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# SUDESA PROJECT PLAN

*FOR A DIGITALIZED SOUTH SUDAN*

CREATED BY

EUSL AB

*Care to Change the World*



## Table of Contents

Executive Summary .....	2
2. Background and Rationale .....	3
3. Objectives .....	3
4A. Digital Infrastructure .....	5
4B. Government Systems Modernisation.....	6
4C. Education and Youth Empowerment.....	7
4D. Capacity Building and Change Management .....	8
4E. Policy and Regulatory Framework.....	9
5. Implementation Roadmap .....	11
6. Budget and Financing.....	13
7. Monitoring, Evaluation, and Impact .....	14
8. Stakeholder Engagement .....	15
9. Sustainability and Exit Strategy .....	17
10. Conclusion and Strategic Outlook .....	18

# Project Plan: Digital Transformation of the Government and Public Sector of South Sudan

## Executive Summary

The Government of South Sudan, in partnership with EUSL and under the strategic guidance of *Agenda for Social Equity 2074*, has embarked on a transformative journey to digitalize its public sector and lay the foundation for a resilient, inclusive, and future-ready digital society. This initiative follows the successful signing of the buyer's agreement for the Social Development Empowerment Program (SDEP), marking a pivotal milestone in the country's commitment to modernization and social equity.

## Vision and Mission

The vision of this project is to establish South Sudan as a digitally sovereign nation, where technology serves as a catalyst for governance efficiency, citizen empowerment, and sustainable development. The mission is to replace fragmented, insecure, and externally dependent systems with a unified, secure, and locally governed digital infrastructure that reflects the aspirations of the South Sudanese people.

## Strategic Importance for South Sudan

Digital transformation is not merely a technical upgrade—it is a strategic imperative for national stability, economic revitalization, and regional integration. By transitioning from rudimentary systems such as Gmail to enterprise-grade platforms like Microsoft 365 Government Suite and Azure Government Cloud, South Sudan will enhance its administrative capacity, data security, and service delivery. This transformation will also enable the country to align with continental frameworks such as the African Union's *Agenda 2063*, while anchoring all efforts within the long-term vision of *Agenda 2074*.

## Summary of Expected Outcomes

The project is expected to yield the following outcomes:

- Establishment of a national digital infrastructure, including fiber optics, data centers, and satellite internet.
- Full migration of government operations to secure cloud-based platforms.
- Introduction of digital identity systems and e-governance services.
- Empowerment of youth through digital education, devices, and curriculum reform.
- Strengthening of institutional capacity through civil servant training and change management.
- Development of a robust policy and regulatory framework for cybersecurity, data protection, and ICT governance.
- Creation of a digital economy ecosystem to support entrepreneurship, mobile money, and e-commerce.
- Long-term sustainability through local ownership, blended financing, and inclusive stakeholder engagement.

This initiative will position South Sudan not only as a regional leader in digital governance but also as a global case study in post-conflict digital transformation. It is a people-centered endeavor, designed to

serve the citizens of South Sudan and ensure that technology becomes a tool for equity, dignity, and progress.

## 2. Background and Rationale

South Sudan stands at a critical juncture in its nation-building journey. As the world accelerates toward a digital future, the country's reliance on fragmented, insecure, and externally hosted communication platforms—such as Gmail and consumer-grade tools—has become a structural vulnerability. The absence of a unified digital infrastructure not only hampers administrative efficiency but also exposes the government to data sovereignty risks, operational inefficiencies, and limited citizen engagement.

The current state of digital infrastructure in South Sudan is characterized by low broadband penetration, minimal data center capacity, and a lack of secure, interoperable government systems. Public administration remains largely paper-based, with limited automation, weak record-keeping, and no national digital identity system. This environment constrains service delivery, transparency, and the ability to respond to crises or plan development interventions effectively.

### **Lessons from South Africa and Other African Nations**

The experience of countries such as South Africa, Rwanda, and Kenya demonstrates that digital transformation—when anchored in national priorities and executed through strong public-private partnerships—can yield exponential returns in governance, economic growth, and social inclusion. South Africa's *National Integrated ICT Policy White Paper* and Rwanda's *Smart Rwanda Master Plan* offer valuable lessons in sequencing infrastructure development, building institutional capacity, and fostering local innovation ecosystems.

