mobile network coverage** concentrated in major towns, with large portions of the country underserved or entirely disconnected.

- **Public sector ICT usage** is fragmented, with many ministries relying on free consumer-grade tools (e.g., Gmail, WhatsApp) for official communication.

- **Digital literacy** remains low, particularly outside of urban centres, and there is limited integration of ICT in education and public administration.

Despite these challenges, the sector presents a greenfield opportunity for leapfrogging traditional development pathways through mobile-first, cloud-based, and satellite-enabled solutions.

Benchmarking with South Africa and Other African Nations

South Africa offers a relevant precedent for digital transformation in a post-apartheid, institution-building context. Key lessons include:

- The SA Connect policy and Digital Economy Masterplan, which combined infrastructure investment with public-private partnerships and digital skills development.

- Sweden's role in supporting South Africa's digital journey through SIDA, Swedfund, and bilateral cooperation—demonstrating the viability of Nordic-African collaboration in this domain.

Other relevant benchmarks include:

- **Rwanda**, which has successfully positioned itself as a regional digital hub through strong political will, regulatory reform, and investment in digital ID and e-Government.

- **Kenya**, with its mobile-first innovation ecosystem (e.g., M-Pesa) and robust public-private collaboration in digital finance and education.

These examples show that with the right governance, investment, and partnerships, fragile or low-capacity states can achieve rapid digital progress.

Stakeholder Mapping

The digital transformation initiative will engage a diverse set of stakeholders, each with distinct roles and interests:

- **Government Ministries and Agencies**: Ministry of ICT, Ministry of Finance, Ministry of General Education, National Communications Authority, and others responsible for policy, implementation, and oversight.

- **Development Partners**: SIDA, Swedfund, Nordic Development Fund, AfDB, World Bank, and UN agencies, whose mandates align with digital inclusion, governance, and infrastructure development.

- **Private Sector**: Microsoft, Ericsson, Telia, Starlink, local ISPs, device distributors, and ICT entrepreneurs who will provide technology, services, and innovation.

- **Civil Society and Academia**: NGOs, universities, and community organisations that will support digital literacy, citizen engagement, and local capacity building.

- **Regional and Continental Bodies**: COMESA, Smart Africa Alliance, and GSIA, which will support policy harmonisation, regional integration, and knowledge exchange.

This stakeholder ecosystem will be coordinated through the proposed Digital Transformation Steering Committee, ensuring alignment, transparency, and shared accountability.

4. Strategic Framework

The digital transformation of South Sudan's government and public sector is both a bold opportunity and a complex undertaking. To navigate this landscape effectively, the initiative is guided by a dual-layered strategic analysis: SWOT (Strengths, Weaknesses, Opportunities, Threats) and PESTEL (Political, Economic, Social, Technological, Environmental, Legal). These frameworks provide a structured understanding of the internal capacities and external conditions that will shape implementation, investment, and long-term impact.

SWOT Analysis

South Sudan enters this transformation with a number of inherent strengths. Chief among them is the presence of political will at the highest levels, as evidenced by the Government's formal endorsement of the Social Digital Equity Program (SDEP). The country's greenfield status—with minimal legacy systems—offers a rare opportunity to design a digital ecosystem from the ground up, using modern, mobile-first, and cloud-native technologies. There is also growing donor interest, particularly from Nordic and multilateral institutions, in supporting digital governance and inclusion in fragile states.

However, the initiative must contend with significant weaknesses. These include infrastructure gaps, particularly in rural areas; low levels of digital literacy across the population; and limited institutional

capacity to manage complex ICT systems. These challenges are not insurmountable, but they require targeted investment in human capital, phased implementation, and strong technical partnerships.

The opportunities are substantial. South Sudan has one of the youngest populations in the world, offering a demographic dividend if digital skills and entrepreneurship can be scaled. The country's strategic location and membership in regional blocs such as COMESA position it well for regional digital integration. Moreover, the global development community is increasingly focused on digital public infrastructure, creating a favourable environment for blended finance and technical cooperation.

At the same time, the initiative faces threats that must be proactively managed. These include political instability, which could disrupt implementation; cybersecurity risks, particularly in the absence of robust legal frameworks; and the potential for uneven access to digital services, which could exacerbate existing inequalities if not carefully addressed.

Strengths
- Strong political will and high-level government endorsement (e.g., SDEP agreement).
- Greenfield opportunity: minimal legacy systems allow for modern, scalable design.
- Growing interest from Nordic and multilateral development partners.

