SOUTH SUDAN VISION 2040

TOWARDS FREEDOM, EQUALITY, JUSTICE, PEACE AND PROSPERITY FOR ALL

Torit, South Sudan
24th February 2011
SOUTH SUDAN VISION 2040:
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FOREWORD

We, the people of South Sudan, have been through many years of struggle, a struggle in which many lives were lost and rivers of precious blood flowed for the sake of the destiny of our beloved land. We fought for freedom, equality, justice and peace. During this struggle, we went through a number of unfulfilled promises for peace but we never gave up hope for the ultimate peace and the achievement of the aspirations of the people of South Sudan. In 2005, we signed the Comprehensive Peace Agreement, which we strongly believed would be a lasting one and the beginning of the journey to the glorious future for the people of South Sudan. It is, therefore, a new chapter in our history; a chapter for the reconstruction and development of South Sudan and the establishment of a country of our dream. We aspire for a South Sudan that will be a model among models of the world in all aspects and an enviable face of Africa. This is the vision to be achieved sooner than later because the power to do so is now in our hands.

The long-term vision is “SOUTH SUDAN VISION 2040: TOWARDS FREEDOM, EQUALITY, JUSTICE, PEACE AND PROSPERITY FOR ALL”. It puts the aspirations for which we fought for so long into a concrete perspective and establishes the beacons and the foundation for socio-economic and political objectives to be pursued by all sectors of the economy. It also provides a framework to facilitate concerted efforts by the people of South Sudan to achieve their dreams. This is a blueprint for our future which should be understood and internalised by everybody in South Sudan. A mechanism will be put in place to ensure that the vision is aggressively promoted to become a natural part of the deliverables for all sectors of the economy. It should be the duty of every citizen, regardless of age, gender, ethnicity, religion, traditional beliefs or political affiliation, to play their part in the realisation of this vision. It will be implemented through a series of five-year national development plans and future performance of government will, therefore, be gauged on those bases. The vision, which is a national planning strategy, is anchored on seven pillars namely: educated and informed nation; prosperous, productive and innovative nation; free, just, and peaceful nation; democratic and accountable nation; safe and secure nation; united and proud nation; compassionate and tolerant nation. The goals and targets under each pillar will have to be aligned to the Millennium Development Goals, which are internationally accepted standards for measuring progress towards acceptable socio-economic development levels.

Whereas correct policies are key to success, requisite political leadership is critical in shaping the trend of development in a country. In this regard, my administration will play its role in ensuring that this vision is faithfully implemented. The executive, legislative and judicial arms of government will also be expected to play pivotal and driving roles in ensuring that the efforts to deliver the vision are aggressive, concerted and focused. In addition, we urge all political parties to commit themselves to this national vision.
This vision document is dedicated to the fallen heroes and heroines. It is a commitment by the people of South Sudan to fulfil the aspirations for which they gave their lives. I, therefore, call upon all the people of South Sudan to rally behind the *South Sudan Vision 2040* so as to build a just, equitable, and prosperous nation where all citizens enjoy a high quality of life.

**General Salva Kiir Mayardit**
President of the Republic of South Sudan
CHAPTER ONE

1. INTRODUCTION

1.1. The Need for a South Sudan Vision

South Sudan has emerged as a nation during the time when the world is becoming a global village characterised by a phenomenal rate of development enhanced by cooperation and fanned by stiff competition among nations. This implies that the people of South Sudan will need to adapt and respond to the challenges of being part of the global society and be guided by a clearly articulated national vision.

With fifty years of struggle for self-determination and national identity and with the attainment of national independence, it is appropriate that the people of South Sudan should define the type of country they would like to have by 2040. This Vision should guide the strategic thinking and policy-making process in the coming years and should form the rallying point around which all the people of South Sudan can unite and collectively contribute to the ultimate achievement of the national dream. It envisages all citizens of this nation embracing and actively managing the process of change, which must be a fundamental transformation in the way we do things as individuals, communities, businesses, and political, social and professional organizations.

To achieve the vision, we need to set ambitious but achievable targets whose attainment we must be committed to. We anticipate that these targets will come with many challenges, some of which we cannot predict today. However, we must be prepared for continuous innovation, resilience, fortitude and a sense of urgency if we have to compete effectively in the global economy and achieve our vision. The vision is the guiding star that directs, inspires and propels our efforts to collectively deliver the national dreams.

1.2. The Guiding Principles and Values

The planning for socio-economic and political development of South Sudan will be guided by the following principles:

1. **Democracy:**
   
   (a) Democracy and political pluralism;
   
   (b) Participatory democracy, inclusiveness to address issues of ethnic diversity;
   
   (c) Respect for democratic institutions and collective responsibility;
   
   (d) Devolution of power, decentralization and self-governance; and
   
   (e) Unity of the people of South Sudan based on their free will expressed through the democratic process.
2. **Rule of Law:**

(a) Supremacy of the rule of law and separation of powers;

(b) Human rights and fundamental freedoms as stipulated in the Constitution of the Republic of South Sudan, international and regional covenants;

(c) Justice and equality for all irrespective of ethnicity, religion, state of origin, social status or gender;

(d) Accountability, transparency and good governance; and

(e) Safe-guarding the rights of children, youths, widows, orphans, wounded heroes/heroines and war veterans.

3. **Socio-economic**

(a) Respect for diversity of Sudanese cultural heritage, values and beliefs;

(b) Gender equality and socio-economic and political empowerment of women;

(c) Socio-economic and political empowerment of ethnic minority groups;

(d) Creating a conducive environment for participation of people with special needs and other vulnerable groups in public and private institutions;

(e) Emancipation of the individual from constraints to freedom, prosperity, self-actualisation and happiness;

(f) Self-reliance, economic self-sufficiency and prosperity;

(g) Social justice, social cohesion and harmony; and

(h) Environmental friendliness and sustainable utilization of the natural resources.

4. **International Relations**

(a) Balanced foreign policy and international relations based on national and mutual interests, respect among nations and preservation of global peace and stability.

(b) Promotion of diplomatic relations to further the interests of the people of South Sudan.
1.3. Methodology

The following methodology was followed:

(a) The Committee distributed a survey questionnaire to GOSS Ministers, GOSS institutions and the 10 States.

(b) In addition, the National Democratic Institute (NDI) conducted Focus Group discussions with many citizens in various communities.

(c) The Committee carried out a desk research which involved analysing various important documents including:

   (i) The Interim Constitution of Southern Sudan;
   (ii) Policy frameworks, Action Plans, Strategic Plans of various GOSS Ministries;
   (iii) The Strategic Plans of the 10 States;
   (iv) The Policy Statement of H.E. President Salva Kiir Mayardit 2006;
   (v) The Policy Statement of H.E. Abel Alier 1972;

(d) The Committee also had a four-day retreat in Yei, where the zero draft was discussed at length and amended as appropriate.