These countries have shown that digital transformation is not merely a technical endeavor but a strategic reconfiguration of the state's relationship with its citizens. It enables governments to deliver services more efficiently, collect and analyze data for better policymaking, and create new economic opportunities through digital entrepreneurship and innovation.

### **Alignment with National Development Goals and Agenda 2063**

This project is fully aligned with South Sudan's national development priorities, including the *Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS)*, the *National Development Strategy (NDS)*, and the *ICT for Development Policy*. It also supports the African Union's *Agenda 2063*, particularly Aspiration 1 ("A prosperous Africa based on inclusive growth and sustainable development") and Aspiration 3 ("An Africa of good governance, democracy, respect for human rights, justice and the rule of law").

Moreover, the project is anchored in the long-term vision of *Agenda for Social Equity 2074*, which positions digital transformation as a foundational pillar for achieving social justice, inclusive governance, and equitable access to opportunity. By embedding this initiative within Agenda 2074, the Government of South Sudan affirms that digitalisation is not an end in itself, but a means to empower its people, strengthen its institutions, and secure its sovereignty in the digital age.

## 3. Objectives

The digital transformation of South Sudan's government and public sector is envisioned as a phased, multi-year process that balances urgency with sustainability. The objectives are structured across short-, medium-, and long-term horizons, each building upon the previous to ensure continuity, institutional learning, and measurable impact.





### **Short-Term Objectives (1–2 Years): Foundational Infrastructure and Pilot Programs**

In the initial phase, the focus will be on establishing the foundational digital infrastructure and launching pilot programs that demonstrate proof of concept. These objectives include:

- Deployment of national fiber optic backbone and satellite internet access in underserved areas.
- Establishment of a secure government cloud environment (Azure Government Cloud) and migration of core ministries from Gmail and consumer platforms to Microsoft 365 Government Suite.
- Development of a national digital identity framework and pilot implementation in selected ministries.
- Launch of pilot e-services (e.g., civil registration, land records, public procurement).
- Distribution of Surface laptops and digital learning kits to students in pilot schools.
- Initiation of civil servant training programs in digital literacy and secure communication.
- Formation of a Digital Transformation Steering Committee and technical working groups.
- Drafting of updated ICT, data protection, and cybersecurity policies.

### **Medium-Term Objectives (3–5 Years): Full Government Digitisation and Education Integration**

The medium-term phase will focus on scaling up successful pilots, institutionalizing digital governance, and embedding digital tools into the national education system. Objectives include:

- Full migration of all government ministries, departments, and agencies to secure, interoperable digital platforms.
- Nationwide rollout of digital ID and e-governance services accessible via mobile and web platforms.
- Integration of a national digital curriculum into primary, secondary, and tertiary education systems.
- Establishment of regional data centers and a national cybersecurity operations center.
- Expansion of civil servant training to include advanced digital skills, change management, and data-driven decision-making.
- Development of a national digital inclusion strategy targeting women, youth, and marginalized communities.
- Launch of a national digital entrepreneurship program to support local tech startups and SMEs.
- Operationalization of the Council for Global Social Advocacy (CGSA) as a capacity-building and advocacy platform for digital governance.

### **Long-Term Objectives (5+ Years): Regional Leadership in Digital Governance**

In the long-term horizon, South Sudan will position itself as a regional leader in digital governance, innovation, and inclusive development. Objectives include:

- Recognition of South Sudan as a model for post-conflict digital transformation in Africa and globally.



- Full integration with regional digital trade and governance platforms (e.g., COMESA Digital FTA, AU Digital ID).
- Establishment of a sovereign digital governance institution (e.g., SUDESA) with diplomatic privileges and regional mandate.
- Creation of a national innovation hub and digital research institute in partnership with universities and the private sector.
- Institutionalization of a sustainable financing model for digital services through blended finance, public-private partnerships, and diaspora investment.
- Continuous upgrading of digital infrastructure, including 5G readiness and AI-enabled public services.
- Embedding of digital equity principles into all national development planning processes under Agenda 2074.

## 4A. Digital Infrastructure

The digital transformation of South Sudan must begin with the establishment of a robust, secure, and scalable digital infrastructure capable of supporting government operations, public services, and private sector innovation. This foundational layer is critical not only for immediate functionality but also for long-term sovereignty, resilience, and regional competitiveness.

