

LEADERSHIP STYLE AND CHALLENGES OF DEVELOPMENT IN EAST AFRICAN REGION A CASE STUDY OF SOUTH SUDAN

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Abstract: -

South Sudan faces a number of challenges in the years after independent. This challenges include internal conflict, communal violence, and other scandals. Relations between Juba, in South Sudan, and Khartoum are poor, and there are a number of unresolved issues between them. The crisis in the disputed area of Abyei remains a contentious issue, despite a temporary agreement reached in mid-June 2011. During the war, the SPLM maintained strong ties with many African countries and received political, financial, and military assistance from some governments.

In the coming years, Congress is likely to remain active on issues related to South Sudan. U.S. assistance to South Sudan will be an important issue for Congress in light of the fact that South Sudan is one of the major recipients of U.S. assistance. The Obama Administration has requested \$518 million for FY2012. The United States has maintained sanctions imposed on Sudan but removed them from South Sudan and other marginalized areas. However, there are current sanctions on Sudan that will have an impact on South Sudan even after independence. Congress is likely to deal with this issue in the coming months.

The finding results revealed that leadership development is being influence by capacity a country ensure on its policies in regards to development strategies because leadership development depend on capacity of the country to frame up useful policies and develop strategies of achieving its goals.

The majority according to the finding results shows that the level of literacy in the country influence leadership development in the country because the informed citizens who know their rights and functions of the government cannot be influence to support senseless conflicts. As majority of South Sudanese are illiterate, the country has been at war shortly after its independent from Sudan due to power greediness which cause political instability, socio-economic crisis, insecurity and total collapse of the governance system in the country. And that is why majority of the respondents traced out the prevailing conflict in the country a core challenge interrupting the political development. According to finding results, the interference of foreign powers into domestic affairs of the country is hindering the success of political development in so many aspects and has created rooms to government officials to misused public funds without accountability to unrest situation emerged by political instability and lack leadership skills to curb situations

Keywords: *Leadership style, challenges of development, African region*

CHAPTER ONE

1.0. INTRODUCTION

This chapter focus on the introduction, background, problem statement, research objectives, research questions, significant of the study, scope of the study, and organization of the research. The chapter will Leadership and development challenges in South Sudan.

1.1. Background of the study

In January 2011, South Sudan held a referendum to decide between unity or independence from the central government of Sudan as called for by the Comprehensive Peace Agreement that ended the country's decades-long civil war in 2005. According to the South Sudan Referendum Commission (SSRC), 98.8% of the votes cast were in favor of separation. In February 2011,

Sudanese President Omar Hassan al-Bashir officially accepted the referendum result, as did the United Nations, the African Union, the European Union, the United States, and other countries. On July 9, 2011, South Sudan is to officially declare its independence.

The Obama Administration welcomed the outcome of the referendum and pledged to recognize South Sudan as an independent country in July 2011. The Administration is expected to send a high-level presidential delegation to South Sudan's independence celebration on July 9, 2011. A new ambassador is also expected to be named to South Sudan.

South Sudan faces a number of challenges in the years after independent. This challenges include internal conflict, communal violence, and other scandals. Relations between Juba, in South Sudan, and Khartoum are poor, and there are a number of unresolved issues between them. The crisis in the disputed area of Abyei remains a contentious issue, despite a temporary agreement reached in mid-June 2011. During the war, the SPLM maintained strong ties with many African countries and received political, financial, and military assistance from some governments. In East Africa, the SPLM enjoys strong ties with the governments of Eritrea, Ethiopia, South Sudan, Tanzania, and Uganda. Under successive governments, Ethiopia provided significant political and military support to the SPLM/A. Eritrea provided major military assistance in the 1990s, especially to SPLM/A and its allies in eastern Sudan. The SPLM, during the war, and the GOSS, over the past five years, have maintained warm relations with the United States, Norway, South Africa, and a number of other countries in Europe, Africa and Asia. Relations between China and Southern Sudan have also improved in recent years. The SPLM leadership has maintained ties with Egypt over the past two decades, although the government of Egypt under Hosni Mubarak was not supportive of the South's right to self-determination. Towards the end of the war, Egyptian authorities accepted the fact that independence was inevitable.

Problem Statement

The study examines the leadership and development challenges in South Sudan. The study will underpin the changes that take place in due to changes in policy. South Sudan has been faced several challenges in the areas of Leadership and economic development despite her vast wide range of mineral endowment. For South Sudan leadership integrity must be observed to the latter. This research however, look forward to find out the challenges facing leadership development including conflict and poverty the poverty prevailing in the country.

1.2. Research Objectives

1.2.1. General Objectives

The major aim of this objective is to examine the leadership and its development challenges in South Sudan. The research shall investigate these in the contexts as per the present phenomenon.

1.3.2. Specific objectives

1. To assess the main factors affecting leadership development in South Sudan.
2. To determine if these factors can be resolved through political settlement in the Country.
3. To find out if the government has done any move to address these factors.
4. To give recommendation on how the outstanding factors can be resolved in order to facilitate leadership development in the country.

1.4. Research Questions

1. What are the main factors affecting leadership development in South Sudan?
2. Can these factors be resolved through political settlement in the Country?
3. What has the government done so far to address these factors?
4. What are the possible mechanisms through which these outstanding factors can be resolved in order to facilitate leadership development in the country?
- 5.

1.5. The Scope and Limitations of the Study

The scope of this study will cover essentially leadership and economic development in South Sudan between 2005-2019. The study will also ex-ray the part played by the Sudan People Liberation Movement (SPLM) – Secretariat.

1.5.1. Geographical Scope

The research will be carried out in South Sudan since it is the area selected for study to assess the roles of leadership development in South Sudan. SPLM is the largest ruling party in South Sudan which was established before independent by Arabic invaders.

1.6. Significance of the Study

This study gives due consideration to leadership and development challenges. It contributes to the current literature for leadership and development. It provides guidelines on how institutions can be used to foster for Africa development, with particular study of South Sudan.

The results of this study are valuable to researchers and scholars as it adds value to the already existing literature on leadership and development and provide framework for further research. It is apparent that scholars have researched on the leadership and economic development in South Sudan, the implications of development caused by changes in leadership. However the research indicates the absence of a comprehensive detailed analysis on the contribution and role of strong institutions has led to slow rate of economic development in South Sudan. The research gives a wider knowledge and the role of leadership in fostering economic development.

1.7. Research Methodology

Data collection: The materials for this study were sourced mostly from written works from libraries and archives they include: text books, journals, newspapers, and magazines. In fact, this research work is mainly based on secondary and primary data.

- i. The study used a combination of methodologies, including survey, historical and descriptive methods.
- ii. The study used both primary and secondary data. Regarding the primary data collection process, sample size (40)
- iii. structured questionnaires were distributed as sample size to represent a target population of one hundred (100) participants in SPLM Secretariat – Juba, South Sudan. The empirical data collection was analyzed in this manner. The secondary data include all the secondary data sources: newspaper, journal articles, conference proceedings, internet materials.

1.8. Organization of the Research

This study was divided into six (6) chapters.

Chapter One (1) it is an introduction of the study and it basically talked about the Background of the Study, statement of problem, objectives of the study, significance of the study, Justification of the study, hypotheses, Organization of the research.

Chapter two (2) Literature Review

Chapter Three is to discuss the Methodology which covers Research Design, sample size, determination sample allocation, sample selection procedures, data collection methods, data collection instruments, and ethical considerations and data analysis methods.

Chapter four (4) is to covers findings of the case study or appraisal of this research work, which is; leadership and its development challenges in South Sudan.

The fifth chapter (5) summary of finding which is the last but not the less interesting, includes the summary of this research work.

The sixth chapter (6) this chapter cover conclusion and of course recommendation, where the researcher recommend points that would enable effective and efficient participation of civil society, community based and youth organizations and subsequently increased growth in the socio-political development of South Sudan.

1.9. Definition of Concepts

To avoid ambiguity and misconception of terms, it is imperative that a vivid and clear explanation of terms is given.

Leadership: Leadership is both a research area and a practical skill encompassing the ability of an individual, group or organization to "lead", influence or guide other individuals, teams, or entire organizations

Development: the process of developing or being developed.

Leadership development: Leadership development is the process which helps expand the capacity of individuals to perform in leadership roles within organizations.

Integrity: Integrity in leaders refers to being honest, trustworthy, and reliable.

Governance: Governance comprises all of the processes of governing – whether undertaken by the government of a state, by a market or by a network – over a social system and whether through the laws, norms, power or language of an organized society.

CHAPTER TWO LITERATURE REVIEW

2.0. Introduction

On July 9, 2011, South Sudan is to officially declare independence. In January 2011, South Sudan held a peaceful and transparent referendum on Southern secession or unity, as called for in the 2005 Comprehensive Peace Agreement (CPA).¹ An estimated 3.9 million people were registered to vote, including those residing in other countries. An estimated 3.8 million people, or 97.5%, voted in the referendum, which was deemed peaceful and transparent by international observers.

¹ On January 9, 2005, the government of Sudan and the Sudan People's Liberation Movement (SPLM), after two and half years of negotiations, signed the Sudan Comprehensive Peace Agreement at a ceremony in Nairobi, Kenya. The signing of this agreement effectively ended the 21-year-old civil war and triggered a six-year Interim Period.

According to the South Sudan Referendum Commission (SSRC), 98.8% voted for secession, while 1.1% voted for unity. In early February 2011, Sudanese President Omar Hassan al-Bashir officially accepted the result of the referendum. The international community endorsed the result of the referendum.

In February 2011, shortly after the announcement of the result of the South Sudan referendum, President Obama stated that “on behalf of the people of the United States, I congratulate the people of Southern Sudan for a successful and inspiring referendum in which an overwhelmingly majority of voters chose independence. I am therefore pleased to announce the intention of the United States to formally recognize southern Sudan as a sovereign, independent state in July 2011.”² The Obama Administration is expected to send a high-level delegation to South Sudan’s independence celebration in July 2011.

Many Members of Congress welcomed the vote for independence. Over the past two decades, the U.S. Congress has been actively engaged on Sudan. Numerous hearings have been held and legislation has been passed on a wide range of issues related to the crisis in Sudan. There have been multiple visits to liberated areas by Members of Congress since the late 1980s. In November 1993, the U.S. House of Representatives passed H.Con.Res. 131, recognizing the right of the people of South Sudan to self-determination.