(e) The Committee conducted a two-day consultation workshop with GOSS Ministers and Heads of GOSS Commissions and Independent Institutions in Yambio in 2010.

(f) The Committee briefed the Council of Ministers on the Draft South Sudan Vision 2040 and sought its approval for the document to be used as the basis for formal consultations throughout South Sudan.

(g) The Committee organised a consultation meeting with Under-secretaries of GOSS Ministries and Executive Directors of GOSS Commissions and independent institutions in Juba in 2010.

(h) The Committee gave a presentation on the vision to South Sudan women’s conference on the 2011 Referendum held at SSLA in Juba in October 2010; the conference was attended by over 200 women representing SSLA, State Legislative Assemblies, the civil society and the private sector.

(i) The Committee gave a presentation on the vision at the IRI workshop on Empowerment of political parties and Civil Society Organisations in Juba in 2010.
(j) The Committee had a two-day retreat in Torit, Eastern Equatoria State, in February 2011, where the draft document of the vision was further revised.
CHAPTER TWO

2. THE NATIONAL CONTEXT

2.1. The Historical Context

The causes of the North-South conflict are rooted in the history of the Sudan. They had as much to do with slavery, religion, race, cultural identity, economic domination and political colonization as with sheer bad governance by successive northern-dominated national governments.

The Sudan in its current borders (prior to the secession vote at the recent Referendum) was the creation of colonial powers. Until the third decade of the 20th century, South Sudan had remained a land of independent mutually exclusive tribal enclaves with no common political or administrative structures. These tribal groups or nationalities were gradually subjugated and brought under the control of colonial powers.

Before the British conquest, Arab slave traders roamed South Sudan hunting for slaves, wreaking havoc and meting out unprecedented brutality against isolated tribal communities. It took quite a while before the British colonial administration brought an end to this scourge.

As one of its strategies for combating the slave trade, the British colonial administration introduced the Closed Districts Ordinance in 1922 which prohibited Northern Sudanese from entering the South except by special permits. It was an administrative strategy for insulating Southern Sudanese communities from the ravages of slave hunters. This inadvertently resulted in entrenching the reality of separateness and undermined the growth of mutual trust between the North and the South, though there is no evidence to show that it was the intention of the British to create that situation.

The major religions in the former Republic of the Sudan are Islam, Christianity and traditional African beliefs. But whereas religion should ideally be confined to the private domain and be a source of spiritual sustenance and moral guidance, the Northern political establishment had persistently tried to make the Islamic religion the state religion, aiming to coerce non-Muslims into becoming Muslims. The traditional Islam-based sectarian political parties tried to use legislative mechanisms and other manipulative strategies to promulgate an Islamic constitution. However, the National Islamic Front (NIF) which is now known as the National Congress Party (NCP), simply resorted to outright military force to impose Islam on the people of South Sudan.

The litany of unfulfilled northern promises and dishonoured agreements deepened and continued to nurture distrust and animosity between the two parts of the country. Some of these include the parliamentary resolution in December 1955 in which the North promised to give the request of the South for a federal system of governance due
consideration, which they later dishonoured with impunity and the Addis Ababa Agreement 1972, which its very champion (Jaaffar Nimeiri) abrogated unilaterally with his balkanization of the South and imposition of the Sharia Law on the whole country in 1983.

One of the striking themes of the North-South conflict had been the persistent attempt by the North to unite the country through assimilation and the determination with which the South has resisted all along. Southern self-perception in this process has largely been a negative reaction to the postulated and indeed imposed northern identity of Arabism and Islam.

The long-running struggle of the people of Southern Sudan in pursuit of freedom and national identity has now been crowned with an overwhelming vote for secession from the North, witness the results of the Referendum. At this stage the South is faced with the urgent task of having to conceptualize and consolidate its own culture, socio-economic and political perspectives on national identity and nation-building.

As such it is now necessary to have a close look at the realities of the southern experience, to identify the cumulative content of those experiences, and to expound on how they would be effectively utilized to enrich the development of the emerging and projected national character in both form and content.

_South Sudan Vision 2040_ is one of the instruments that South Sudan will use to promote and refocus the long cherished strong values of the people of South Sudan to propel the achievement and rapid development of the emerging nation of South Sudan.

### 2.2. THE CURRENT SITUATION

#### 2.2.1. The Political Environment

The current political environment has been brought about by many factors and developments including the following:

(a) The signing of the Comprehensive Peace Agreement (CPA) in 2005 marked the end of more than two decades of civil war in Sudan. Vide this Agreement the South was granted an autonomous status with its own Executive, Legislature and Judiciary. It also provided for a decentralized system of governance consisting of ten States with their own governments. It, therefore, ushered in a new era of political change and transformation, creating a real opportunity for sustainable peace and socio-economic development in South Sudan.

(b) Generally most provisions of the CPA have been implemented. The Interim Constitution of Southern Sudan (2005) and the interim constitutions of the ten
States of South Sudan have been promulgated and are operational. On the basis of these constitutions, the institutions of governance have been established and are now functional. However, some critical provisions of the CPA have not been implemented. These include the Abyei Protocol, demarcation of the North – South border, the conduct of the popular consultations in Blue Nile and Southern Kordofan States. Unless resolved, these outstanding issues will continue to cause tensions between the former Republic of the Sudan and the Republic of South Sudan.

(c) Contrary to widespread fears, the Referendum on self-determination was conducted on time and, as testified by international and domestic observers, was rated as free, fair and transparent and one of the most successful referenda by international standards.

(d) The efforts of the President, General Salva Kiir Mayardit, to unite the people of South Sudan and foster dialogue and reconciliation, as clearly reflected in the Juba Declaration (January, 2006), have created optimism and political stability in South Sudan. Despite important progress in creating a climate of unity in the South, this unity is potentially fragile. There is a continuing need to build trust between different communities and ethnic groups, as well as to ensure diversity in the composition of government especially in key positions.

(e) The process of national reconciliation and healing, as a basis for democratic transformation and promotion of our unity has been a continuous process. President Salva Kiir Mayardit, in his capacity as Chairperson of the SPLM and President of GOSS, has introduced a number of important initiatives including the Kings, Chiefs and Traditional Leaders Conference in Bentiu in May 2009; the Wunlit Conference II; the All Political Parties Conference in Juba in 2010 and the presidential pardon to those who had taken arms against the government and people of South Sudan such as Gen. George Athor, Gen. Gabriel Tanginya and their men.

(f) Although the Constitution guarantees civil liberties and fundamental freedoms, some incidents of defiance of the rule of law still happen in South Sudan. This constitutes a challenge for a country committed to the supremacy of the rule of law.