### **Fiber Optics, Data Centers, and Satellite Internet**

The project will prioritize the deployment of a national fiber optic backbone connecting key urban centers, government institutions, and border points. This will be complemented by satellite internet solutions to ensure coverage in remote and underserved regions, particularly where terrestrial infrastructure is not feasible in the short term.

In parallel, the establishment of Tier III or higher data centers within South Sudan will provide secure hosting for government data, digital identity systems, and e-services. These centers will be designed to meet international standards for redundancy, disaster recovery, and cybersecurity, and will serve as the backbone for cloud migration and digital sovereignty.

### **National Broadband Strategy**

A comprehensive National Broadband Strategy will be developed to guide infrastructure rollout, spectrum allocation, and service delivery. This strategy will align with regional frameworks such as the African Union's *Digital Transformation Strategy for Africa (2020–2030)* and COMESA's *Digital Free Trade Area* initiative. It will include provisions for universal access, affordability, and gender-inclusive connectivity.

The strategy will also define roles for public and private actors, establish performance benchmarks, and include mechanisms for monitoring and enforcement. Special attention will be given to ensuring that broadband access supports education, healthcare, agriculture, and local entrepreneurship.

### **Public-Private Partnerships**

Given the scale and complexity of infrastructure development, the project will actively promote public-private partnerships (PPPs) to leverage technical expertise, investment capital, and operational efficiency. Strategic partnerships will be sought with global technology firms, regional telecom operators, and infrastructure financiers.

These PPPs will be structured to ensure transparency, equitable risk-sharing, and alignment with national priorities. Where appropriate, concessional financing and blended investment models will be used to attract participation from development finance institutions such as Swedfund, SIDA, the Nordic Development Fund, and the African Development Bank.

## 4B. Government Systems Modernisation

The modernization of government systems is central to the digital transformation agenda. It involves replacing insecure, consumer-grade platforms with enterprise-level, sovereign digital infrastructure that ensures data protection, operational efficiency, and seamless service delivery. This component will enable the Government of South Sudan to function as a digitally capable institution, responsive to the needs of its citizens and aligned with international standards of governance.

### **Transition from Gmail to Microsoft 365 Government Suite**

The current reliance on Gmail and similar platforms for official communication poses significant risks to national security, data integrity, and administrative coherence. As a first step, all government ministries, departments, and agencies will transition to the Microsoft 365 Government Suite, which offers secure email, document management, collaboration tools, and compliance features tailored for public sector use.

This transition will be accompanied by:

- Centralized identity and access management
- Enforced data residency and encryption policies
- Training for government personnel on secure usage and digital hygiene
- Migration of legacy data and email archives to the new environment

The Microsoft 365 Government Suite will serve as the digital backbone for internal communication, document workflows, and inter-agency collaboration.

### **Cloud Migration (Azure Government Cloud)**

To ensure scalability, security, and cost-efficiency, the government will migrate its digital assets to the Azure Government Cloud. This sovereign cloud environment will host critical applications, databases, and services, including:

- National registries (civil, land, business)
- Financial management systems
- Human resource and payroll systems
- Public procurement platforms
- Legislative and judicial information systems

The Azure Government Cloud will be configured to meet international standards for data protection, disaster recovery, and uptime. It will also enable the deployment of AI-powered analytics, real-time dashboards, and citizen-facing portals.

### **Digital ID, E-Services, and Secure Communication**

A national digital identity system will be developed to provide every citizen with a unique, secure, and verifiable digital identity. This will serve as the foundation for accessing a wide range of e-services, including:

- Birth and death registration
- National ID and passport applications
- Land title verification
- Tax filing and business registration
- Social protection and subsidy programs

All digital services will be designed with a mobile-first approach, ensuring accessibility even in low-bandwidth environments. Secure communication protocols will be implemented across all platforms, including end-to-end encryption, multi-factor authentication, and digital signatures.

This modernization effort will not only improve service delivery but also enhance transparency, reduce corruption, and build public trust in government institutions.