In the coming years, Congress is likely to remain active on issues related to South Sudan. U.S. assistance to South Sudan will be an important issue for Congress in light of the fact that South Sudan is one of the major recipients of U.S. assistance. The Obama Administration has requested \$518 million for FY2012. The United States has maintained sanctions imposed on Sudan but removed them from South Sudan and other marginalized areas. However, there are current sanctions on Sudan that will have an impact on South Sudan even after independence. Congress is likely to deal with this issue in the coming months.

South Sudan faces serious challenges in the coming years. There are a number of unresolved issues between the governments of Sudan and South Sudan, which could pose a serious threat to peace and stability in both countries. South Sudan lacks the capacity to deliver basic services to its people and demands are likely to increase in the coming years. There are also a number of new rebellions, often backed by the government in Khartoum, against the Government of Southern Sudan (GOSS).³ In 2010-2011, more than 1,000 people were killed and over 200,000 people displaced as a result of these conflicts in the South, according to United Nations and South Sudanese officials. As an independent country, South Sudan will also assume additional responsibilities currently managed by the Government of National Unity. South Sudan also lacks the infrastructure and institutions necessary for governance and delivery of basic services.

Over the past six years, the GOSS has taken a number of steps to address these challenges. The 120-mile Juba-Nimulie road, funded by the United States, is the first major highway and is likely to boost trade between South Sudan and Uganda. The project is expected to be finished by early 2012. In addition, South Sudan is seeing expanded trade and business activities locally and with the neighboring Central African Republic (CAR) and the Democratic Republic of Congo (DRC) due to the new 167-mile road in Western Equatoria. A number of towns, including Kapoeta and Maridi, now have electricity, thereby increasing business activities in these towns. The GOSS has also taken steps to expand primary school enrollment, especially for girls, over the past several years. The GOSS is also spending more funds in recent years in education and health care sectors, although expenditure on defense is much higher than the two sectors combined. In the 2010 budget, the GOSS provided \$120.6 million for education, \$70.6 million for health care, and \$373.6 million for defense.⁴ Abyei, a disputed area located between the North and the South, was also expected to hold a referendum on January 9, 2011, to decide whether to retain its current special administrative status or to be part of South Sudan. However, the referendum did not take place, in large part due to the government of Sudan’s rejection of agreements on Abyei. In late December 2009, the Sudan National Assembly passed the South Sudan and Abyei Referendum Act. However, the Abyei Commission was never established, as called for in the Act, and residents of Abyei were not registered to vote. In February and early March 2011, government forces and their allies attacked several villages in Abyei and many residents fled the town of Abyei in early March 2011.

On March 3, 2011, the U.S. State Department, in a press release, condemned the violence in Abyei. In May 2011, Sudan Armed Forces (SAF) invaded Abyei, dissolved the Abyei Administration, and displaced more than 100,000 people. In June, the government of Sudan and the Sudan People’s Liberation Movement (SPLM) reached a temporary agreement on security and governance, as described below.

2.1. Theories of leadership

There are many theories relating to leadership but main theories are elaborated herewith; the early leadership concepts were mostly based on two important theories called as Trait Theory and Behavioral Theory. Trait theory believes that leaders hold some traits that are different from others rather than situation in which the leader worked. (Boddy & Paton, Ebert and Griffin.

In addition to that, some authors have mostly focused on behavioral perspective and according to them trait theory is missing one important element that is behavior of leader with his followers in particular situation. Leadership theories also consist of contingency- cy/ situational theories, charismatic theories, transactional and transformational theories that may be used in different circumstances for better outcomes. This is very important to discuss that most of theories have adopted from early leadership theories.

² The White House, Office of the Press Secretary, February 7, 2011.

³ Author interview of South Sudanese political and military leaders in Juba, South Sudan, May 2011.

⁴ Ministry of Finance, the Government of South Sudan, 2011.

2.2. THE MAIN FACTORS AFFECTING LEADERSHIP DEVELOPMENT IN SOUTH SUDAN.

The importance of context has been widely highlighted in the literature and in current leadership research. It is argued that the development of leaders in isolation from context is ineffective and leads to failure in achieving the desired outcomes of LD activities. Consequently, a number of authors (e.g. Bolden, 2005; Storey, 2011; Grint, 2005; Hartley, 2010) have proposed that LD should be aligned with a number of contextual factors that are categorised under institutional-cultural factors. Evidence clearly shows that such contextual factors have implications for content of LD methods (Storey, 2011). For example, Hannum et al. (2007) found that contextual factors influence LD design and implementation in ways that shape what is learnt and how the evaluation is perceived. This research identifies the common factors influencing LD in the literature, including competitive strategy, technology, firm size, organisational culture, international strategy, industry sector and national culture.

2.2.1. Competitive strategy

Competitive strategy is defined in different ways. Porter (1998) defined it as “the essence of coping with competition” (p. 21). Competitive strategy focuses on achieving the best fit between a company and its surrounding environment based on an intimate understanding of both requirements (Bryson, 2011), and thus serves to identify the company’s challenges as an important factor influencing LD (Clarke et al., 2004; Jackson et al., 2011). It is argued that behaviours/capabilities requirements have become a more prevalent method of identifying the requirements of most leadership positions (Briscoe and Hall, 1999), and thus LD should begin and end with a business’s strategy and objectives in mind (Fulmer and Bleak, 2008).

Specifically, Porter (1980) states that competitive advantage, differentiation and cost leadership strategies require different sets of human resource (HR) policies and practices to elicit specific behaviours and attitudes of individuals in order to encourage success. Hamel (1994) suggests that identifying leadership competencies and deciding on how best to leverage them against opportunities tend to be important. For example, Arthur (1992) asserts that differentiation strategy needs different HR practices and even policies that include high-quality training, decentralised decision-making and transformational skills, such as motivation, creating opportunity of individuals, teamwork, empowering staff and commitment.

In turn, cost leadership strategy is associated with a set of characteristics that include tight control by a functional structure with highly centralised authority to provide more effective services and reduced skills requirements and training (Daft et al., 2010). Boxall and Purcell (2000) claim that HR practices must be designed to reinforce the behavioural implication of Porter’s strategies. Therefore, company performance improves when the HR practices mutually reinforce the company’s selection of Porter’s strategies. Fulmer and Bleak (2008) discuss competitive strategy in depth and its relationship to LD by their model that illustrates capabilities required, and intermediate steps when moving from current company reality to the destination desired. They assert that a well-developed competitive strategy provides direction on the procedures and steps for identifying the requirements for developing leadership. Accordingly, competitive strategy is termed as a critical factor influencing LD in the current literature (Stank et al., 2012; Fulmer and Bleak, 2008; Arthur, 1992).

2.2.2. Technology

Technology is seen as a basis for business needs, and used as a tool that enables individual or groups to communicate and learn together by sharing their interests. Macpherson (2000) argues that technology is not a neutral force, but plays a fundamental role in redesigning how people believe and cooperate among themselves and serves to steer the organisational assumptions when using technology-based distributed learning, acting as a means for flexible learning. Sakes and Haccoun (2010) stress the influential role of technology on the way companies operate by providing companies the required improvements in productivity and competitive advantages, but they noted that the improvements occur if people receive the required training that facilitate this kind of learning when delivering courses. Specifically, Avolio and Kahai (2003) argue that technology influences leadership in different ways, and assert that technology facilitates the opportunities of LD through adopting online courses or CD-based training. Webber (2003) describes the role of a technology-mediated LD network in learning.

Technology infrastructure has become a challenge to LD because today’s business proposes that companies need cutting-edge LD technologies (Conner, 2000; Hernez-Broome and Hughes, 2004; Antes and Schuelke, 2011). Additionally, many studies suggest that the use of technology across different countries tends to be different due to differences in technology infrastructure (Lall, 1995; Corrocher, 2002).

Accordingly, the role of technology in today’s business is termed as a critical factor influencing LD (Conner, 2000; Antes and Schuelke, 2011; Webber, 2003; Avolio and Kahai, 2003).

2.2.3. Firm size

Company size is investigated in terms of the application of HRM practices across three types of company: small, medium and large, as a significant variable in explaining LD. 1235 Mabey and Finch-Lee (2007) stress that LD is influenced by company size because the number of people contributes to shape the concept of the leader’s role and responsibilities. Brown (2011) claims there is a strong relationship between company size and the number of people involved in organisational planning and leadership, which has implications on the application of LD. Ryan (2008) asserts that the size of company brings benefits and challenges, so there needs to be a balance between its requirements and its individuals’ requirements.

The nature of LD in companies of different size was investigated by several researchers (Fuller-Love, 2006; Tell, 2012; Gray and Mabey, 2005; Wong et al., 2000). For example, Storey and Westhead (1997) note that the challenge that small- and medium-sized enterprises faces involves the cost of investment in LD because their participants and businesses are at different levels of development. Additionally, Westhead and Story (1997) and Curran et al. (1998) suggest that small companies mostly depend on informal leadership activities because this type of company prefers survival training and development over short-term planning.

Accordingly, it can be stated that firms' size is also a critical factor influencing the LD required, which suits each firm's size because there is no agreement in previous empirical research studies whether small and large firms are similar in different institutional contexts across different countries (Curran et al., 1998; Fuller-Love, 2006; Tell, 2012; Bartram, 2005; Gray and Mabey, 2005).

2.2.4. Organizational culture

This refers to a set of shared values, beliefs, practices, assumptions that emerge from the interactions of company members and these shape the ways in which members in a company behave and get things done (Sakes and Haccoun, 2010). It is argued that research on LD link between developing leadership skills and top management's support or an organisational culture that supports learning and development (Ford and Weissbein, 1997). Lester (2008) states that LD acknowledges the important role of organisational culture in addressing career flexibility and in educating programme participants. Guidroz et al. (2010) argue that integrating LD with organisational culture creates a clear vision between an individual and an organisation, and builds organisation-wide accountability for the success of organisational change.

For Hofstede (1980), the differences in applying leadership behaviours across different countries can be traced to individuals' differences across national cultures. Specifically, some studies indicate that organisational culture is a mirror of its national culture and argue that when a national culture is deeply ingrained in individuals, it will be reflected in organisational culture (Naor et al., 2010). Harrison and John (2008) link organisational culture with values and leadership behaviours, and claim that organisational culture is the result of HRM practices which reinforce some types of leadership behaviour. Accordingly, it can be noted that organisational culture is considered a critical factor influencing LD (Amagoh, 2009; Guidroz et al., 2010; Armitage et al., 2006; Bal and Quinn, 2004).