Weaknesses
- Significant infrastructure gaps, especially in rural areas.
- Low digital literacy across the population.
- Limited institutional capacity to manage and sustain ICT systems.

Opportunities
- Large, youthful population with potential for digital skills development.
- Regional integration through COMESA and Smart Africa.
- Global momentum around digital public infrastructure and blended finance.

Threats
- Political instability and potential disruption of implementation.
- Cybersecurity vulnerabilities in the absence of legal safeguards.
- Risk of digital exclusion if access is not equitably distributed.

PESTEL Analysis

From a political standpoint, the Government's commitment to digitalisation is a critical enabler. The initiative is aligned with the Revitalized Peace Agreement and national development strategies, and enjoys high-level support. However, sustained political stability and inter-ministerial coordination will be essential for success.

The economic context is characterised by limited fiscal space but strong donor engagement. Digitalisation offers a pathway to job creation, public sector efficiency, and economic diversification, particularly through the growth of a local ICT sector. The initiative also aligns with the investment priorities of institutions such as SIDA, Swedfund, and the African Development Bank.

On the social front, the initiative responds to urgent needs for youth engagement, education reform, and digital inclusion. It is designed to be pro-poor, gender-sensitive, and community-driven, in line with the Social Global Goals of Agenda 2074.

The technological landscape presents a leapfrogging opportunity. With no entrenched legacy systems, South Sudan can adopt cloud-first, mobile-first, and open standards-based solutions. Partnerships with Microsoft, Starlink, and other providers will enable rapid deployment of scalable infrastructure and services.

From an environmental perspective, the initiative will prioritise green data centres, energy-efficient devices, and e-waste management. These measures align with both the European Green Deal and Agenda 2074's emphasis on sustainability and community resilience.

Finally, the legal dimension is both a challenge and an opportunity. The absence of comprehensive data protection, digital ID, and procurement laws creates risk—but also provides a clean slate for the development of modern, rights-based legal frameworks, supported by international best practices and local consultation.

Political
- Strong government commitment and alignment with peace and development frameworks.
- Need for sustained political stability and inter-ministerial coordination.

Economic
- Limited domestic fiscal space, but high donor engagement.
- Potential for job creation, public sector efficiency, and digital entrepreneurship.

Social
- High demand for youth engagement, education reform, and digital inclusion.
- Pro-poor, gender-sensitive, and community-driven design aligned with Agenda 2074.

Technological
- Leapfrogging potential via mobile-first, cloud-native, and open standards.
- Strategic partnerships with Microsoft, Starlink, and others for rapid deployment.

Environmental
- Emphasis on green data centres, energy-efficient devices, and e-waste management.
- Alignment with sustainability goals of Agenda 2074 and the European Green Deal.

Legal
- Absence of comprehensive digital laws presents both risk and opportunity.
- Clean slate for developing modern, rights-based frameworks for data protection, digital ID, and procurement.

5. Products and Services

The digital transformation initiative will be powered by a suite of integrated technologies and hardware solutions, primarily anchored in the Microsoft ecosystem and complemented by strategic hardware

deployment. These offerings are selected for their proven scalability, compliance with international standards, and adaptability to fragile state contexts.

A. Microsoft Ecosystem

The Microsoft suite provides a secure, cloud-based foundation for public sector digitalisation. Key components include:

- **Microsoft 365 Government**
  Enables secure communication, collaboration, and productivity across ministries and agencies. Includes Outlook, Teams, SharePoint, and OneDrive, with compliance features tailored for government use.

- **Azure Government Cloud**
  Provides scalable, sovereign cloud infrastructure for hosting e-Government platforms, digital ID systems, and civil registries. Supports hybrid and local hosting models to meet data sovereignty requirements.

- **Microsoft Defender & Compliance Center**
  Ensures cybersecurity and governance across devices, networks, and data. Enables real-time threat detection, policy enforcement, and audit trails—critical for public trust and institutional integrity.

- **Intune for Education**
  Facilitates device management in schools, allowing administrators to configure, secure, and update student and teacher laptops remotely. Supports digital curriculum delivery and classroom collaboration.

- **Power Platform**
  Empowers ministries and local governments to build low-code applications for service delivery, citizen engagement, and internal workflows. Enables rapid prototyping and localisation of digital services.

These tools will be deployed in phases, beginning with central government institutions and expanding to local authorities, schools, and health facilities.