## 4C. Education and Youth Empowerment

A digitally transformed government must be supported by a digitally literate population. In South Sudan, where the majority of the population is under the age of 25, education and youth empowerment are not only strategic priorities but also prerequisites for sustainable digital transformation. This component aims to equip the next generation with the tools, skills, and mindset required to thrive in a digital economy and participate meaningfully in governance and development.

### **Surface Laptops for Students**

As part of the foundational rollout, Surface laptops and digital learning kits will be distributed to students in selected pilot schools across urban and rural areas. These devices will be pre-configured with educational software, productivity tools, and offline learning resources to ensure usability even in low-connectivity environments.

The distribution will prioritize:

- Gender parity in access to devices
- Inclusion of students with disabilities
- Integration with school-based digital literacy programs
- Local maintenance and support ecosystems

This initiative will be implemented in partnership with Microsoft and other technology providers, with a long-term goal of scaling device access nationally.

### **National Digital Curriculum**

A comprehensive national digital curriculum will be developed in collaboration with the Ministry of General Education and Instruction, universities, and international partners. The curriculum will span primary to tertiary levels and include:

- Basic digital literacy and responsible internet use



- Coding, data science, and emerging technologies
- Civic education through digital platforms
- Entrepreneurship and digital business skills

The curriculum will be aligned with regional education frameworks and global standards, ensuring that South Sudanese students are competitive and mobile across borders. It will also be localized to reflect cultural context, language diversity, and national development priorities.

#### **Teacher Training and Digital Literacy Programs**

Teachers will be at the forefront of this transformation. A national teacher training program will be launched to build capacity in digital pedagogy, classroom technology integration, and curriculum delivery. This will include:

- In-person and online training modules
- Certification pathways through EUSL and partner institutions
- Peer learning networks and digital resource hubs
- Incentives for digital teaching excellence

In parallel, community-based digital literacy programs will be rolled out to reach out-of-school youth, women, and marginalized groups. These programs will be delivered through local centers, mobile units, and radio/TV platforms where necessary.

This component ensures that digital transformation is not confined to government offices but reaches the grassroots, empowering citizens to engage, innovate, and lead.

## **4D. Capacity Building and Change Management**

Digital transformation cannot succeed without a parallel transformation in institutional culture, human capital, and leadership. This component focuses on equipping civil servants, institutions, and the broader ecosystem with the skills, structures, and mindsets necessary to adopt, manage, and sustain digital systems. It also addresses the critical need for change management to ensure that reforms are embraced, not resisted.

#### **Civil Servant Training**

A national digital capacity-building program will be launched targeting all levels of government personnel—from senior policymakers to frontline administrators. The program will be structured in tiers:

- **Foundational training** in digital literacy, cybersecurity awareness, and use of Microsoft 365 tools.
- **Intermediate training** in data management, digital service delivery, and cloud-based workflows.
- **Advanced training** in digital governance, AI for public administration, and strategic ICT planning.



Training will be delivered through a blended model combining in-person workshops, online modules, and mentorship. Certification will be provided through EUSL and accredited institutions, with pathways for continuous professional development.

### **Institutional Reform**

To support the adoption of digital systems, institutional structures will be reviewed and reformed where necessary. This includes:

- Establishing dedicated ICT units within ministries and agencies.
- Revising job descriptions and performance metrics to reflect digital competencies.
- Creating inter-ministerial coordination mechanisms for digital policy and implementation.
- Embedding digital transformation goals into national planning and budgeting frameworks.

These reforms will be guided by a whole-of-government approach, ensuring coherence, accountability, and alignment with national development strategies.

### **Local Tech Ecosystem Development**

A sustainable digital transformation requires a vibrant local technology ecosystem. This project will support the development of:

- **Local ICT firms and startups** through procurement opportunities, incubation, and technical support.
- **University partnerships** for research, curriculum development, and talent pipelines.
- **Community-based digital hubs** to provide training, access, and innovation spaces in rural and peri-urban areas.

Special emphasis will be placed on empowering women, youth, and marginalized groups to participate in and benefit from the digital economy. This aligns with the broader goals of *Agenda 2074* and ensures that digital transformation is inclusive and equitable.