(g) The people of South Sudan have huge faith in their government and political leadership and the future of South Sudan. Yet negative perceptions persist in relation to such issues as corruption, delivery of services and consultation. In his statement of GOSS Policy in 2006, as well as in subsequent policy pronouncements, President Salva Kiir Mayardit reaffirmed the commitment of his

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1 Southern Sudan Anti-Corruption Commission: Perception Survey on Corruption (December 2007)
government to an honest, transparent and accountable government and the policy of zero tolerance to corruption. This policy will remain the cornerstone of all policy decisions in addressing these challenges.

2.1. Security Environment

(a) Since signing and adoption of the CPA there has been relative peace and stability in all parts of South Sudan.

(b) The Sudan People’s Liberation Army (SPLA) is undergoing extensive reorganization and restructuring to become a regular and professional military force capable of protecting the people of South Sudan as well as securing the territorial integrity of South Sudan and defending it against internal and external threats and aggression. However, it is important for the people of South Sudan to recognize that the building of an effective deterrent military force entails competition with social services over scarce resources.

(c) The other law enforcement forces are being organized, trained and deployed at all levels of government in South Sudan, a fact which has resulted in improved maintenance of law and order in most parts of South Sudan.

(d) There have been threats to security in South Sudan some of which have a regional dimension like the LRA activities. Domestically, however, cattle rustling, child abduction and the sheer uncontrolled proliferation of small arms in the hands of civilian population will continue to pose the greatest danger to security and stability in South Sudan. Furthermore, traditional administrative mechanisms through which intra – and inter-ethnic conflicts were resolved should be strengthened given the rising incidence of defiance of the authority of traditional leadership. This issue was one of the main issues discussed at the South Sudan Kings, Chiefs and Traditional Leaders Conference held in Bentiu, Unity State, in 2009.

2.2. The Socio-Economic Environment

(a) Since the conclusion of the CPA there has been increased macroeconomic stability and significant utilization of natural resources, particularly oil, that have offered a tremendous opportunity to increase broad-based economic growth and poverty reduction.

(b) With stability and peace, the exploitation of oil resources has increased considerably. The recent World Bank report shows that with increased oil development the real wealth in Sudan has consequently increased, with economic

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2 Government of South Sudan Defence White Paper, March 2008
3 Sudan Public Expenditure Review, World Bank, 2007
growth currently over 10 per cent putting Sudan among the highest growing economies on the continent. Inflation has been largely kept to single-digits with price growth averaging 4 per cent in 2006, down from the 8 per cent period average for 2005.

(c) Although the Wealth Sharing Agreement as relates to oil revenue under the CPA will end on 9th July 2011, South Sudan will not be in a position to receive one hundred percent of its oil revenue until it has established the requisite physical infrastructure for oil production and export.

(d) Since the inception of the Government of South Sudan following the CPA, oil revenue has accounted for about 95% of public expenditure. The need to expand and diversify the non-oil revenue base can hardly be emphasized, particularly in view of the fact that there is huge potential from other sources such as agriculture and animal resources, mining, industry, trade, and tourism.

(e) Despite its positive contribution, the oil revenue has also brought with it additional pressures for expenditure, rent-seeking behavior and reduced incentives to undertake key fiscal reforms that would help ensure medium and long-term economic stability. Improving transparency and predictability of oil revenues is a challenge which is critical for financial management.

(f) Oil revenue in Sudan has also proven volatile, unpredictable and increasingly affirmative of the curse argument about the negative aspects of natural resources, particularly for South Sudan which is almost entirely dependent on oil revenue.

(g) The status of human development, peace dividends and progress towards the MDGs, in South Sudan is disappointing as shown by the Sudan Household Health Survey Report of 2007. The survey confirms that the challenge facing South Sudan’s progress towards the MDGs is massive. Overall, there appears to be little evidence of aggregate improvements in social indicators such as maternal mortality or infant mortality. However, there have been significant improvements in school enrolment in spite of the low teacher-pupil ratio in schools and lack of adequate educational facilities. According to the survey, the status of nutrition in South Sudan is alarming and is almost a structural problem as a result of the prolonged civil war and vulnerability to food insecurity.

(h) Fiscal decentralization, effective budget management and efficient and effective delivery of the public services are the challenges facing the Government of South Sudan. Specifically, there is a need to reduce the proportion of the government budget currently being spent on salaries and allowances, supported by a well-planned process to transform the public sector into an efficient and effective body.

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4 Sudan Household Health Survey Report, 2007
2.3. Technical Environment

(a) The elements that make up the technological environment are the human resource that has the technical competence and aptitude required for the development of the needed level of technology; the public and private sector policies, strategies and programmes that guarantee and promote technological advancement; and existing level of applied technology.

(b) South Sudan lags behind in the field of technological know-how largely as a result of the long civil war that continued for more than two decades. Therefore, promoting technological advancement will continue to be at the centre of urgent objectives that the Government of South Sudan must strive to achieve.

(c) The level of competence and aptitude of the human resource in relation to technological development is a function of the orientation of the nation and the educational system. The Government of South Sudan must, therefore, provide an enabling environment for technological development which includes funds for research, appropriate policies, strategies and programmes that promote and support human resource development for the advancement of technology and patenting innovations. On the other hand, the educational system must provide curricula that inculcate technology-oriented aptitude in the younger generation.

2.5. Legal Environment

(a) South Sudan now has its own constitution and all its ten States have their own constitutions which are compatible with it. It also has a number of laws which have been passed by the South Sudan Legislative Assembly and efforts are being made to expedite the production of legislations required by the Government.

(b) It is worth noting that the legal institutions in South Sudan are at their embryonic stage and still need significant capacity building to ensure that they are effective and efficient in their role of administering justice for all.

2.6. Physical Environment

(a) The land of South Sudan is vast. The vegetation of South Sudan ranges from poor savannah in the north, rich savannah in most central areas to thick tropical forests in the Greater Equatoria region. Some of these vast areas remained untouched for a long time and given the will, good policy and appropriate technology these areas could be exploited maximally to achieve economic growth.

(b) The physical environment in South Sudan has been degraded for decades by the continuous use of wood as fuel for cooking and seasonal burning of forests by
pastoralists with the aim of regenerating pastures for their herds. These mal-practices are a direct consequence of the increasing demand for charcoal in towns and the traditional system of animal husbandry practised by our pastoralists. There is a clear need, therefore, for policies that promote conservation of the environment.

(c) In addition, oil exploration has been contributing to a serious degradation of the environment especially around the oil fields in Unity State and Northern Upper Nile\(^5\) State, where negative phenomena have started to occur. A recent Norwegian study revealed that these negative impacts include decimation of some species of fauna and withering of flora, increasing incidence of diarrhoea and miscarriages among women in those areas.