B. Hardware Integration

To ensure equitable access and operational readiness, the initiative includes a structured hardware deployment strategy:

- **Surface Laptops for Students and Civil Servants**
  Devices will be distributed to priority groups, including educators, students, and frontline public servants. This supports digital literacy, service delivery, and institutional capacity building.

- **Local Assembly or Distribution Partnerships**
  Where feasible, the initiative will explore partnerships for local assembly, warehousing, and distribution of devices. This will stimulate domestic economic activity and reduce logistical costs.

All hardware will be pre-configured with Microsoft security and management tools, ensuring compliance and ease of use. Maintenance and support hubs will be established in each state to ensure sustainability and local job creation.

6. Compliance and Data Governance Module

A secure and ethically governed digital ecosystem is essential for public trust, institutional integrity, and long-term sustainability. This module outlines the compliance architecture that will underpin South Sudan's digital transformation, ensuring that data is protected, systems are resilient, and digital rights are upheld in accordance with both international norms and the values of Agenda for Social Equity 2074.

Data Sovereignty: Hosting Options (Local, Hybrid, Regional)
To ensure national control over sensitive data, the initiative will adopt a tiered hosting strategy:

- Local data centres will be established in Juba and regional capitals for core government systems, including civil registry, digital ID, and e-Government platforms.

- A hybrid cloud model will be used for scalability and redundancy, leveraging Microsoft Azure Government Cloud with regional failover capacity.

- Regional hosting partnerships may be explored with trusted African data centres to ensure continuity and compliance with the African Union's data governance principles.

This approach balances sovereignty, resilience, and cost-efficiency.

GDPR vs. African Context: Tailored Compliance Frameworks
While the General Data Protection Regulation (GDPR) offers a global benchmark, South Sudan's legal framework will be tailored to its context. The initiative will support the development of:

- A Data Protection and Privacy Act, aligned with the Malabo Convention and the Social Global Goals (SGGs)—particularly SGG 17: Ethical Use of Technology for Social Benefit.

- Sector-specific compliance protocols for health, education, finance, and civil registration.

- Public education campaigns on digital rights, data consent, and citizen accountability.

These frameworks will be developed through inclusive consultation and supported by capacity-building for legal and regulatory institutions.

Cybersecurity Standards: ISO 27001, NIST, Microsoft Zero Trust
Cybersecurity is a foundational requirement for digital trust. The initiative will implement:

- ISO 27001 and NIST Cybersecurity Framework standards for risk management, incident response, and system integrity.

- Microsoft Zero Trust architecture, ensuring continuous verification, least-privilege access, and endpoint protection across all government systems.

- A National Cybersecurity Strategy, including a Computer Emergency Response Team (CERT), public awareness campaigns, and cross-border coordination.

These measures will be embedded from the outset to prevent vulnerabilities and build institutional resilience.

Digital Rights and Ethics: Citizen Data Protection and Transparency

Digital transformation must be grounded in human dignity and social justice. The initiative will:

- Enshrine citizen data rights in law and practice, including the right to access, correct, and delete personal data.

- Establish transparency mechanisms, including public dashboards, audit trails, and grievance redress systems.

- Promote ethical technology use, including safeguards against surveillance, discrimination, and algorithmic bias.

These commitments reflect the values of SGG 8: Social Justice and Fair Governance and SGG 13: Protection of Vulnerable Populations, ensuring that digitalisation enhances—not undermines—citizen agency and trust.

7. Implementation Plan

The implementation of South Sudan's digital transformation will follow a phased rollout model, designed to balance ambition with institutional capacity and ensure that each stage builds upon the foundations laid by the previous one. This approach allows for adaptive learning, stakeholder engagement, and strategic scaling.

Phase 1: Pilot and Infrastructure Development (Years 1–3)

The first phase focuses on establishing the foundational infrastructure and testing core systems in controlled environments. Key activities include:

- **Deployment of national fiber optic backbone** in priority corridors and urban centres.

- **Installation of satellite broadband** in remote and underserved areas.

- **Construction of sovereign data centres** and configuration of Microsoft Azure Government Cloud.

- **Pilot rollout of digital ID and civil registry systems** in selected administrative zones.

- **Distribution of Surface laptops** to pilot schools and government offices.

- **Launch of digital literacy campaigns** and training for civil servants and educators.

- **Legal groundwork**, including drafting of data protection and procurement laws.