### **Change Management Strategy**

A national change management strategy will be developed to guide the cultural and behavioral shifts required for successful digital adoption. This strategy will include:

- Leadership engagement and digital champions within government.
- Communication campaigns to build awareness and public trust.
- Feedback mechanisms to capture user experiences and adapt implementation.
- Incentives and recognition for innovation and digital excellence.

By investing in people and institutions, this component ensures that digital transformation is not a one-time intervention but a sustained evolution of governance and service delivery.

## **4E. Policy and Regulatory Framework**

A successful digital transformation requires more than infrastructure and technology—it demands a robust policy and regulatory environment that ensures security, accountability, interoperability, and trust. This component focuses on updating and enacting the legal instruments and institutional

mechanisms necessary to govern South Sudan's digital future in line with international norms and national priorities.

### **Data Protection and Cybersecurity Laws**

The absence of comprehensive data protection and cybersecurity legislation in South Sudan presents a critical vulnerability. As digital systems are deployed, the government will prioritize the development and enactment of:

- A **Data Protection Act** that defines the rights of individuals, responsibilities of data controllers, and mechanisms for redress.
- A **Cybersecurity Act** that establishes national standards for cyber defense, incident response, and critical infrastructure protection.
- A **Digital Sovereignty Framework** that ensures government data is stored, processed, and governed within national or trusted regional jurisdictions.

These laws will be developed in consultation with civil society, the private sector, and international partners, and will be harmonized with regional instruments such as the Malabo Convention and the COMESA Cybersecurity Guidelines.

### **ICT Policy Updates**

South Sudan's existing ICT policy framework will be comprehensively reviewed and updated to reflect the realities of a digital state. Key updates will include:

- Provisions for cloud computing, AI, and emerging technologies
- Guidelines for digital inclusion and accessibility
- Standards for open data, digital public goods, and innovation ecosystems
- Institutional mandates for digital governance and inter-agency coordination

The revised ICT policy will serve as the overarching framework guiding all digital initiatives, ensuring coherence across sectors and levels of government.

### **Procurement and Interoperability Standards**

To avoid fragmentation and vendor lock-in, the government will adopt national standards for digital procurement and system interoperability. These standards will cover:

- Open APIs and data exchange protocols
- Cloud service procurement guidelines
- Cybersecurity and privacy-by-design requirements
- Accessibility and multilingual interface standards

A National Digital Standards Authority may be established under the Ministry of ICT to oversee compliance, certification, and continuous updating of these standards.

This regulatory foundation will ensure that digital transformation is not only effective but also ethical, inclusive, and resilient.

## 5. Implementation Roadmap

The implementation of South Sudan's digital transformation will follow a phased, adaptive, and inclusive approach. Each phase will be informed by lessons learned, stakeholder feedback, and evolving national priorities. The roadmap is designed to ensure early wins, institutional learning, and long-term sustainability.

### **Phased Rollout (Pilot → Scale-Up)**

The project will be implemented in three main phases:

#### **Phase I: Foundation and Pilots (Year 1–2)**

- Establishment of the Digital Transformation Steering Committee and technical working groups.
- Deployment of national fiber optic backbone in priority corridors.
- Setup of initial government data center and Azure Government Cloud environment.
- Migration of five pilot ministries to Microsoft 365 Government Suite.
- Launch of digital ID pilot and e-services in civil registration and land administration.
- Distribution of Surface laptops and digital kits to 10 pilot schools.
- Initiation of civil servant training and teacher digital literacy programs.
- Drafting and consultation on data protection and cybersecurity legislation.

#### **Phase II: National Scale-Up (Year 3–5)**

- Full migration of all ministries and agencies to secure digital platforms.
- Nationwide rollout of digital ID and e-governance services.
- Expansion of broadband access to all state capitals and major towns.
- Integration of digital curriculum in all public schools and teacher colleges.
- Establishment of regional data centers and cybersecurity operations center.
- Operationalization of CGSA and national digital entrepreneurship programs.
- Enactment of ICT, data protection, and cybersecurity laws.

#### **Phase III: Consolidation and Regional Integration (Year 6+)**

- Integration with COMESA Digital Free Trade Area and AU Digital ID platforms.
- Establishment of SUDESA as a regional digital governance institution.
- Launch of national innovation hub and digital research institute.
- Continuous upgrading of infrastructure (e.g., 5G, AI, IoT).
- Institutionalization of digital governance in national planning and budgeting.
- Development of long-term financing and maintenance models.