(d) There is poor sanitation and hygiene especially in and around the major towns in South Sudan largely due to poor waste management. South Sudan needs to quickly address this issue as it poses a health risk to the town dwellers and the surrounding villages as it is associated with epidemics such as Cholera and other water-borne diseases.

(e) The increasing rural-urban migration has not been matched by proper physical planning and effective waste management. This has resulted in congestion of towns and poor sanitation, with many people residing in poor and over-crowded shelters. This phenomenon is putting people’s lives at the mercy of communicable diseases such as tuberculosis.

(f) Deforestation was used by SAF troops as a war strategy around former SAF garrison towns, with the aim to remove any obstruction to their ability to see SPLA forces from a safe distance. This self-serving behaviour caused a lot of irreparable damage to the environment in most towns in South Sudan.

(g) South Sudan has developed a strategy to promote environmental sustainability. However, it has not yet been implemented. If the current situation is to be improved drastically, South Sudan will need to invest significant resources in implementing this strategy.

CHAPTER THREE

3. SOUTH SUDAN VISION 2040

The summary of the long-term vision for South Sudan, which was collected from the leadership and the citizens from all the states, is “South Sudan Vision 2040: Towards Freedom, Equality, Justice, Peace and Prosperity for All.” The Vision has been disaggregated into seven pillars to facilitate effective management of its delivery by every sector of the economy. The seven pillars of the Vision are:

(a) Educated and Informed Nation;
(b) Prosperous, Productive and Innovative Nation;
(c) Free, Just and Peaceful Nation;
(d) Democratic and Accountable Nation;
(e) Safe and Secure Nation;
(f) United and Proud Nation;
(g) Compassionate and Tolerant Nation.

The following sections explain in more detail these seven pillars of the vision.

3.1. Educated and Informed Nation

(a) South Sudan has never had an education system that is expansive and relevant to the needs of the people since the era of Condominium rule. During the Condominium rule, the education system only served to produce junior public servants and made a few people literate in indigenous languages. After independence successive national governments in Khartoum designed an education system which was not relevant to the needs, culture and aspirations of the people of South Sudan.

(b) The education system for South Sudan was destroyed by protracted war and we have had decades of lost education opportunities for our children. The Statistical Yearbook for Southern Sudan 2010, which was launched recently by the Southern Sudan Centre for Census, Statistics and Evaluation indicated the following:
   i. 63% of the school-age children have never attended school.
   ii. 68% of school-age children in rural areas never attended school.
   iii. 72% of school-age girls never attended school.
   iv. Primary school enrolment has increased from 1,284,252 in 2008 to 1,380,580 in 2009. Over half a million of these pupils were girls.
   v. Secondary school enrolment in Southern Sudan was 44,027 in 2009; however, girls made up only 12,050 of the total.
   vi. Student classroom ratio has improved in Southern Sudan from 171 in 2007 to 129 in 2009.
viii. Student teacher ratio in Southern Sudan went up from 43 in 2007 to 52 in 2009. Out of 26,575 teachers in Southern Sudan, 13,071 are untrained and the training status of a further 3,092 is unknown.

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The Statistical Yearbook also contains additional statistics on school classrooms in various counties of South Sudan. These statistics illustrate some of the key challenges facing the education system in the country.

c) By 2040 South Sudan will have a quality education system that will prepare its youth to cope effectively with the global dynamic environment. The education system will be characterised by its relevance, quality, and accessibility. South Sudan will have acquired the latest available information technology capable of placing it firmly on the path of becoming a truly educated and informed nation.

3.2. Prosperous, Productive and Innovative Nation

(a) South Sudan will be a society characterised by pursuit of excellence through skilled and dedicated human capital with a culture of hard work where innovative ideas are promoted and rewarded. The government will be a facilitator in partnership with the private sector to create an environment where business and entrepreneurial activities are encouraged and supported.

(b) South Sudan will have a diversified economy driven by agriculture, industry, mining, tourism, and services to be a vibrant economy that is able to compete and attract investors. The government will have to take the lead by initiating and investing in agriculture to achieve food security. The diversification will have advanced the role of women in the mainstream of development and promoted partnership between local and foreign investors. This partnership will have empowered citizens, developed investment and substantially increased resource ownership and management by citizens. Appropriate measures will have been taken to limit pollution that may result from rapid industrialization and promote sustainable environment.

(c) The key resources and assets of the country will be equitably distributed between its people. Communities will be involved in the use and preservation of their environmental assets and will benefit directly from their exploitation. The attitude towards natural resources will pay attention to fair distribution between present and future generations. The eradication of poverty will have created a situation where no one will be compelled to damage the environment in order to obtain their basic needs.

(d) It is anticipated that by 2040 all South Sudanese shall have obtained access to good quality basic shelter, either in the urban or rural areas.
3.3. **Free, Just and Peaceful Nation**

Lack of freedom, equality and justice has been the key factor that drove the people of South Sudan to war. We fought with singular determination to liberate the nation from the deliberate deprivation from these rights and bring about a just and lasting peace. These rights and aspirations are now enshrined in the Constitution of South Sudan and are being enjoyed throughout the country. Our country shall be a nation that guarantees freedom, equality, justice and peace for all.

3.4. **Democratic and Accountable Nation**

(a) South Sudan will be a democracy with strong decentralised institutions whose structures and functions are enshrined in the constitutions of the nation and the states. The democratic process will be continually deepened and enriched in accordance with the changing circumstances and the wishes of the people. It will also emphasise accountability of all citizens from the national to the community leadership.

(b) The hallmark of good democratic practice is a regular free and fair multi-party election for political office at every level, and the avoidance of the development of personality cults. This will ensure that holders of office allow others to show their leadership potential without interference. This will also facilitate the transition of leadership without necessitating a major reversal in fundamental socio-economic and other policies such as the implementation of the long-term vision.

(c) By 2040 South Sudan will have developed a morally, ethically upright and educated society matched by a leadership of the same qualities, that provide role models for the younger generations.

3.5. **Safe and Secure Nation**

(a) By 2040 South Sudan will have established a crime free society where all forms of crime such as illegal possession of fire arms cattle rustling and child abduction as will have been eliminated. Law enforcement procedures will have been strengthened and the training of national and local police forces will have been integrated and developed. As a result, the public will have sufficient confidence in law enforcement agencies to report crime.

(b) National security and territorial integrity will have been guaranteed through a well trained and disciplined defence force. An effective disaster preparedness system will have been established to counter the effects of man-made and natural disasters such as droughts, diseases, floods, and fires.
3.6. United and Proud Nation

(a) For decades the people of South Sudan felt marginalised and were driven to revolt and struggle for self-determination. The struggle against the oppressive regimes in Khartoum was waged by the people of South Sudan not withstanding their ethnic diversity in the conviction that their common freedom and aspirations could not be achieved otherwise.