This phase will be supported by feasibility studies, stakeholder consultations, and the establishment of the Digital Transformation Steering Committee.

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

Building on the pilot phase, this stage expands digital systems across the public sector and integrates digital tools into the education system:

- **Full deployment of Microsoft 365 Government Suite** across ministries and agencies.

- **Expansion of e-Government services**, including tax, land, business registration, and social protection portals.

- **Nationwide distribution of Surface laptops** to students and teachers, with support hubs in each state.

- **Integration of digital curriculum** into national education standards.

- **Operationalisation of legal frameworks**, including compliance protocols and procurement reform.

- **First Annual Strategic Review**, assessing progress and refining implementation plans.

Phase 3: Private Sector Enablement and Regional Integration (Years 7–10)

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

- Establishment of 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 Smart Africa.

- Operationalisation of the Digital Transformation Investment Facility, co-managed by EUSL and the Government.

- Regional knowledge-sharing and diplomacy, positioning South Sudan as a model for post-conflict digital transformation.

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

Capacity Building and Institutional Reform

Throughout all phases, targeted capacity-building programs will be implemented to strengthen:

- Public sector ICT competencies

- Legal and regulatory institutions

- Local technical and maintenance capacity

- Digital literacy and civic engagement

These efforts will be aligned with the Social Global Goals of Agenda 2074, particularly SGG 4, SGG 10, and SGG 16, ensuring that transformation is inclusive, ethical, and sustainable.

8. Financial Plan

The financial architecture of South Sudan's digital transformation is designed to be transparent, inclusive, and scalable, combining public investment, development cooperation, and private sector engagement. The plan prioritises long-term sustainability, local economic stimulation, and measurable social returns.

Cost Estimates per Component

Preliminary cost estimates will be refined through feasibility studies and procurement planning during Phase 1. Indicative categories include:

- **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, innovation grants, broadband reseller support

- **Governance and Compliance**: Legal reform, cybersecurity, data protection systems

- **Capacity Building**: Civil servant training, digital literacy campaigns, institutional reform

Each component will be budgeted with attention to cost-efficiency, local procurement opportunities, and long-term operational sustainability.

Revenue Models (If Applicable)

While the initiative is primarily public-service oriented, certain components may generate modest, reinvestable revenue streams:

- **Digital service fees** for business registration, land records, and other e-Government services

- **Public-private partnerships (PPPs)** for broadband expansion and data centre operations

- **Innovation hub memberships and training fees**, reinvested into local entrepreneurship programs

These models will be designed to ensure affordability and equity, with exemptions or subsidies for vulnerable populations.

Funding Sources

The initiative will be financed through a blended finance model, combining:

- **Domestic allocations** from the Government of South Sudan, prioritised in annual budgets

- **Grants and concessional loans** from proposed development partners, including:

    - **SIDA**: Governance, education, and digital inclusion

    - **Swedfund**: Sustainable infrastructure and job creation

    - **Nordic Development Fund**: Climate-resilient infrastructure and innovation

    - **African Development Bank (AfDB)**: Digital Economy Strategy and Fragile States Facility

    - **World Bank**: Digital Economy for Africa (DE4A) and IDA financing windows

These partners are identified based on strategic alignment—not presumed as committed funders.

Sustainability and Exit Strategy

To ensure long-term viability, the financial plan includes:

- Establishment of a Digital Transformation Investment Facility (DTIF), co-managed by EUSL and the Government, with pooled donor and private contributions

- Gradual transition from donor dependency to domestic revenue mobilisation and PPP-based service delivery

- Institutionalisation of cost recovery mechanisms for infrastructure maintenance and service expansion

This strategy ensures that digital transformation is not a one-time investment, but a self-sustaining national asset.

EUSL's Role in Investment Facilitation
As part of its mandate, the European Union for Social Leadership (EUSL) commits to actively mobilising and facilitating access to strategic funding for the digital transformation of South Sudan. This includes:

- Engaging with Nordic and multilateral institutions whose mandates align with the initiative's goals.

- Structuring proposals and investment frameworks that meet the fiduciary and impact requirements of development partners.

- Coordinating diplomatic and technical dialogue to ensure that South Sudan's priorities are clearly articulated and responsibly supported.

EUSL will not act as a financial guarantor, but as a trusted intermediary and strategic facilitator, ensuring that funding is mobilised transparently, ethically, and in full alignment with the needs of the South Sudanese people.