### Key Milestones and Timelines

Milestone	Target Year
Digital Transformation Steering Committee established	Q1, Year 1
First five ministries migrated to Microsoft 365	Q3, Year 1
Digital ID pilot launched	Q4, Year 1
National Broadband Strategy adopted	Q2, Year 2
ICT and cybersecurity laws enacted	Q4, Year 3
Full government digitisation completed	Q4, Year 5
SUDESA established and operational	Year 6
Integration with AU/COMESA digital platforms	Year 6–7

### Risk Management and Mitigation

Risk	Mitigation Strategy
Resistance to change within government	Early engagement, leadership buy-in, change champions, incentives
Limited technical capacity	Phased training, international partnerships, local ecosystem development
Infrastructure delays	PPPs, modular deployment, satellite backup
Cybersecurity threats	National cybersecurity strategy, secure cloud architecture, continuous monitoring
Political instability	Anchoring in national development plans, cross-party support, diplomatic engagement



Risk	Mitigation Strategy
Funding shortfalls	Blended finance models, donor coordination, diaspora investment mechanisms

## 6. Budget and Financing

The financial architecture of South Sudan's digital transformation must reflect both the scale of ambition and the realities of a post-conflict, resource-constrained environment. While precise cost estimates per component are yet to be determined, the overarching strategy is to mobilize a coalition of partners who recognize the historic opportunity to elevate South Sudan from the bottom of global digital indices to a position of leadership and innovation.

### Estimated Costs per Component

Detailed costing will be developed during the technical design phase in collaboration with sectoral ministries, financial experts, and implementation partners. Costing will be guided by:

- International benchmarks from comparable African digital transformation programs
- Local market assessments and infrastructure feasibility studies
- Scalable and modular design principles to allow phased investment
- In-kind contributions from technology partners (e.g., Microsoft, telecom providers)

Each component—digital infrastructure, government systems, education, capacity building, and policy reform—will be costed independently, with provisions for contingencies, inflation, and long-term maintenance.

### Funding Sources

The financing strategy will prioritize blended and concessional models, leveraging both public and private capital. Key funding sources include:

- **Government of South Sudan:** Budgetary allocations, sovereign guarantees, and institutional support.
- **Swedish Development Partners:** Including SIDA, Swedfund, and the Nordic Development Fund, with a focus on social equity, innovation, and regional stability.
- **African Development Bank (AfDB):** Through digital economy, infrastructure, and governance programs.
- **International Technology Partners:** Provision of cloud credits, devices, training, and technical support.
- **Diaspora Investment Mechanisms:** Structured instruments to engage South Sudanese abroad in nation-building.
- **Philanthropic and Impact Investors:** Targeting education, inclusion, and digital rights.

All financing will be structured to ensure transparency, accountability, and alignment with national priorities and Agenda 2074.

### **Blended Finance and Investment Models**

To maximize impact and reduce fiscal burden, the project will adopt blended finance models that combine:

- **Grants and concessional loans** for foundational infrastructure and public goods
- **Equity and debt instruments** for commercially viable components (e.g., data centers, broadband)
- **Public-private partnerships (PPPs)** for service delivery, maintenance, and innovation hubs
- **Results-based financing** tied to KPIs and social impact metrics

A dedicated Digital Transformation Financing Facility may be established to pool resources, manage disbursements, and coordinate donor engagement. This facility will be governed jointly by the Government of South Sudan and EUSL, with oversight from development partners.

This chapter reflects the belief that South Sudan's digital transformation is not a cost—it is an investment in peace, prosperity, and dignity.

## **7. Monitoring, Evaluation, and Impact**

A robust monitoring and evaluation (M&E) framework is essential to ensure that the digital transformation of South Sudan's government and public sector delivers measurable results, remains accountable to its stakeholders, and continuously adapts to emerging challenges and opportunities. This chapter outlines the mechanisms for tracking progress, assessing outcomes, and demonstrating the social and economic value of the initiative.