(b) By 2040 South Sudan will have been a united and proud nation, sharing common goals based on a common heritage, national pride and a desire for peaceful co-existence within diversity. This will be demonstrated by mutual respect and promoted by increased use of the flag and other symbols that signify national harmony and common destiny.

(c) The family will be the central institution for the support and development of the South Sudanese and for the transmission of social and moral values from generation to generation. The strength of the family will have been reinforced in response to the rapid social changes that are sweeping through the region and the world.

3.7. Compassionate and Tolerant Nation

(a) The people of South Sudan have been through economic hardship for a very long time, forcing many people into extreme poverty. Their expectation is to have a compassionate and caring nation which offers support and opportunity to those who are poor and vulnerable and guarantees equitable share in the benefits of economic growth.

(b) By 2040 all people in South Sudan will have access to productive resources as a means to eradicate poverty so that nobody in the country lives below the poverty line. In addition, all vulnerable people will have access to quality basic services.

(c) South Sudan will be a tolerant nation that will cherish the free expression of ideas; free practice of religious and other beliefs and free association of people in pursuit of whatever legitimate goals. It will be a nation that will be committed to the use of diplomacy as an instrument for resolving disputes among nations and will exhaust all avenues of international arbitration and mediation before allowing itself to be dragged into armed conflicts.

(d) No citizen of South Sudan will be disadvantaged as a result of gender, age, religion, belief, disability, colour, ethnic origin, location, language or political opinion. The future South Sudan will have eradicated negative social attitudes towards the youth, the elderly, the disabled and women and will be free from all forms of sexual harassment and other prejudices.
(e) The ability of a society to accept change is strengthened by the determination and personal morality of its people. The future South Sudan will have citizens who are law-abiding, who have strong religious and spiritual values, and who possess high ethical standards.
CHAPTER FOUR

4. STRATEGIES FOR THE DELIVERY OF THE VISION

4.1. Building an Educated and Informed Nation

Strategic Goals and Key Objectives

Strategic Goal (1): To build an educated and informed nation.

The following are the key objectives to address these challenges:

(a) To increase access to general and higher education opportunities.
(b) To provide educational infrastructure to meet the needs of the nation.
(c) To build institutional capacity.
(d) To design a national curriculum that meets the needs of the people of South Sudan and enhances their international outlook.
(e) To improve the quality of and widen participation in teacher education programmes.
(f) To improve the quality of education.
(g) To promote the use of English as the medium of instruction.
(h) To reduce illiteracy rate and promote mother tongues.
(i) To improve the quality of assessment system.
(j) To promote gender equity and social change.
(k) To promote application of science and technology.
(l) To widen access to adult and special needs education.
(m) To promote the learning of international languages e.g. Kiswahili, Arabic, French.
(n) To create an enabling environment for the development of the mass media as a vehicle for keeping the nation informed.
(o) To facilitate access to and use of Information and Communication Technology (ICT) and telecommunications and promote freedom of information.
4.2. Building a Prosperous, Productive and Innovative Nation

Strategic Goals and Key Objectives

Strategic Goal (2): To build a prosperous, productive and innovative nation.

The following are the key objectives to address these challenges:

(a) To improve the efficiency and effectiveness of the Public Sector.

(b) To promote smart partnership between the public sector and private sector.

(c) To promote private sector development.

(d) To improve the tax base of the country.

(e) To promote industrialisation.

(f) To increase agricultural productivity to enhance food security.

(g) To improve livestock and fish production.

(h) To improve the national marketing system for all national products.

(i) To establish and develop the mining industry.

(j) To establish and develop the tourist industry.

(k) To promote sustainable environment.

(l) To ensure balanced, integrated, equitable and sustainable rural development by taking towns to the people and to avert the urban-biased development.

(m) To institutionalize a culture of fiscal discipline and strict adherence to the Annual Approved Budget and building efficient and transparent public financial management systems.

(n) To attract investment through appropriate investment policies.

(o) To promote research and development.

(p) To encourage the Diaspora to return and participate in the post-conflict reconstruction and development of South Sudan.
(q) To construct a good inter-state and intra-state network of roads.

(r) To build a railway network connecting production areas to markets and neighbouring countries.

(s) To renovate the Nile River transport particularly dredging of the main channel.

(t) To up-grade all existing airports and air-strips in the capitals of the 10 States in conformity with the International Air Transport Association (IATA) standards.

(u) To develop hydro-electric power.

(v) To strive to achieve full employment.

4.3. Building a Compassionate and Tolerant Nation

**Strategic Goals and Key Objectives**

Strategic Goal (3): To build a compassionate and tolerant nation.

The following are the key objectives to address these challenges:

(a) To create opportunities for equitable distribution of income.

(b) To provide support and opportunities to those who are poor and vulnerable and guarantee equitable share in the benefits of economic growth.

(c) To ensure access to quality basic services to all vulnerable people.

(d) To promote the free expression of ideas, free practice of religious and other beliefs and free association of people in pursuit of legitimate goals.

(e) To promote the use of diplomacy as an instrument for resolving disputes among nations.

(f) To ensure no citizen of South Sudan is disadvantaged as a result of gender, age, religion, belief, disability, colour, ethnic origin, location, language or political opinion.

(g) To eradicate negative social attitudes towards the disabled, the elderly and women and protect the citizens from all forms of sexual harassment and other prejudices.
To promote respect for the rule of law, religious and spiritual values and high ethical standards.

4.4. Building Free, Just and Peaceful Nation

Strategic Goals and Key Objectives

Strategic Goal (4): To build a free, just and peaceful nation.

The following are the key objectives to address these challenges:

(a) To uphold the basic freedoms and liberties under the Bill of Rights.

(b) To improve the capacity of the judicial system.

(c) To promote respect for the rule of law.

(d) To build the capacity of the South Sudan Police Service and South Sudan Prison Service.

(e) To build the capacity of the Kings, Queens, Chiefs and traditional leaders of South Sudan to effectively administer justice and maintain peace in rural areas.

(f) To promote peaceful co-existence and harmony among communities by adopting appropriate conflict resolution mechanisms.

(g) To ensure that all government institutions respect the authority of the traditional leaders.

(h) To mainstream gender equality in all institutions of government and public life including adhering to the constitutional provision for women representation at all levels of government.

4.5. Building a Democratic and Accountable Nation

Strategic Goals and Key Objectives

Strategic Goal (5): To build a democratic and accountable nation.