2.2.5. International strategy

Although there is little evidence to suggest that the economies of scale associated with MNCs allow access to richer resources for LD than is possible for local companies, the concept of LD in a local context is greatly influenced by the MNC parent company because the parent company seeks to promote a corporate brand image and culture across all of their subsidiaries, exemplify the globalisation culture (Martin, 2012), develop talents of 1236 local leaders (Sparrow et al., 2004) and identify high-potential leaders – all of which serve to maintain a company's future (Black et al., 1999).

Although MNCs tend to apply generic HR practices including LD with some autonomy in terms of the application (Cullen and Parboteeah, 2013; Tregaskis, 2001), most studies focus on transferring the parent MNCs practices to their global subsidiaries (Schuler et al., 2002), rather than focusing on HRM practices and policies within the parent country of the company. Tayeb (1998) argues that MNCs practices are more prone to local cultural influence than are their policies and strategies. Research evidence that examines the adaptation of organisational practices by MNC subsidiaries, suggests that there are two factors influencing the adoption of practices: the institutional profile of the host country and the relational context within the MNC (Kostova and Roth, 2002).

Others argue that HR practices like training and LD delivery are influenced by a company's international strategy (Bernardin, 2002; Cray and Mallory, 1998). This carries the need to compare HR practices including LD based on Adler and Ghadar's classifications of the type of company: domestic, international, MNC and global companies because these classifications help explain how companies apply LD and understand its requirements (Adler and Ghadar, 1991). For example, Morrison (2000) states that the challenge of developing better global leaders has fallen on HR managers who have largely been oriented to domestic leadership models, and argues that for global companies, global leaders need a range of skills and global business perspectives. Accordingly, international strategy may be considered a critical factor influencing LD (Tayeb, 1998; Zhou et al., 2005; Morrison, 2000; Bernardin, 2002; Cray and Mallory, 1998).

2.2.6. Industry sector

Literature emphasises the critical importance of industry sector as a contextual factor influencing the receptivity to different types of leadership and approaches to LD (Mole, 2004; Storey et al., 1997; Pinnington, 2011; Brundrett, 2001; Daresh and Male, 2000; Blandford and Squire, 2000; Avolio and Bass, 1988). A number of scholars (Bass and Avolio, 1994; Bass and Riggio, 2006) highlight the influence of sector on leadership behaviour and how leadership roles are performed, how effective they are and how they are perceived. Similarly, research on leadership mythologies, factors affecting leadership and characteristics of a leader conducted separately in the public and private sectors by Alimo-Metcalfe and Alban-Metcalfe (2002) revealed that identical constructs of leadership can be found in both sectors. Sim and Quatro (2005) assert the importance of a particular leadership style in different industry sectors because the company's objectives in each sector tend to be different due to their focus on different aspects of business. This was supported by Wood and Tasker (2011) who argue that different industry sectors follow different sector-specific needs. Other studies reveal the particularities of leadership in different sectors. For example, Bolden et al. (2003) presented a range of different leadership models and competency frameworks currently used among private sector and public sector companies and found that each company in each sector has its own leadership competency framework that fits its purposes.

This suggests that LD may differ based on the type of sector; and thus this will reflect on the type of LD interventions because of sector-specific requirements and purposes (Wood and Tasker, 2011). Mabey and Finch-Lee (2007) argue that the design of company-level LD will be influenced by sector-specific qualification structures. This raises the role of sector, acting as a part of institutional scenery through its different development trends. Empirical research on sector characteristics by Storey et al. (1997) revealed that the differences among companies are because of 1237 the sector in which companies are located rather than their context characteristics. Consequently, the literature suggests that the type of company sector contributes to define the type of leadership competencies and development methods that are implemented in each sector.

2.2.7. National culture

To understand cultural values and how they affect business organisation helps understand LD (Moua, 2010; Martineau and Patterson, 2010). The concept of leadership is investigated either as a convergent or divergent phenomenon across cultures, and the work of Hofstede's model may be a fundamental source of explaining LD. Although reviewing Hofstede's dimensions is not the aim of the study, this paper discusses briefly the relationship between these dimensions and LD. Some studies show that there is a relationship between power distance and LD. More specifically, it is argued that high power distance can affect some LD methods that focus on assessment process because candidates are hard on their reports, and tend to be more subservient to their superiors (Hofstede, 2005). Additionally, individualism-collectivism value can reflect the way in which LD is implemented and delivered. For example, Hogg's (2001) work on prototype learning may provide a clear understanding of how participants react to LD programmes because the implications of the outcome for prototype on LD is in that individuals from a social identity group may practise different access to opportunities for development (Douglas, 2003; Sinclair, 2009), such as external courses in a collective society or individual society.

Moreover, Hofstede (2001) asserts that management is a result of the masculine American and British cultures, which indicates that management across cultures may not all be masculine. In this regard, Blagoev (2010) stresses that leadership that reflects the level of masculinity is evident in the natural rewards element for its emphasis on achievement rather than relationship, while leadership in feminine societies is precisely the opposite. It is argued that the behavioural focus and constructive thought strategies do not reveal a clear inclination for masculinity or femininity (Alves et al., 2006). Consequently this may help explain the implication of the prioritisation of achievement versus personal relationships in the workplace for the application of LD practices in feminine and masculine societies.

High uncertainty avoidance refers to the way that a culture responds to risks and changes and how it deals with ambiguity (Hofstede 2001). It is argued that societies that have low uncertainty avoidance tend to be more successful in LD because the elements of transformational leadership they adopt, such as shared decision making and confidence in the abilities of organisational members, motivate the implementation of LD activities (Alimo-Metcalfe and Alban-Metcalfe, 2003). However, the complexity surrounding uncertainty avoidance suggests that LD interventions should be implemented on a country-by-country basis.

2.3. WAYS OF SETTLING THESE FACTORS

In moving from a focus on leader development to one that is concerned primarily with leadership development in teams, Carson, Tesluk, and Marrone (2007) recently examined both internal and external antecedents of the emergence of leadership influence across team members (i.e., shared leadership). Specifically, it was hypothesized that an internal team climate of shared purpose, social support, and voice would be positively related to the level of team leadership. It was also hypothesized that supportive external coaching by a team manager would be related to the level of shared leadership in a team, and that external coaching would interact with internal team climate in predicting shared leadership levels (coaching was thought to be more strongly related to shared leadership when the internal team climate is unsupportive). Finally, the level of shared leadership in a team was hypothesized to be positively related to team performance.

An interesting measurement feature of the Carson et al. (2007) study is that rather than asking team members or their manager about the level of shared leadership in the team (e.g., Hiller, Day, & Vance, 2006; Pearce & Sims, they adopted a social network approach involving a measure of density or the perceived amount of leadership displayed by team members as perceived by all others on the team. Using a sample of 59 MBA consulting teams (N = 348), they found support for all hypotheses about the antecedents of leadership development as well as for the predicted positive relationship between shared leadership and team performance. The theoretical and practical implications of these findings are important in suggesting that both internal and external factors to the team matter in the development of shared leadership, and that developing leadership, and not just individual leaders, is of concern in developing high-performing teams.

Taken together, the research reviewed in this section suggests that significant advances have been made in advancing the empirical science of both leader and leadership development. As expected in such early stages of building a leadership development science, there are more conceptual and theoretical publications than empirical studies in the recent literature. Indeed, this is probably a good thing in terms of having available theoretical foundations to help guide research. Given these (and other) advancements, there is reason for optimism in the field. Attention is next focused briefly on a few important practice-oriented concerns before a final section looking ahead to recommended future directions in leader and leadership development.

2.4. PRACTICE CONCERNS IN LEADER/LEADERSHIP DEVELOPMENT

One of the most endemic practical issues in the field is the tendency to take an episodic view to development: that is, there is an (implicit) assumption that development occurs only as part of a discrete program or a challenging job experience.

What this fails to capture is the more important point that what is learned from the program or experience and how it changes behavior or decision-making in future leadership situations is what really matters. It is not the experience but the learning from experience that is most important for development. So what will be highlighted in this section are primarily issues that are associated with learning - both individual learning and learning about the impact of the leadership development initiative (i.e., evaluation).

2.4.1. Feedback

A key finding from the previously mentioned DDI report (Howard & Wellins, 2008) is that participants reported that there are not enough opportunities to learn on the job. This is tragic because learning should be a daily, ongoing process regardless of the job. Judging from the comments provided in the report to support this finding, it appears that respondents saw learning as closely tied to having a mentor or having access to interesting and challenging job assignments. This perception is not wrong, but it is limited, because one of the most basic tools needed to promote learning is feedback. It is an extremely valuable resource that is underused in many organizational settings. A basic principle in both goal setting and learning theories is that actions devoid of feedback are not as potent as actions with feedback in terms of learning.

Given the importance of feedback, it is troubling to consider how many opportunities are missed every day for either giving or receiving feedback. If developing the expert leader requires a minimum of 10,000 hours of intensive, dedicated practice, then the only way that will happen is practice - with feedback - occurs in a daily, continuous, and ongoing manner on the job. And perhaps even more important to learning than negative feedback is positive feedback, because it provides information as to what has been done appropriately in addition to providing reinforcement to motivate a repeat of the behavior in the future. The relative lack of feedback, despite the wealth of feedback opportunities, points to another key finding from the DDI report: managers do not know how to help their reports develop, or they know how but refuse to do it. From a practice perspective, one concrete recommendation is to work with leaders to help them understand the importance of feedback in developing themselves and others, and to also develop the skills and confidence to deliver (and receive) feedback on a regular ongoing basis.

2.4.2. Sustainability

Just as with any other business initiative, successful leadership development efforts require more than a brilliant plan - they require diligent execution and follow-through. Unfortunately, a majority of such initiatives fail because of weak execution and not because of poor strategy or a weak idea (Howard & Wellins, 2008). The underlying issue concerns the need to make leadership development sustainable and not to rely on an episodic or program-focused approach to development. Most leaders acknowledge that the most profound development and learning occurs on-the-job and not in the classroom; however, managers are typically left on their own to try and integrate learning from leadership development programs into a personal development plan. Strategic leadership development, on the other hand, takes the perspective that leadership development is an ongoing process (Vicere & Fulmer, 1998), which has the distinct advantage of having learning and development occur every day rather than only when programs or other kinds of events or interventions are scheduled.