### **Key Performance Indicators (KPIs) and Success Metrics**

The project will adopt a results-based management approach, with KPIs defined for each component and phase. These indicators will be disaggregated by gender, geography, and sector to ensure inclusivity and equity. Examples include:

- **Infrastructure:** Kilometers of fiber optic cable laid; number of operational data centers; broadband penetration rate.
- **Government Systems:** Number of ministries migrated to Microsoft 365; number of e-services launched; percentage of civil servants trained.
- **Education:** Number of students with access to digital devices; schools implementing digital curriculum; teachers certified in digital pedagogy.
- **Policy and Regulation:** Number of enacted digital laws; compliance rate with cybersecurity standards.
- **Digital Inclusion:** Percentage of women and youth accessing digital services; number of local tech startups supported.

A Digital Inclusion Index will be developed to track equitable access and participation across all population groups.

### Reporting Mechanisms

Progress will be reported through a multi-tiered system:

- **Quarterly internal reports** by implementing agencies and technical working groups.
- **Biannual progress reviews** with the Digital Transformation Steering Committee and development partners.
- **Annual public reports** summarizing achievements, challenges, and next steps, published under the oversight of EUSL and the Government of South Sudan.
- **Independent evaluations** at mid-term and project completion, conducted by third-party institutions.

All reports will be aligned with national planning cycles and integrated into the broader monitoring frameworks of Agenda 2074 and the National Development Strategy.

### Social and Economic Impact Projections

While the full impact of digital transformation will unfold over time, early projections anticipate:

- **Improved governance:** Faster service delivery, reduced corruption, and enhanced transparency.
- **Economic growth:** Increased productivity, job creation in the tech sector, and expanded access to markets through digital platforms.
- **Social equity:** Greater access to education, healthcare, and public services for marginalized communities.
- **Regional integration:** Enhanced trade, mobility, and cooperation through digital alignment with COMESA and the African Union.

Impact will be measured not only in quantitative terms but also through citizen feedback loops, participatory assessments, and qualitative case studies that capture lived experiences and transformative stories.

This M&E framework ensures that the digital transformation remains grounded in its ultimate purpose: to serve the people of South Sudan and build a more just, inclusive, and resilient society.

## 8. Stakeholder Engagement

The success of South Sudan's digital transformation depends on the active participation, coordination, and alignment of a diverse range of stakeholders. This initiative is not a government-only project—it is a national endeavor that must reflect the voices, needs, and contributions of all sectors of society. Stakeholder engagement will be structured to ensure transparency, inclusivity, and shared responsibility throughout the planning, implementation, and sustainability phases.

### Government Ministries and Agencies

The central government will lead the transformation through a whole-of-government approach. Key actors include:

- **Ministry of ICT and Postal Services:** Lead technical agency and policy custodian.
- **Ministry of Finance and Planning:** Budgetary alignment and financing coordination.



- **Ministry of General Education and Instruction:** Integration of digital education.
- **Ministry of Public Service and Human Resource Development:** Civil servant training and institutional reform.
- **Ministry of Justice and Constitutional Affairs:** Legal and regulatory frameworks.
- **National Communications Authority:** Oversight of telecoms and broadband strategy.

Each ministry will designate focal points and participate in inter-ministerial technical working groups under the Digital Transformation Steering Committee.

#### **International Partners and Development Agencies**

Strategic partnerships will be cultivated with institutions that understand South Sudan's context and are committed to long-term development. These include:

- **Swedish Development Partners:** SIDA, Swedfund, Nordic Development Fund.
- **African Development Bank (AfDB):** Infrastructure, governance, and digital economy programs.
- **United Nations Agencies:** Technical assistance, capacity building, and policy support.
- **Microsoft and other technology partners:** Cloud services, devices, training, and innovation support.

All partnerships will be governed by principles of transparency, mutual accountability, and alignment with national priorities and *Agenda 2074*.

#### **Civil Society and Private Sector**

Civil society organizations (CSOs), community-based organizations (CBOs), and the private sector will play a critical role in ensuring that the digital transformation is inclusive, rights-based, and locally grounded. Their roles include:

- **Advocacy and public awareness** on digital rights, inclusion, and service access.
- **Feedback and accountability mechanisms** to monitor implementation.
- **Service delivery partnerships** in education, training, and local innovation.
- **Private sector investment** in infrastructure, devices, and digital services.

Special attention will be given to engaging women-led organizations, youth networks, and disability rights groups to ensure that no one is left behind.