The following are the key objectives to address these challenges:

(a) To promote multi-party democracy.
(b) To ensure regular free and fair general elections.

c) To ensure the implementation of the policy of decentralization throughout South Sudan.

d) To ensure smooth inter-governmental relations for effective participation of communities in their governments.

(e) To enhance the capacity of the South Sudan Audit Chamber to ensure public accounts are audited annually.

(f) To promote accountability by all public officials, the private sector and the civil society.

(g) To enhance the oversight role of Parliament.

(h) To encourage all political forces in South Sudan to work together to create a common unity of purpose and ensure democratic transformation in the country.

(i) To effect the GOSS commitment to “zero tolerance to corruption”.

4.6. Building a Safe, Secure and Healthy Nation

Strategic Goals and Key Objectives

Strategic Goal (6): To build a safe, secure and healthy nation.

The following are the key objectives to address these challenges:

(a) To protect the territorial integrity of South Sudan.

(b) To promote implementation of the South Sudan Security Policy and SPLA Defence Policy.

(c) To build the capacity of the Sudan People’s Liberation Army (SPLA) and other law enforcement agencies.

(d) To combat international and trans-national organized crime and terrorism.

(e) To maintain peace and stability within South Sudan and promote co-operation with the neighbouring countries.
(f) To prevent and combat crime.

(g) To enhance disaster preparedness and management capabilities.

(h) To significantly reduce maternal mortality.

(i) To significantly reduce child mortality.

(j) To combat Malaria and other endemic diseases.

(k) To prevent spread of HIV/AIDS.

(l) To build the capacity of health personnel in all health institutions.

(m) To establish modern health infrastructures in all States.

(n) To provide access to safe drinking water.

(o) To improve sanitation and hygiene.

(p) To develop urban physical plans in all States.

(q) To facilitate development of decent and affordable homes.

(r) To establish recreational facilities to enhance the well-being of the citizens.

4.7. Building a United and Proud Nation

Strategic Goals and Key Objectives

Strategic Goal (7): To build a united and proud nation.

The following are the key objectives to address these challenges:

(a) To consolidate and strengthen the unity of the people of South Sudan.

(b) To promote the values, cultures and history of South Sudan.

(c) To promote the role of the family in inculcating the core values and building the nation.

(d) To promote peaceful co-existence within diversity.
(e) To build a sense of nationhood among the people of South Sudan and enhance national pride.

(f) To promote reconciliation and healing of the wounds of the prolonged civil war, particularly at grassroots and community levels.

(g) To make all institutions of government inclusive, sensitive and reflective of the diversity in South Sudan without prejudice to competence.
CHAPTER FIVE

5. THE IMPLEMENTATION MODALITIES

5.1. Monitoring and Evaluation

Effective delivery of the vision will require implementation modalities to ensure timely implementation of the delivery plans. The task of overseeing, monitoring and evaluation shall be assigned to the South Sudan Strategic Planning Council. The Council will initiate its plan of action against the background of the implementation matrix herein in accordance with the following terms of reference, among others:

(a) To drive and monitor the implementation of the Vision and address the challenges to the implementation;

(b) To generate sustained ownership of the Vision by all stakeholders through aggressive publicity and other means;

(c) To harmonize and promote co-operation among various sectoral objectives and align them with the national interest;

(d) To co-ordinate stakeholder feedback for effective policy implementation;

(e) To oversee the development and implementation of the five-year development plans as the vehicles and measure for the delivery of the Vision;

(f) To commission the translation of materials relating to the Vision into local languages for effective publicity of the Vision;

(g) To advise the Council of Ministers about prioritisation of allocation of financial resources for the implementation of the Vision in accordance with the matrix; and

(h) To propose to the Council of Ministers an operational budget for carrying out its tasks of overseeing, monitoring and evaluation of the Vision.

(i) To produce annual reports on the progress being made in the implementation of the Vision.
5.2. The Implementation Matrix

<table>
<thead>
<tr>
<th>Strategic Goal (1): To build an educated and informed nation.</th>
<th>Time-frame</th>
<th>Responsible Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) To increase access to general and higher education opportunities.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(p) To provide educational infrastructure to meet the needs of the nation.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(b) To build institutional capacity.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(c) To design appropriate national curriculum.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(d) To improve the quality of education.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(q) To improve the quality of and widen participation in teacher education programmes.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(e) To promote the use of English as the medium of instruction.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(f) To reduce illiteracy rate and promote mother tongues.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(g) To improve the quality of assessment system.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(h) To promote gender equity and social change.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(i) To promote application of science and technology.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>States Local Govt.</td>
<td></td>
<td></td>
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<tr>
<td>-------------------</td>
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</tr>
</tbody>
</table>

| (j) To widen access to adult education and special needs education. | x | x | x | x | x | x | MOE MoHEST States Local Govt. |
| (k) To promote the learning of international languages. | x | x | x | x | x | x | MOE MoHEST |

### Strategic Goal (1): To build an educated and informed nation

#### Strategic Objectives

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<tr>
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<tbody>
<tr>
<td>(l) To create an enabling environment for the development of the mass media.</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(m) To facilitate access to and use of Information and Communication Technology (ICT) and telecommunications and promote freedom of information.</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
</tbody>
</table>

### Strategic Goal (2): To build a prosperous, productive and innovative nation

#### Strategic Objectives

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>(a) To improve the efficiency and effectiveness of the Public Sector.</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(b) To promote smart partnership between the public sector and private sector.</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(c) To promote private sector development.</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
</tbody>
</table>
(w) To improve the tax base of the country. | x | x | x | x | x | x | MOFEP

(d) To promote industrialization. | x | x | x | x | x | x | MOCI
 MOI
 MOEM
 MOCRD
 States

(e) To increase agricultural productivity to enhance food security. | x | x | x | x | x | x | MOAF
 MOCRD
 MOWRI
 States

Strategic Goal (2): To build a prosperous, productive and innovative nation.