2.4.3. Succession planning

To be effective, succession planning needs to go beyond merely identifying potential future leaders to also understanding the developmental needs of these individuals and arranging the appropriate experiences to help them learn and develop. In this manner, succession planning and leadership development are inherently intertwined in the identification and development of leadership talent (Day, 2007). Despite the value of such endeavors, the reality is that most organizations do not have a succession plan in place and those that do tend to have ineffective plans. The primary reason that such plans are ineffective is because they tend to focus mainly on the identification of high-potential talent and ignore the need for ongoing development of these individuals. Without a sound link to ongoing leader development, at best such initiatives constitute only replacement planning (Berke, 2005), which limits their effectiveness. This is because it leads to the likelihood of putting people into promotion positions for which they are ill-prepared. In short, it can turn into a classic case of someone 'in over their heads' that contributes to eventual derailment.

2.4.4. High potentials

A high-potential leader is typically someone who has been identified as possessing the potential to move eventually into a senior leadership position in the organization. In theory, being identified as high potential puts an individual into a special pool of candidates to receive accelerated developmental experiences. But as noted in recent surveys, less than half of all organizations actually had a program to accelerate the development of high-potential leaders (Howard & Wellins, 2008). Again, this can result in at best only a partially successful implementation of succession planning and ineffectual learning and development of high-potential mean leaders. Another common problem is failing to establish a commonly shared understanding of what being a high-potential leader means. Specifically, how is potential conceptualized and defined, and what are the behavioral criteria used to identify a high-potential leader? In most succession planning exercises, senior managers discuss and plot the job performance and perceived leadership potential of candidates for eventual promotion to an executive position. Those demonstrating high performance and high potential are considered prime candidates for accelerated development, but there is little evidence that the meaning of potential is shared among senior management (Day, 2009). As a result, past job performance has inordinate influence on who is identified as being high potential, leading to cases in which an individual is not ready for accelerated development. This scenario not only

risks the candidate's career through possible derailment but also wastes the financial resources that are invested in development.

2.4.5. Evaluation

Although it is considered a hallmark of an effective development initiative (Howard & Wellins, 2008), efforts to evaluate the results of such initiatives are often forgotten or ignored. There is a well-known taxonomy of training outcomes that includes reactions, learning, behavior, and results (Kirkpatrick, 1975). Unfortunately most of the evaluation efforts are focused on participants' reactions to the developmental program (i.e., 'smile sheets'), with little attention to understanding whether the leader's developmental experience had an impact on his behavior or the organization. Hannum, Martineau, and Reinelt (2007) note that the questions key stakeholders (e.g., funding agencies, designers, sponsors, and participants) often have about leadership development include:

Conclusion

Leadership is referred as art of inspiring followers through effective motivational tools used by leader in particular circle. Whether in political or corporate setup, leader creates important culture relating to harmony, co-operation and co-ordination. But, it has been observed that lack of leadership qualities have led to political and business crisis worldwide. Keeping in view the current worldwide crisis into consideration, the leadership theories need to be referred and implemented properly for getting best results and overcome crisis. The political leadership vacuum can create a big challenge for the corporate sector to achieve their objectives and run their business towards productivity and efficiency. According to Mustafa, M.R., Ali et al., certain risks are attached with the poor leadership which may cause to poor governance and administrative risks. These risks in long run can damage the objectivity of the organization and put a negative impression on the team works within organizations. Keeping in view the requirements, there is strong need of effective and better political leadership that may introduce new ways for corporate sector to run on profitability and sustainability. In the similar ways Colley, Doyle, Logan & Stettin- ius has put emphasis on achievement of organizational goals can only be possible through social leadership. Social and political leadership can ensure economic and managerial sustainability within the country that can encourage corporate sector to follow the successful strategies and ultimately move towards efficiency and sustainability.

Talking about effective governance, the organization should focus on accountability and transparency as this is best expressed by Anuku and Achienu that organizations should ensure quick and quality oriented accountability, transparency and work performance in order to achieve pre-specified objectives of the organizations. The culture of sound transparency, accountability and equity should be created by political government as this can be exactly followed by corporate sector for smooth and effective running of their business. The strategies being specified by government relating to environmental preservation, pollution and safety are always followed by organizations and hence are considered as bench mark for the corporate sector.

According to the Enabunene, government ruling method is not confined to governance within its national boundaries and territories but it is complete system of rule of law, structural arrangements, effective decision making process, implementation of policies, and relationship of government with its stakeholders and smooth flow of country affairs. He articulated the need of national system having political and social interconnection of business, public administration and rule of law.

According to Ogundele Alaka and Balogun, governance is referred an integrated part of any state or organization where by it exercise its influence and power as ruler over human and material resources. Whether we are talking about political or corporate setup, its main function is to exercise the powers within its jurisdiction for achieving pre-specified objectives. Therefore, the credit goes to leader for creating healthy and work-oriented environment where all people work with complete motivation and sense of responsibility.

Almost same opinion is submitted by Omozejie, he considers governance as an act and method of controlling, directing and measuring the public affairs of a particular country, hence, and he puts emphasis that governance is art of managing affairs within particular city, state or country for effective measurement of results. Leadership theories provide best pictures how leaders are different to each other and why some leaders are successful and some are not. Trait theory of leadership emphasis on the natural traits of people living in particular circle however, behavioral theory in contrast is based on behavior of leaders with their followers. Growing up in particular society, majors traits are possess by some people in the terms of self-confidence, integrity, empathy, assertiveness, good decision-making skills, and likability. In opposite setup, leaders are also defined in the terms of behavior which make it different from the trait theory. Behavioral concept is focused on how leaders behave to their followers as some leaders dictate to their followers while some have motivational strategies to get work done from them. These theories can give some ideas how leaders solve the problems of any country, state or organization. Successful political corporate governance can ensure stability for industrial and institutional sector and hence ensure complete achievement of goals and contribution in sustainable economic development.

Democracy is strong factor in leadership theories specified by various authors. Democratic environment can allow the people to submit their views, produce their ideas, take initiatives and work with complete liberty and harmony. The democracy tradition evolves form the political leadership and may be transferred to corporate leadership for producing better results. According to Hofstede leadership theories favor complete democratic view for achieving leadership roles, as anyone can get on the top by understanding the core concept of democracy. Authors have well defined as better governance is necessary for every size of organization which includes responsibility for controlling and measuring all the resources, ensuring effective use of all resources to pursue quality and objective oriented work.

Corporate governance has been issue not concentrated in 80s and 90s as importance of the term was widely ignored by the government officials as well as corporate personnel. According to Shailer and Greg corporate governance has been scarcely existed before 90s but now its discussed with much more importance as it plays very crucial role for profitability and sustainability of organization, but role of government and its pattern of governance should be excellent as it can reflect its image on the corporate governance. According to author, subject has spawned consultancies, academic degrees, articles, conferences and important publications to transferring related knowledge for political as well as corporate leaders. Different authors have contributed different theories relating to political and organizational leadership in terms of effective governance, as Andriessen & Drenth [15] has elaborated the importance of leadership and has provided certain explanations regarding leaders and their influence on followers to achieve organizational objectives and goals. Theories like trait theory, behavior theory, contingency theory, path-goal leadership theory and transactional and transformational theory are presented in order to help the political and corporate leaders to follow the effective ways of governance within any territory, state and country.

Talking about two important approaches either leaders are born or developed, a famous author Kotter [16] holds a view that successful companies normally do not wait for effective leadership to come along but they try to seek out the human resource that ensure leadership potential and having strong vision and interpersonal skills to motivate their followers and run the business on financially sound basis. This idea is also helpful for political leadership when general public do not see the leaders with natural leadership traits then they should develop and train the people and transfer leadership qualities as that can run the country with effective governance rules and policies. In the same manner, leadership focuses on relationship between leader and his followers within political and organizational context. According to the opinion of Rost, that leadership includes power and value-laden relationship between leaders and followers who want real actual change exhibits their mutual objectives and goals.

Ethical consideration is a crucial factor in leadership practices as according to Rubin, Dierdorff and Brown who have conducted experiment comprising of 96 managers and results revealed that ethical leaders having more rating by their supervisor and found suitable for most higher management positions. The people who display less ethical behavior were rarely promoted when compared to ethical leaders who were often promoted for higher management positions. This shows that ethical leaders whether may be in political or corporate setup may find best results while following the ethical code and working with co-operation and coordination with their followers. Ethical political leadership put strong influence on the institutional and corporate sector and thus it is helpful in creating culture of harmony and co-operation.

As far as influence of political leader on corporate governance is concerned, the empowerment plays very important role to delegate the powers from top to low and increase the confidence of followers and workers. A good political leader transfer powers to their followers and in the same is applicable for the corporate leader to empower their employees and get the desired results. According to Gibson, Ivancevich Donnelly and Konopaske, empowerment is referred as granting powers to individuals and provides them permission to utilize their talents, skills and sources effectively. This is best way to get experience and make comprehensive decisions to get work done within their time frame. He also elaborated many examples which show the work that was previously done under the domain of management having less desirable results when compare to the work given to followers with complete liberty and free consent. In same manner the role of leader is not limited with his presence with followers but co-operation with his team member is crucial factor to consider by him. A good leader always tries to eliminate the inter-group conflicts, and always try to create the environment of co-operation and develop sense of responsibility within work groups.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter describes the methodology that will be used in this study. It describes the research site, research design, study population and unit of analysis, sample population, sample ling procedure and data collection methods. The chapter finally presents ethical considerations that guided the study.

3.1 Research Design

Research Design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you will effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data. The study will be carried out using a case study and description design that used both quantitative and qualitative methods of data collection. The quantitative data will be collected through survey questionnaire, while qualitative data will be collected through key informant interviews, focus group discussions, observation and narratives. Quantitative data will be cleaned, coded and analysed using the Statistical Package for the Social Sciences (SPSS) software version and the results are presented using tables of frequencies and percentages as well as charts. Qualitative data will be grouped into themes and excerpts used to support the objectives.

3.2 Study Population

Population is entire group of people or elements that are similar make up. In this case, it constitutes the larger set of elements, in which the researcher is interested to take the sample from where the conclusion will be based (Orodho&Kombo2002). The target populations of this study comprised of 85 participants who are the employees and clients of National SPLM Secretariat, Juba, and assess based on the status of implementation of foreign exchange and economic growth policy. The society is the supervisors of and implementers in their particular institutions hence were in a position to give precise info with regards to the accessibility in these region. Society being the key implementers of this

as well as the people who have directly utilized this available, stood an opportunity to air out accurate and reliable information on the availability, utilization as well as adequacy. A sample of (80) will be drawn using convenient sampling procedure stated by Morgan Table of 1970s. The sample is enough to enable use draw conclusions about the performance management impact and development.