9. Risk Management

Digital transformation in a fragile state context carries inherent risks—political, operational, financial, and reputational. This chapter outlines the key risk categories and the mitigation strategies embedded within the initiative to ensure resilience, accountability, and continuity.

Political Risks
- **Risk**: Political instability, leadership transitions, or conflict could disrupt implementation.

- **Mitigation**: High-level political endorsement, cross-party engagement, and institutional anchoring through legislation and inter-ministerial coordination. The phased rollout allows for adaptive response to changing political conditions.

Operational Risks
- **Risk**: Infrastructure delays, technical failures, or low adoption rates could undermine effectiveness.

- **Mitigation**: Pilot-based implementation, vendor accountability, and capacity-building programs for civil servants and technicians. Real-time monitoring and feedback loops will enable early detection and correction.

Financial Risks
- **Risk**: Funding shortfalls, delayed disbursements, or misallocation of resources.

- **Mitigation**: Establishment of the Digital Transformation Investment Facility (DTIF) with pooled funding, independent audits, and transparent reporting. EUSL's role in investment facilitation ensures structured engagement with donors and investors.

Reputational Risks

- **Risk**: Perceptions of exclusion, misuse of data, or lack of transparency could erode public trust.

- **Mitigation**: Citizen engagement platforms, grievance redress mechanisms, and public dashboards. Legal safeguards for data protection and digital rights will be enacted early in the process.

Cybersecurity Risks

- **Risk**: Data breaches, system attacks, or misuse of digital platforms.

- **Mitigation**: Implementation of Microsoft Zero Trust architecture, ISO 27001 and NIST standards, and a national cybersecurity strategy including CERT and public awareness campaigns.

Legal and Regulatory Risks

- **Risk**: Absence or delay in enacting enabling legislation could create compliance gaps.

- **Mitigation**: Early drafting and stakeholder consultation for key laws (data protection, digital ID, procurement), supported by legal capacity-building and international advisory support.

10. Monitoring and Evaluation

A robust Monitoring and Evaluation (M&E) framework is essential to ensure that the digital transformation of South Sudan delivers measurable results, remains responsive to evolving needs, and upholds the principles of transparency and accountability. This framework is designed to track progress, assess impact, and inform continuous improvement—aligned with the Social Global Goals (SGGs) of Agenda for Social Equity 2074, particularly SGG 8, SGG 16, and SGG 17.

Key Performance Indicators (KPIs) and Impact Metrics
The initiative will be monitored through a set of quantitative and qualitative indicators, disaggregated by gender, geography, and vulnerability status. These include:

- **Infrastructure**:

    - Kilometres of fiber optic cable laid

    - Number of rural communities connected via satellite

    - Uptime and redundancy of national data centres

- **Public Sector Systems**:

    - Number of citizens registered with digital ID

    - Number of e-services launched and accessed

    - Interoperability score across ministries

- **Education and Capacity**:

    - Number of students and teachers with digital devices

    - Digital literacy rates among youth and civil servants

    - Number of training sessions delivered

- **Private Sector and Innovation**:

  - Number of local ICT firms supported

  - Volume of digital transactions

  - Number of startups incubated

- **Governance and Compliance**:

  - Number of cybersecurity incidents detected and resolved

  - Compliance audit scores

  - Public satisfaction with digital services

These KPIs will be reviewed annually and refined as needed to reflect implementation realities and stakeholder feedback.

Reporting and Accountability Mechanisms

To ensure transparency and stakeholder engagement, the following mechanisms will be institutionalised:

- **Annual Strategic Review Reports**, published by the Digital Transformation Steering Committee and shared with Parliament, development partners, and the public.

- **Real-time dashboards** for internal government use and public transparency, tracking key metrics and milestones.

- **Third-party audits** of financial flows, procurement processes, and data governance practices.

- **Citizen feedback platforms**, including mobile surveys, community consultations, and grievance redress systems.

These tools will ensure that the transformation remains grounded in the lived experiences of the South Sudanese people and accountable to both national and international stakeholders.

Learning and Adaptation

The M&E framework is not only about measurement—it is about learning. The initiative will embed:

- **Quarterly learning reviews** to assess implementation challenges and adjust strategies.

- **Peer learning exchanges** with other African countries undergoing digital transformation.

- **Integration of MEL findings** into policy reform, budget planning, and institutional development.

This adaptive approach ensures that the transformation is not static, but evolves in response to evidence, innovation, and citizen needs.