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Time-frame</th>
<th>Responsible Agency</th>
</tr>
</thead>
</table>
| (f) To improve livestock and fish production. | x | x | x | x | x | MOARF
 MOCRD
 MOWRI
 States |
| (g) To improve the national marketing system for all national products. | x | x | x | x | x | MOCI
 MOAF
 MOARF
 MOCRD |
| (h) To establish and develop the mining industry. | x | x | x | x | x | MOEM |
| (i) To establish and develop the tourist industry. | x | x | x | x | x | MOWCT
 MOCRD
 States |
| (j) To promote sustainable environment. | x | x | x | x | x | MOHPPE
 MOCRD
 States
 Local Govt. |
| (k) To ensure balanced, integrated, equitable and sustainable rural development by taking towns to the people and to avert the urban-biased development. | x | x | x | x | x | MOCRD
 MOFEP
 States
 Local Govt. |

Strategic Goal (2): To build a prosperous, productive and innovative nation (cont.).
### Strategic Objectives

<table>
<thead>
<tr>
<th>Objective</th>
<th>Time-frame</th>
<th>Responsible Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>(k) To institutionalize a culture of fiscal discipline and strict adherence to the Annual Approved Budget and building efficient and transparent public financial management systems.</td>
<td>2011-2015: x</td>
<td>MOFEP and All GOSS institutions, States, Local Govt.</td>
</tr>
<tr>
<td>(x) To attract investment through appropriate investment policies.</td>
<td>2011-2015: x</td>
<td>Mol</td>
</tr>
<tr>
<td>(l) To promote research and development.</td>
<td>2011-2015: x</td>
<td>MOFEP, SSSPC, MOHEST, SSRSC, SSCCSE</td>
</tr>
<tr>
<td>(m) To encourage the Diaspora to return and participate in the post-conflict reconstruction and development of South Sudan.</td>
<td>2011-2015: x</td>
<td>MRC, OP, MOLPS, States</td>
</tr>
<tr>
<td>(n) To construct a good inter-state and intra-state network of roads.</td>
<td>2011-2015: x</td>
<td>MOTR, States, Local Govt.</td>
</tr>
<tr>
<td>(o) To build a railway network connecting production areas to markets and neighbouring countries.</td>
<td>2011-2015: x</td>
<td>MOTR</td>
</tr>
<tr>
<td>(p) To renovate the Nile River transport particularly dredging of the main channel.</td>
<td>2011-2015: x</td>
<td>MOTR</td>
</tr>
<tr>
<td>(q) To up-grade all existing airports and air-strips in the capitals of the 10 States in conformity with the International Air Transport Association (IATA) standards.</td>
<td>2011-2015: x</td>
<td>MOTR</td>
</tr>
<tr>
<td>(r) To develop hydro-electric power.</td>
<td>2011-2015: x</td>
<td>MOEM, MOWRI, SSEC</td>
</tr>
<tr>
<td>(a) To strive to achieve full employment.</td>
<td>2011-2015: x</td>
<td>MOLPS</td>
</tr>
</tbody>
</table>

### Strategic Goal (2): To build a prosperous, productive and innovative nation (cont.)

<table>
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<th>Objective</th>
<th>Time-frame</th>
<th>Responsible Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>(l) To promote research and development.</td>
<td>2011-2015: x</td>
<td>MOFEP, SSSPC, MOHEST, SSRSC, SSCCSE</td>
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<tr>
<td>(m) To encourage the Diaspora to return and participate in the post-conflict reconstruction and development of South Sudan.</td>
<td>2011-2015: x</td>
<td>MRC, OP, MOLPS, States</td>
</tr>
<tr>
<td>(n) To construct a good inter-state and intra-state network of roads.</td>
<td>2011-2015: x</td>
<td>MOTR, States, Local Govt.</td>
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<tr>
<td>(o) To build a railway network connecting production areas to markets and neighbouring countries.</td>
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<td>(p) To renovate the Nile River transport particularly dredging of the main channel.</td>
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<td>(q) To up-grade all existing airports and air-strips in the capitals of the 10 States in conformity with the International Air Transport Association (IATA) standards.</td>
<td>2011-2015: x</td>
<td>MOTR</td>
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<td>(r) To develop hydro-electric power.</td>
<td>2011-2015: x</td>
<td>MOEM, MOWRI, SSEC</td>
</tr>
<tr>
<td>(a) To strive to achieve full employment.</td>
<td>2011-2015: x</td>
<td>MOLPS</td>
</tr>
</tbody>
</table>
### Strategic Goal (3): To build a compassionate and tolerant nation

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Time-frame</th>
<th>Responsible Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(a)</strong> To provide support and opportunities to the poor and vulnerable and guarantee equitable share in the benefits of economic growth.</td>
<td>2011-2015 2016-2020 2021-2025 2026-2030 2031-2035 2036-2040</td>
<td>MOGCSW MOFEP States</td>
</tr>
<tr>
<td><strong>(b)</strong> To create opportunities for equitable distribution of income.</td>
<td>x x x x x X</td>
<td>MOFEP MOGCSW States</td>
</tr>
<tr>
<td><strong>(c)</strong> To ensure access to quality basic services to all vulnerable people.</td>
<td>x x x x x X</td>
<td>MOGCSW</td>
</tr>
<tr>
<td><strong>(d)</strong> To promote the free expression of ideas, free practice of religious and other beliefs and free association of people in pursuit of legitimate goals.</td>
<td>x x x x x X</td>
<td>MCA MOIB MPA</td>
</tr>
<tr>
<td><strong>(e)</strong> To promote the use of diplomacy as an instrument for resolving disputes among nations.</td>
<td>x x x x x X</td>
<td>MRC OP MCA</td>
</tr>
<tr>
<td><strong>(f)</strong> To ensure no citizen of South Sudan is disadvantaged as a result of gender, age, religion, belief, disability, colour, ethnic origin, location, language or political opinion.</td>
<td>x x x x x X</td>
<td>MOLPS MOGCSW SSEJC SSPGC SSHRC States</td>
</tr>
<tr>
<td><strong>(g)</strong> To eradicate negative social attitudes towards the disabled, the elderly and women and protect the citizens from all forms of sexual harassment and other prejudices.</td>
<td>x x x x x X</td>
<td>MOCH MOE MOIB MOGCSW SSWDOWC</td>
</tr>
</tbody>
</table>
### Strategic Goal (3): To build a compassionate and tolerant nation

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<tr>
<th>Strategic Objectives</th>
<th>Time-frame</th>
<th>Responsible Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>(h) To promote respect for the rule of law, religious and spiritual values and high ethical standards.</td>
<td>2011-2015, 2016-2020, 2021-2025, 2026-2030, 2031-2035, 2036-2040</td>
<td>MOLACD, MOIA, MOYS, MoCH, MOGCSW, JOSS, States</td>
</tr>
</tbody>
</table>

### Strategic Goal (4): To build a free, just and peaceful nation

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Time-frame</th>
<th>Responsible Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) To uphold the basic freedoms and liberties under the Bill of Rights.</td>
<td>2011-2015, 2016-2020, 2021-2025, 2026-2030, 2031-2035, 2036-2040</td>
<td>MOLACD, MPA, MOIB, SSHRC, JOSS, States</td>
</tr>
<tr>
<td>(b) To improve the capacity of the judicial system.</td>
<td>2011-2015, 2016-2020, 2021-2025, 2026-2030, 2031-2035, 2036-2040</td>
<td>JOSS, MOLACD, MOIA</td>
</tr>
<tr>
<td>(c) To promote respect for the rule of law.</td>
<td>2011-2015, 2016-2020, 2021-2025, 2026-2030, 2031-2035, 2036-2040</td>
<td>JOSS, MOLACD, MOIA, MOIB</td>
</tr>
</tbody>
</table>
### Strategic Goal (4): To build a free, just and peaceful nation