3.3 Sample size.

Sampling size determination is the act of choosing the number of observation or replicates to include in a statistical sample. The samples size an important feature of any empirical study in which the goals is to make inferences about a population from a sample. Sampling will be done for generalizing purposes since it will be not possible to reach the whole population. This was selected using Morgan Table of 1970s.

Table 3.1 Sampling Size

S/No.	Particulars	Study population	Sample size
1.	Administration Department	15	10
2.	Customer Care Unit	20	15
3.	Unclassified staff	30	15
4.	Public	35	10
	Total	100	50

3.4 Sampling techniques

Sampling technique is the ways hoe data is collected from the field which can be informed of qualitative and quantitative technique for example instruments and methods used to collect quantitative data, quantitative research design: sampling and measurement.

The sample population consisted of assessing the status of education policy in South Sudan. This procedure will be carried out on the material days until the desired sample size will be achieved.

Purposive sampling method is whereby the elements are deliberately chosen because they suit a certain criteria that the study is interested in exploring (Gay, 1992). The elements were considered either outstanding or typical variables with which the research will be concerned. The civil society were purposively selected because of their organization nature and for the essence of being truly representative of the situation on the ground and then random sampling will be used to determine respondents.

3.5 Source of data

Basically there are two sources of data which included will be Primary and secondary data

3.5.1 Primary data

Primary data is where the data is collected using methods such as interviews and questionnaires, they are many methods of collecting primary data observed or collected directly from first-hand experience.

The data from primary will be particularly from direct interviews and questionnaires as key data collection tools. This will involve data from the field where the researcher will interact with the respondents and collect first-hand information. This will help the researcher to obtained data that will be used for findings of the study which are discussed to draw final conclusions and research recommendations.

3.5.2 Secondary data

Secondary data refers to data that will be collected by someone other than the user. Common sources of secondary data for social science club include censuses, information collected by the government department, organizational records and data that will be originally collected for other research purpose.

The data will be from both internal and external. The researcher will obtained data that will be already written about the topic under study. This will help to review the literature review of the study and help the researcher to cite areas of agreement and disagreements that authors have and how such existing gaps could be filled by research.

Internal data will be from chief office, National SPLM Secretariat, Juba, technocrats and public relation officers National SPLM Secretariat, Juba.

3.6 Data collection instruments.

The researcher used questionnaires, interviews and observation. A questionnaire enables one to collect information from a big number of respondents within a short period of time. It is the most commonly used method when respondents can be reached and are willing to co-operate and descriptive data are typically collected through administering of questionnaires (Gay, 1992).

3.6.1 Questionnaires

Questionnaires will be used to collect primary data. The questionnaires were preferred in this study because respondents of the study are able to answer items adequately. It contained a mix of questions, allowing for both open-ended and specific responses to a broad range of questions. Kotharia (2004) terms the questions as the most appropriate instrument due to its ability to collect a large amount of information in a reasonably quick span-of time. It guarantees confidentiality of the sources of information in a reasonably quick span-of time.

3.6.2 Interview

An interview is an oral administrative of questioner or an interview schedule. Interviews are face to face encounters in order to obtain accurate information through interviews, the researcher tried to establish a friendly relationship with the respondent during the interview so as to obtain maximum co-operation. Interviews are an advantage in that they provide in depth data which is not possible to obtain required data to meet specific objectives of the study because they can overcome any resistance of the respondents. There is also greater flexibility consequently allowing easy collection of personal information. Sample is also well controlled as there is no difficulty of the missing return on non-response.

3.6.3 Observation Schedules

These were used in the respective that were targeted in this study which were civil society, citizen and youth. The researcher looked at the resources available and the nature of interaction between the citizen and youth. The schedules collected data on what strategies were used in the civil society under study and the researcher sought to find out the availability and use of the resources.

3.6.4 Documentary Sources

Secondary data were reviewed to provide background information to the study and this continued throughout the study. Sources of literature included journal publications, books, newspaper reports, internet and unpublished sources by researchers who have been involved in similar or related topics to this study (Mugenda & Mugenda, 2003).

3.7 Pilot Study

Piloting of the research instruments will be done in two streets. The reason behind the pilot study will be to find out if the questionnaires are valid and reliable. However, this will not make the population to be used later. The study questionnaires were recurring with a chosen pilot model with a like individuality to the real sample. This helped in examination of the deficiencies of the research tools (Mugenda & Mugenda, 2003).

3.7.1 Validity of the Instruments

Validity is the accuracy and meaningfulness of inferences which are based on the research results (Mugenda & Mugenda, 2003). Borg and Gall (1989) noted that the validity of an instrument is improved through expert judgment. The researcher therefore sought assistance from the supervisor to improve the validity of the instruments that were used in the study. The instruments were given to the supervisors individually and after ascertaining their relevance, they were then put into use.

3.7.2 Reliability of the Questionnaire

The test-retest method will be used to estimate the degree to which the same results were obtained with a repeated measure of accuracy of the same concept. The answered questionnaires were scored manually and kept for comparison after the second testing. Similar instruments were administered to the same group of respondents after a period of two weeks and again scored manually after which the researcher compared the responses of the first test and the second test using the Spearman Rank Order Correlation Coefficient in order to establish the extent to which the contents of the questionnaires were consistent in eliciting same answers every time the instrument will be used. A correlation coefficient of about 0.75 is considered high enough to judge the instrument as reliable (S. Edwards and L. Ahmed, 267-293. Chicago, 1986).

Spearman's rank order, $(r) = 1 - \frac{6 \sum d^2}{n(n^2 - 1)}$ given $\sum d^2 = 10n = 20$

Substitution of the relevant values in the formula:

$$r = 1 - \frac{6 \times 10}{20(400-1)}$$

$$r = 1 - \frac{60}{7980}$$

$$r = 1 - 0.0075188$$

$$r = 0.992$$

The Correlation Coefficient will be 0.992. The instrument will be considered reliable. The questionnaire will be measured using 5 Likert scales of agree, strongly agree, not sure, disagree and strongly disagree.

3.8 Data analysis and presentation

Both qualitative and quantitative techniques of data analysis will be employed in this study. Analysis of data will begin by checking the gathered raw data for completeness, usefulness and accuracy. Quantitative data will be computed using the statistical package for social sciences (SPSS version 20.0) to get case processing summary, data will be converted into frequencies and percentages and presented in tables and figures. Qualitative medium will be used in the study to address

the open-ended items in the questionnaire which will be tallied to find out the most common responses to enable computation of percentages (Orodho&Kombo2002).

Generalization will be drawn in line with the study objectives based on questionnaire, documentary analysis and interview material. The findings will be presented using tables, pie charts and graphs for the purpose of making interpretations clearer (Mugenda & Mugenda, 2003).

3.9 Ethical Considerations

Participation in the research as a respondent will be voluntary. Permission will be also required from the civil society and citizen during the initial visit to the sampled streets before involving them. Further consultation will be done with class teachers to agree on the convenient time for lesson observations. They were assured that the information would be treated as confidential and would be used only for the purpose of the study.

3.10 Limitations of the Study

Failure to respond to certain questions and providing false information will be a limitation to the study. This will be due to fear by some respondents that the researcher will exposed their economic development challenges to the public as they are the engines of the economy. However the researcher used logical questions such that they will be able to release information needed by the researcher. The study is limited by inadequate finance as it will be costly in terms of movement and buying of materials to use. Here, the researcher will try to mobilize for more funds by soliciting funds from sponsors. There is also a problem of some respondent’s failure to give out their views and also fill the questionnaires. Here, the researcher will supplement this information by carrying out face to face interviews (Gay, 1992). The study will be limited by time because there were a lot of activities that have to be done which at times may create a lot of fatigue for the researcher. Here, the researcher may need to hire research assistants to help him during the course of data collection. The researcher may also face the challenge of language barrier as many of the respondents may not speak the same language as he does. Here, the researcher will acquire the services of interpreters to enable him communicate effectively with his respondents (Mugenda & Mugenda, 2003).

**CHAPTER FOUR
DATA ANALYSIS, INTERPRETATION AND PRESENTATION**

4.0 Introduction

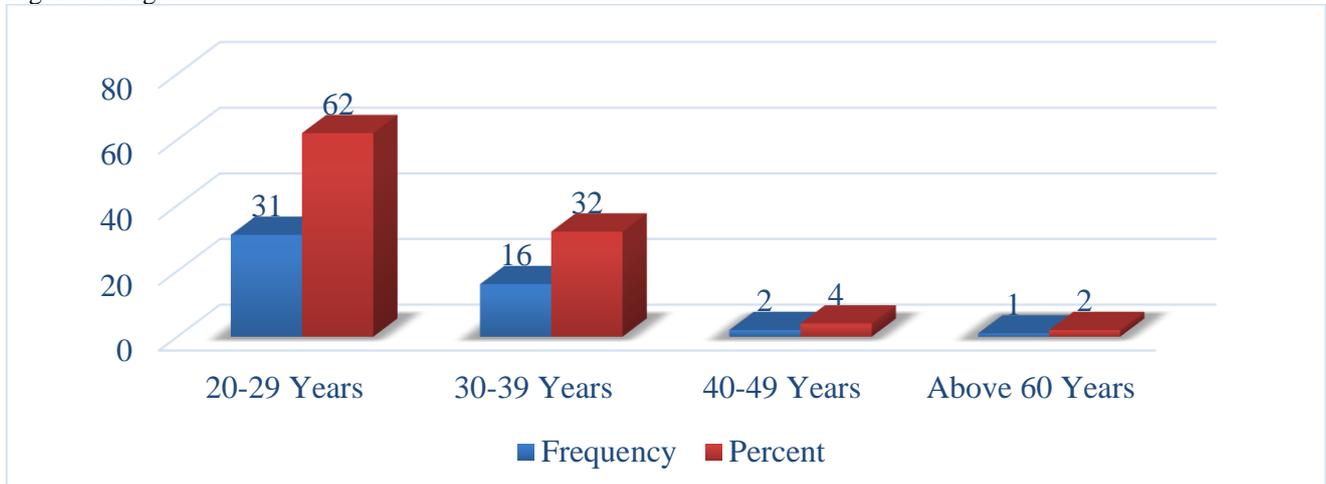
This chapter comprises of data analysis, interpretation and presentation of the findings on the ‘Leadership and Challenge of development in South Sudan National Development’. The data analysis was made on 50 respondents to meet the objectives of the study.