#### **Traditional Authorities and Religious Leaders**

In a country where traditional and religious institutions hold significant influence, their engagement is essential for community buy-in and behavioral change. These leaders will be involved in:

- **Community sensitization** on digital identity, e-services, and education.
- **Mediation and trust-building** in areas of resistance or misinformation.
- **Promotion of digital inclusion** in rural and underserved areas.

### Diaspora Engagement

The South Sudanese diaspora represents a valuable source of skills, capital, and advocacy. Structured mechanisms will be developed to:

- **Mobilize diaspora investment** in digital infrastructure and entrepreneurship.
- **Facilitate skills transfer** through remote training, mentorship, and advisory roles.
- **Engage diaspora professionals** in policy development and institutional strengthening.

This multi-stakeholder model ensures that the digital transformation is not only technically sound but also socially legitimate, politically supported, and nationally owned.

## 9. Sustainability and Exit Strategy

The long-term success of South Sudan's digital transformation depends on its ability to transition from externally supported implementation to nationally owned, locally governed, and financially sustainable systems. This chapter outlines the strategies to ensure that the digital infrastructure, services, and institutions established through this initiative endure beyond the project lifecycle and continue to evolve in response to national needs.

### Local Ownership and Capacity

From the outset, the project will prioritize the transfer of knowledge, skills, and operational control to South Sudanese institutions. This includes:

- Embedding digital transformation responsibilities within existing ministries and agencies.
- Developing a cadre of certified local professionals through EUSL and partner institutions.
- Establishing national training centers and digital academies to ensure continuous capacity development.
- Promoting leadership from within government, civil society, and the private sector to champion digital governance.

Ownership will also be reinforced through legal mandates, budgetary allocations, and integration into national development planning frameworks.

### Maintenance and Upgrades

Digital systems require ongoing maintenance, updates, and adaptation to remain secure and effective. To this end:

- Maintenance contracts and service-level agreements (SLAs) will be embedded in all infrastructure and software deployments.
- Local ICT firms will be trained and contracted to provide first-line support and system upgrades.
- A national digital maintenance fund may be established to finance long-term upkeep, sourced from service fees, government budgets, and donor contributions.
- Periodic audits and technical reviews will be conducted to assess system performance, security, and relevance.

This approach ensures that digital assets do not degrade over time but remain responsive to evolving needs and technologies.



### Long-Term Governance Model

A sustainable governance model will be established to oversee the digital ecosystem. This may include:

- A National Digital Governance Authority or the operationalization of SUDESA as a semi-autonomous institution co-owned by the Government of South Sudan and EUSL.
- Clear mandates for policy development, standards enforcement, and inter-agency coordination.
- Representation from government, civil society, academia, and the private sector to ensure transparency and inclusivity.
- Diplomatic privileges and regional mandates for SUDESA to facilitate cross-border digital cooperation and innovation.

This governance model will be anchored in *Agenda 2074*, ensuring that digital transformation remains aligned with the broader vision of social equity, national sovereignty, and regional integration.

## 10. Conclusion and Strategic Outlook

The digital transformation of South Sudan's government and public sector is not merely a technological upgrade—it is a generational opportunity to redefine governance, empower citizens, and reposition the country on the global stage. This project plan lays out a clear, phased, and inclusive roadmap for achieving that vision, grounded in the principles of sovereignty, equity, and sustainability.

By embracing digital transformation, South Sudan is choosing to leapfrog legacy constraints and build a modern state from the ground up—one that is transparent, efficient, and responsive to the needs of its people. The journey will be complex, but the rewards are profound: a digitally literate population, a resilient public sector, and a thriving digital economy that serves all.

This initiative is anchored in *Agenda for Social Equity 2074*, ensuring that every investment, reform, and innovation contributes to a broader vision of justice, dignity, and opportunity. It is also a call to action for partners—governments, development agencies, technology firms, and the diaspora—to join in building a future where South Sudan is no longer defined by its past, but by its potential.

The next steps will involve detailed technical design, stakeholder consultations, and the mobilization of financing and partnerships. With the right leadership, commitment, and collaboration, South Sudan can become a continental leader in digital governance and a global example of post-conflict transformation through technology.