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Time-frame</th>
<th>Responsible Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>(d) To build the capacity of the South Sudan Police Service and South Sudan Prison Service.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(e) To build the capacity of the Kings, Queens, Chiefs and traditional leaders of South Sudan to effectively administer justice and maintain peace in rural areas.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(f) To promote peaceful co-existence and harmony among communities by adopting appropriate conflict resolution mechanisms.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(g) To ensure that all government institutions respect the authority of the traditional leaders.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(h) To mainstream gender equality in all institutions of government and public life including adhering to the constitutional provision for women representation at all levels of government.</td>
<td>x</td>
<td>x</td>
</tr>
</tbody>
</table>
### Strategic Goal (5): To build a democratic and accountable nation.

#### Strategic Objectives

<table>
<thead>
<tr>
<th>Time-frame</th>
<th>Responsible Agency</th>
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<tbody>
<tr>
<td>2011-2015</td>
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<td>2016-2020</td>
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<td>2021-2025</td>
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<td>2026-2030</td>
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<td>2031-2035</td>
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<td>2036-2040</td>
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</table>

(a) To promote multi-party democracy.

(b) To ensure regular free and fair general elections.

(c) To ensure the implementation of the policy of decentralization throughout South Sudan.

(d) To ensure smooth inter-governmental relations for effective participation of communities in their governments.

(e) To promote accountability by all public officials, the private sector and the civil society.

(f) To enhance the capacity of the South Sudan Audit Chamber to ensure public accounts are audited annually.
### Strategic Goal (5): To build a democratic and accountable nation.

#### Strategic Objectives

<table>
<thead>
<tr>
<th>Time-frame</th>
<th>Responsible Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-2015</td>
<td>OP, MPA, MOCH, MOIB</td>
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<td>2016-2020</td>
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<td>2021-2025</td>
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<td>2026-2030</td>
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<td>2031-2035</td>
<td></td>
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<tr>
<td>2036-2040</td>
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</table>

- **(g)** To encourage all political forces in South Sudan to work together to create a common unity of purpose and ensure democratic transformation in the country.
  - X
  - X
  - X
  - X
  - X
  - X

- **(k)** To enhance the oversight role of Parliament.
  - X
  - X
  - X
  - X
  - X
  - X

- **(l)** To effect the GOSS commitment to "zero tolerance to corruption".
  - X
  - X
  - X
  - X
  - X
  - X

### Strategic Goal (6): To build a safe, secure and healthy nation.

#### Strategic Objectives

<table>
<thead>
<tr>
<th>Time-frame</th>
<th>Responsible Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-2015</td>
<td>MOSPLAVA, MOIA, MOWCT</td>
</tr>
<tr>
<td>2016-2020</td>
<td></td>
</tr>
<tr>
<td>2021-2025</td>
<td></td>
</tr>
<tr>
<td>2026-2030</td>
<td></td>
</tr>
<tr>
<td>2031-2035</td>
<td></td>
</tr>
<tr>
<td>2036-2040</td>
<td></td>
</tr>
</tbody>
</table>

- **(a)** To protect the territorial integrity of South Sudan.
  - X
  - X
  - X
  - X
  - X

- **(b)** To promote implementation of the South Sudan Security Policy and SPLA Defence Policy.
  - X
  - X
  - X
  - X
  - X

- **(c)** To build the capacity of the Sudan People's Liberation Army (SPLA) and other law enforcement agencies.
  - X
  - X
  - X
  - X

- **(d)** To combat international and trans-national organized crime and terrorism.
  - X
  - X
  - X
  - X
  - X

[^38]: SOUTH SUDAN VISION 2040
### Strategic Goal (6): To build a safe, secure and healthy nation.

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Time-frame</th>
<th>Responsible Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>(e) To maintain peace and stability within South Sudan and promote co-operation with the neighbouring countries.</td>
<td>X</td>
<td>x</td>
</tr>
<tr>
<td>(f) To prevent and combat crime.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(g) To enhance disaster preparedness and management capabilities.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(h) To significantly reduce maternal mortality.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(i) To significantly reduce child mortality.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(j) To combat Malaria and other endemic diseases.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(k) To prevent spread of HIV/AIDS.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(l) To build the capacity of health personnel in all health institutions.</td>
<td>x</td>
<td>x</td>
</tr>
</tbody>
</table>
### Strategic Goal (6): To build a safe, secure and healthy nation.

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Time-frame</th>
<th>Responsible Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>(m) To establish modern health infrastructures in all States.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(n) To provide access to safe drinking water.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(o) To improve sanitation and hygiene.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(p) To develop urban physical plans in all States.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(q) To facilitate development of decent and affordable homes.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(s) To establish recreational facilities to enhance the well-being of the citizens.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Strategic Goal (7): To build a united and proud nation

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Time-frame</th>
<th>Responsible Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) To consolidate and strengthen the unity of the people of South Sudan.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(b) To promote the values, cultures and history of South Sudan.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(c) To promote the role of the family in inculcating the core values and building the nation.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(d) To promote peaceful co-existence within diversity.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(e) To build a sense of nationhood among the people of South Sudan and enhance national pride.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(f) To promote reconciliation and healing of the wounds of the prolonged civil war, particularly at grassroots and community levels.</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>(g) To make all institutions of government inclusive, sensitive and reflective of the diversity in South Sudan without prejudice to competence.</td>
<td>x</td>
<td>x</td>
</tr>
</tbody>
</table>
MEMBERS OF THE COMMITTEE

This document was prepared by a Committee appointed by the Minister for Presidential Affairs. The Terms of Reference for the Committee was to develop a vision for Southern Sudan through a consultative process with the citizens and the leadership of Southern Sudan. The members of the Committee were as follows:

1. Mr Abdon Agaw Jok Nhial
   Secretary General (Chairman)
   Government of Southern Sudan

2. Dr Julia Aker Duany
   Undersecretary (Member)
   Ministry of Parliamentary Affairs, GOSS

3. Mr Deng Deng Hoc Yai
   Executive Director (Member)
   Southern Sudan Anti Corruption Commission

4. Maurice A.O. Nyamunga
   Coordinator/Advisor
   GoK/GoSS Technical Assistance and Cooperation Programme

Secretariat

The following were the members of the Secretariat:

i. Ms. Viola Tabu Justin, Office of the President, GOSS
ii. Ms. Betty Achan Odoong, Ministry of Parliamentary Affairs, GOSS