Table 4.1 Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-29 Years	31	62.0	62.0	62.0
30-39 Years	16	32.0	32.0	94.0
40-49 Years	2	4.0	4.0	98.0
Above 60 Years	1	2.0	2.0	100.0
Total	50	100.0	100.0	

Source: Primary Data (Questionnaires) 2021.

Figure 4.1 Age



It has been indicated in figure 4.1 that those whose ages’ ranged from 20 to 29 years old were the majority with an average of 62% of the respondents, followed by 32% of those whose fall under 30 to 39 years age group, 40 to 49 years age set

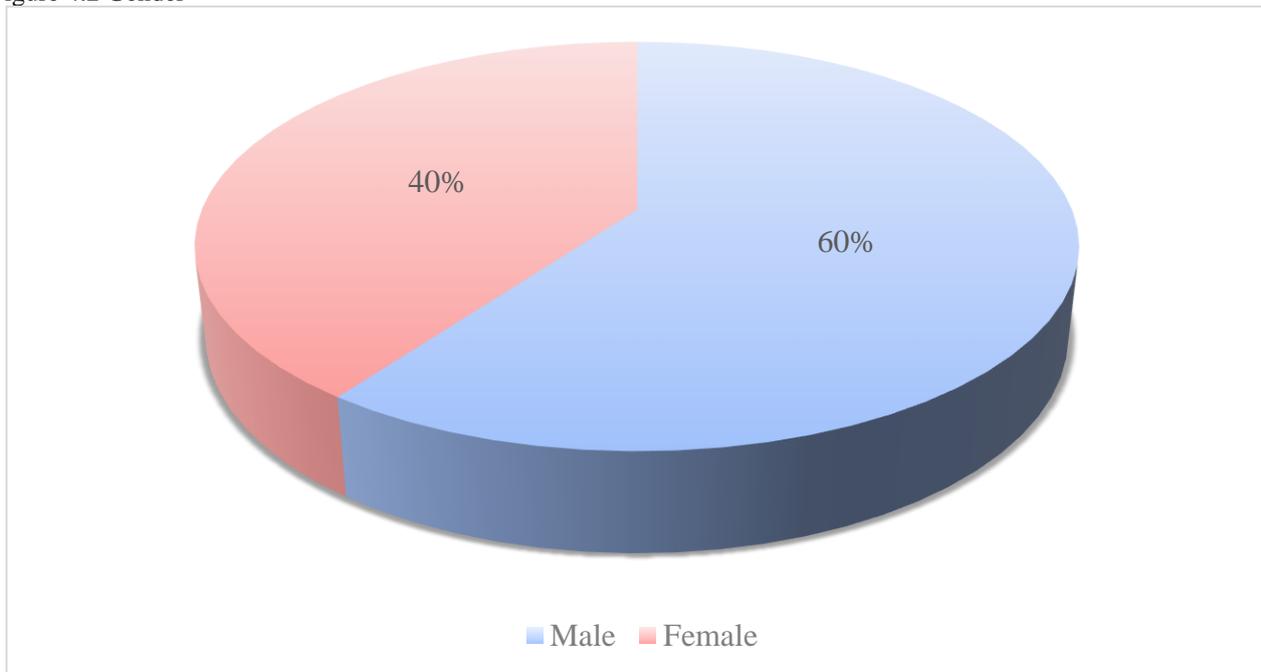
comprises 4% of participants and those whose ages' are above 60 years were only 2% of the number responded. This mean majority among respondents who have participated in this research were those whose ages' ranged from 20 to 29 years old.

Table 4.2 Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	30	60.0	60.0	60.0
Valid Female	20	40.0	40.0	100.0
Total	50	100.0	100.0	

Source: Primary Data (Questionnaires) 2021.

Figure 4.2 Gender



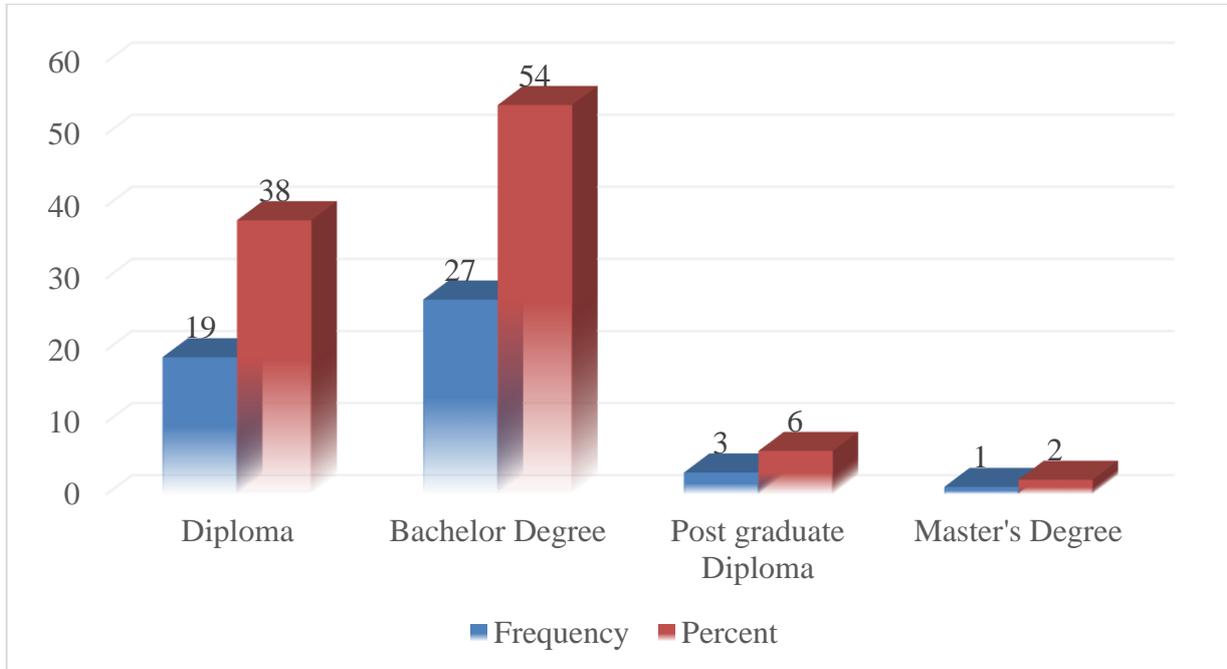
As it was required in figure 4.2 for respondents to indicate their gender, 60% majority were males while females made up 40% of the respondents, this implied that males were the majority compare to females who are left behind academically due to lack of provision of proper education to girls and women.

Table 4.3 Educational Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Diploma	19	38.0	38.0	38.0
Valid Bachelor Degree	27	54.0	54.0	92.0
Valid Post graduate Diploma	3	6.0	6.0	98.0
Valid Master's Degree	1	2.0	2.0	100.0
Total	50	100.0	100.0	

Source: Primary Data (Questionnaires) 2021.

Figure 4.3 Educational Level



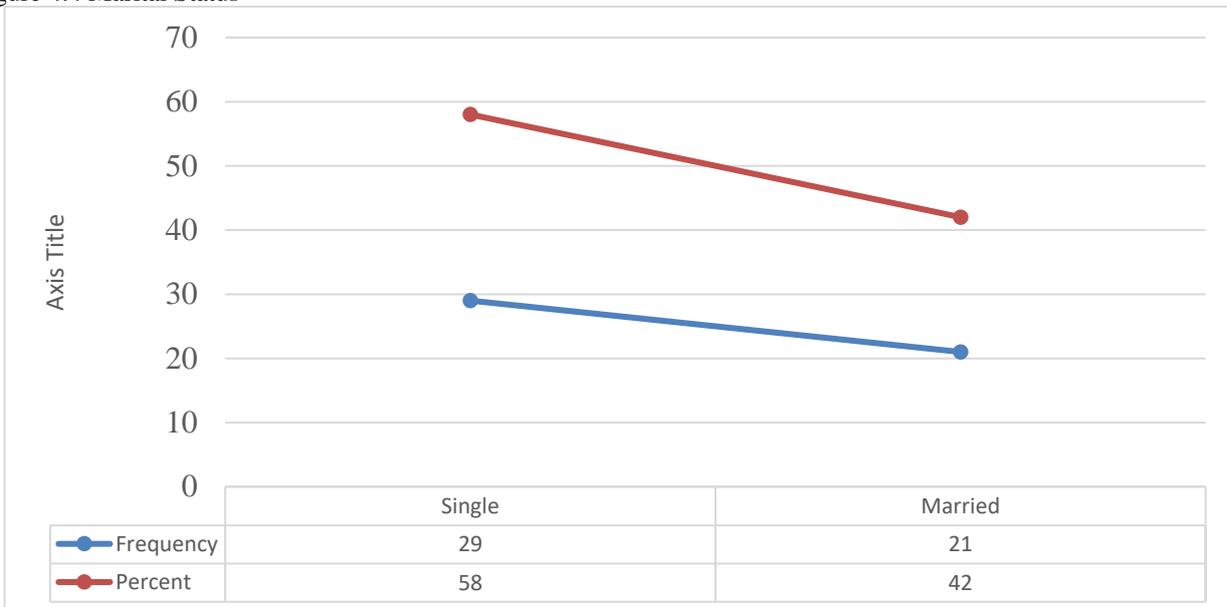
In regards to educational level of the respondents in figure 4.3, Bachelor Degree was the leading with an average of 54%, followed by Diploma with 38%, Post graduate Diploma constituted 6% and Master’s Degree made up 2% less portion of the respondents. It is clear that majority of the respondents were those who have acquired Bachelor Degree and this could imply that there is a gradual decline of illiteracy rate in the country because people are trying their level best to certain educational level annually.

Table 4.4 Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	29	58.0	58.0	58.0
Valid Married	21	42.0	42.0	100.0
Total	50	100.0	100.0	

Source: Primary Data (Questionnaires) 2021.

Figure 4.4 Marital Status



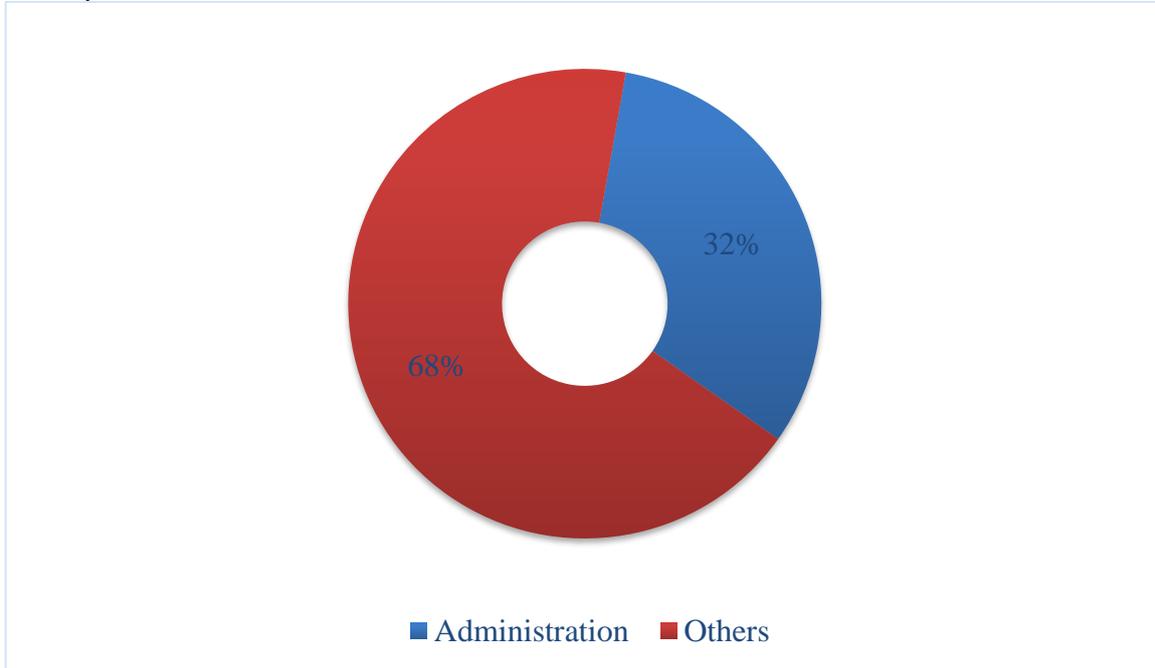
In figure 4.4 finding results, singles constituted an average of 58% majority of the respondents while married were 42%. This mean that singles were the majority compare to married in term of their participations in this research and also imply that the population of unmarried people is high than married in the country.

Table 4.5 Department of work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administration	16	32.0	32.0
	Others	34	68.0	100.0
	Total	50	100.0	100.0

Source: Primary Data (Questionnaires) 2021.

Figure 4.5 Department of work



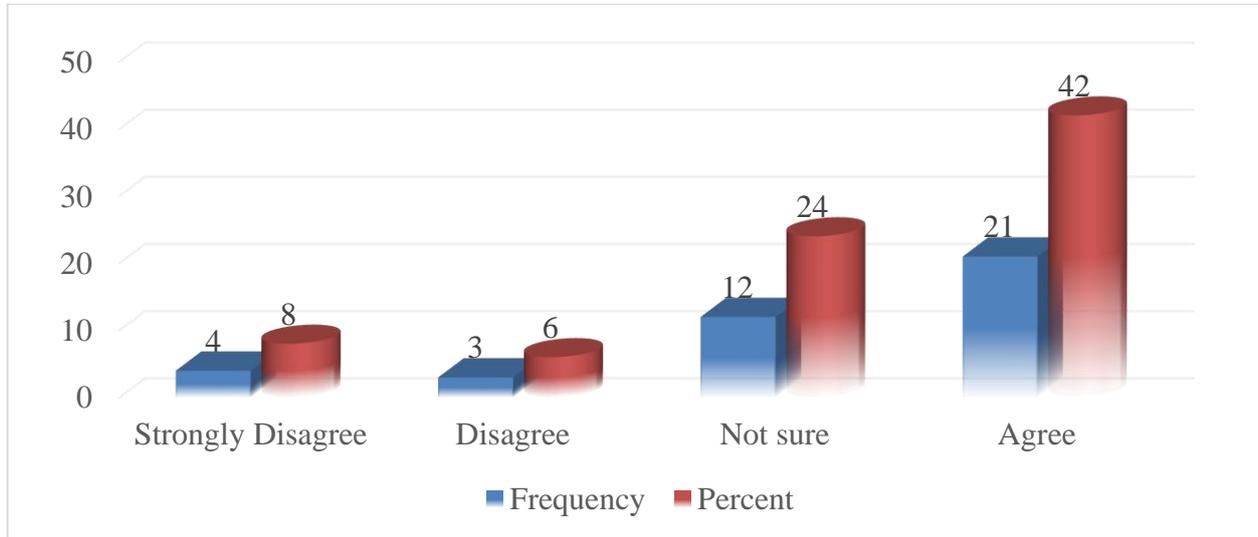
According to the finding results in figure 4.5, 68% majority of those who have participated in this research indicated their working place to be others apart from the mentioned departments while 32% were those who are working under administration block. In this regards, majority of the respondents were those who are working in different works such as business, casual, private sectors employees among others.

Table 4.6 Leadership development is being influence by capacity a country ensure on its policies in regards to development strategies

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	8.0	8.0
	Disagree	3	6.0	14.0
	Not sure	12	24.0	38.0
	Agree	21	42.0	80.0
	Strongly Agree	10	20.0	100.0
	Total	50	100.0	100.0

Source: Primary Data (Questionnaires) 2021.

Figure 4.6 Leadership development is being influence by capacity a country ensure on its policies in regards to development strategies



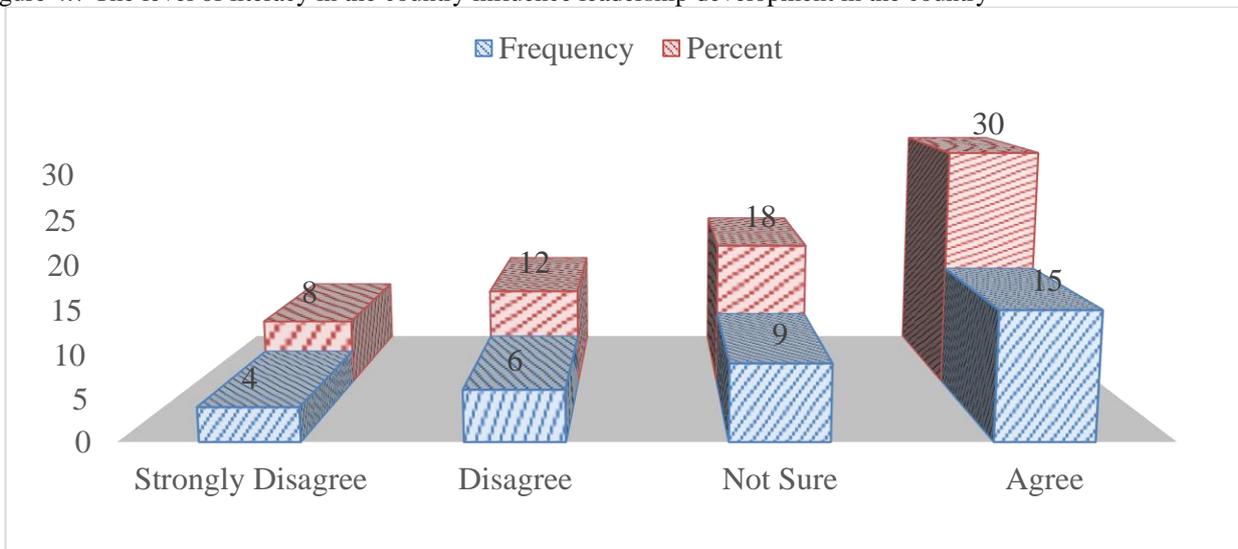
It has shown in figure 4.6 results that 42% of participants have agreed with statement that leadership development is being influence by capacity a country ensure on its policies in regards to development strategies, 24% of respondents were not sure and 20% were strongly agree with statement too. However, 8% and 6% among respondents strongly disagreed and disagreed respectively with statement. The statement is proven by majority to be correct and hence leadership development depend on capacity of the country to frame up useful policies and develop strategies of achieving its goals.

Table 4.7 The level of literacy in the country influence leadership development in the country

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	8.0	8.0	8.0
Disagree	6	12.0	12.0	20.0
Not Sure	9	18.0	18.0	38.0
Agree	15	30.0	30.0	68.0
Strongly Agree	16	32.0	32.0	100.0
Total	50	100.0	100.0	

Source: Primary Data (Questionnaires) 2021.

Figure 4.7 The level of literacy in the country influence leadership development in the country



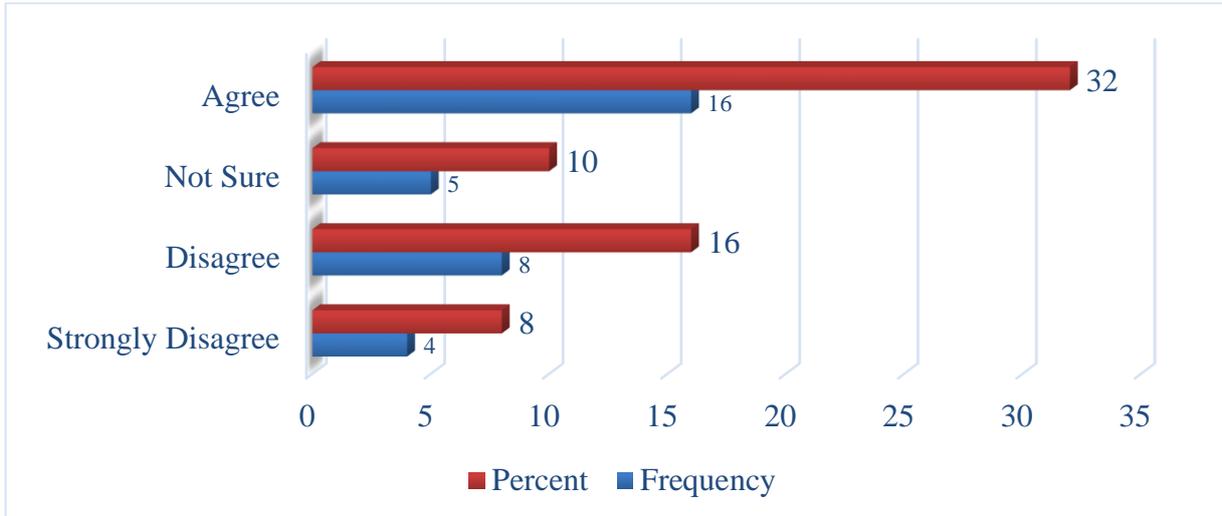
As it has stated in figure 4.7 that the level of literacy in the country influence leadership development in the country, 32% and 30% of the respondents strongly agreed and agreed accordingly with statement and 18% were neutral because they were not sure. However, 12% and 8% among respondents disputed the statement and disagreed and strongly disagreed respectively with statement. But the fact remains the same according to majority views that the level of literacy in the country can shape leadership development in the country because all people are informed.

Table 4.8 The prevalence of conflict in the country is a primary challenge interrupting the political development in South Sudan

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	8.0	8.0	8.0
Disagree	8	16.0	16.0	24.0
Not Sure	5	10.0	10.0	34.0
Agree	16	32.0	32.0	66.0
Strongly Agree	17	34.0	34.0	100.0
Total	50	100.0	100.0	

Source: Primary Data (Questionnaires) 2021.

Figure 4.8 The prevalence of conflict in the country is a primary challenge interrupting the political development in South Sudan

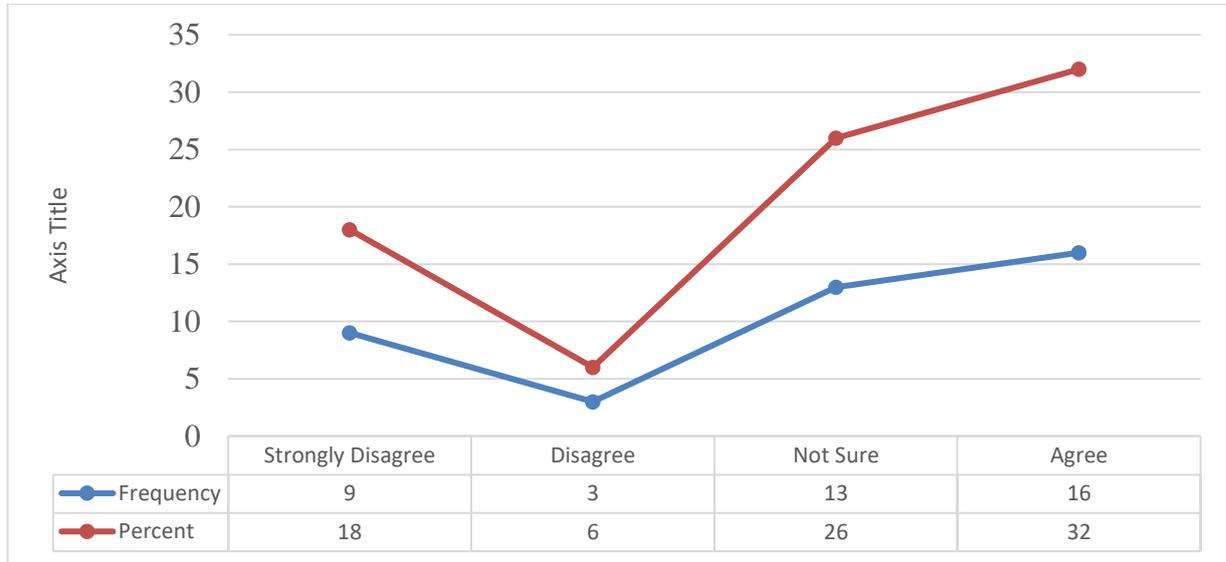


The finding in figure 4.8 results shows that 34% were those who strongly agreed with statement that the prevailing conflict in the country is a primary challenge interrupting the political development in South Sudan, the same statement was also agreed by 32% and 16% among respondents have disagreed. While 10% and 8% constituted number of those who were not sure and those who strongly disagree with statement respectively. According to the perspectives of the majority, the believed that the prevalence of conflict in the country is a core challenge interrupting the political prosperity in the country. Table 4.9 The interference of foreign powers into domestic affairs of the country is hindering the success of political development

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	9	18.0	18.0	18.0
Disagree	3	6.0	6.0	24.0
Not Sure	13	26.0	26.0	50.0
Agree	16	32.0	32.0	82.0
Strongly Agree	9	18.0	18.0	100.0
Total	50	100.0	100.0	

Source: Primary Data (Questionnaires) 2021.

Figure 4.9 The interference of foreign powers into domestic affairs of the country is hindering the success of political development



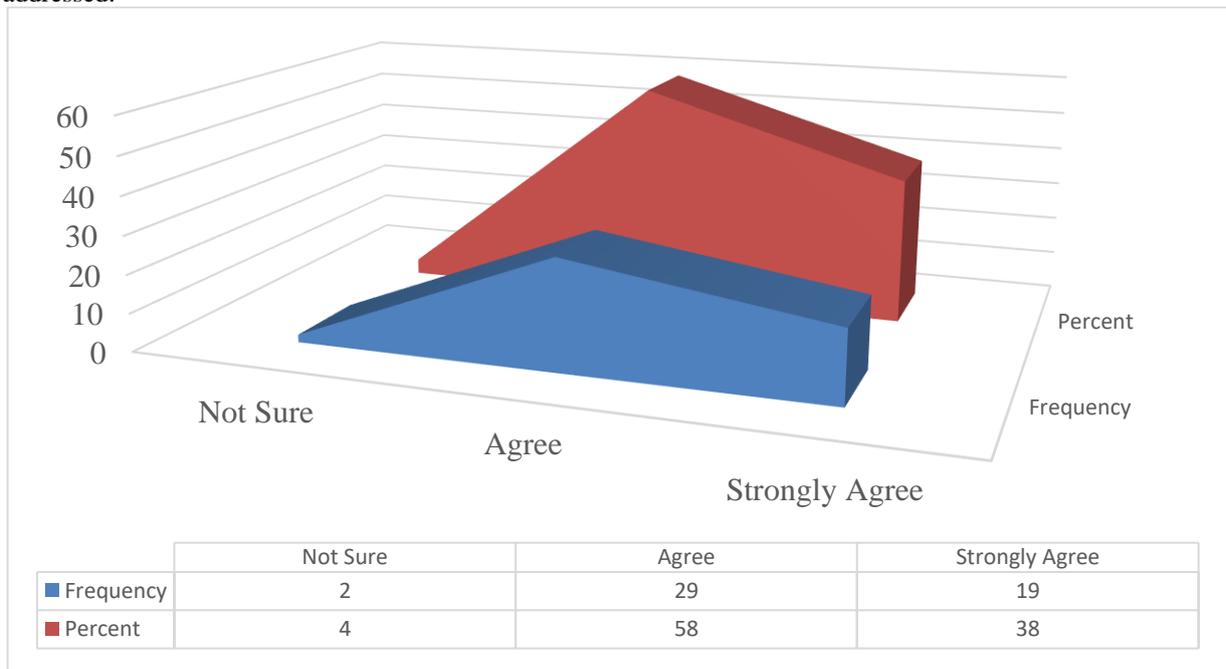
According to finding results in figure 4.9, those who have agreed with statement that interference of foreign powers into domestic affairs of the country is hindering the success of political development were 32%, 26% were not sure, 18% present equal portion of those who have strongly agreed and disagreed with statement respectively. While 6% among respondents have disagreed with statement however, those who agreed with statement were the majority among others respondents have different views on the statement, therefore foreign powers interference into domestic affairs has negative impact on political development of the country.

Table 4.10 There should be an institution established as capacity building center where all matters relating to politics can be addressed.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Not Sure	2	4.0	4.0	4.0
Agree	29	58.0	58.0	62.0
Strongly Agree	19	38.0	38.0	100.0
Total	50	100.0	100.0	

Source: Primary Data (Questionnaires) 2021.

Figure 4.10 There should be an institution established as capacity building center where all matters relating to politics can be addressed.



In regards to figure 4.10 results, 58% and 38% of the respondents have agreed and strongly agreed accordingly that there should be an institution established as capacity building center where all matters relating to politics can be addressed while 4% among respondents were neutral because they were not sure with statement.

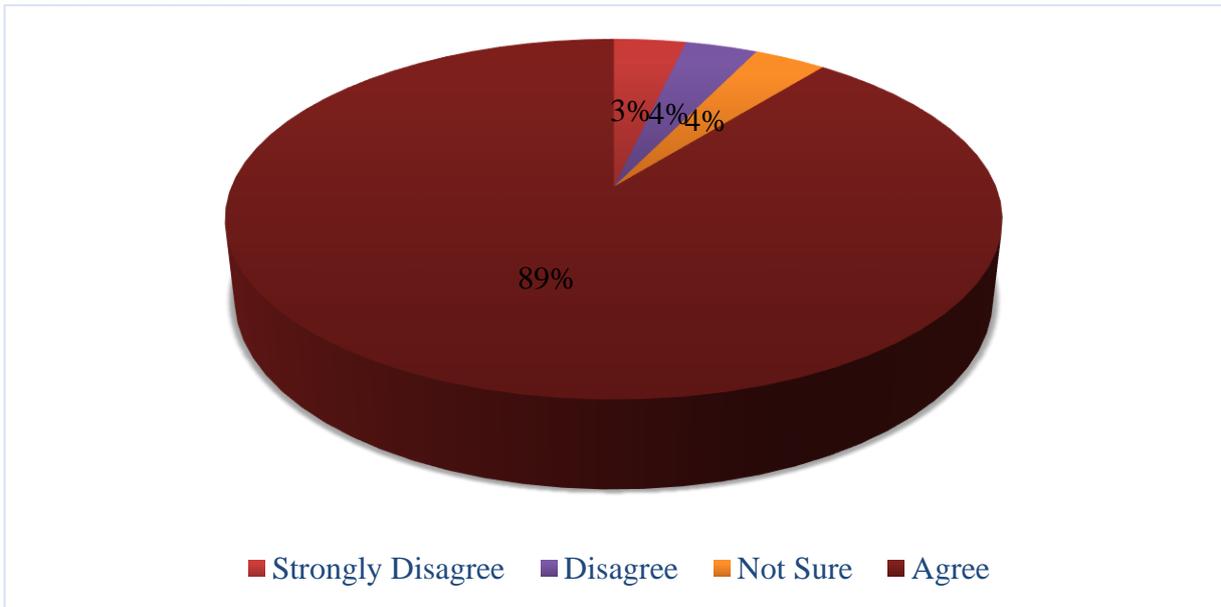
It was shown by majority that there should be an institution established as capacity building center such to be in charge of all matters relating to politics issues in the country.

Table 4.11 Political stability can help in enhancing political stability through amicable discussion of matters relating to political conflict of interest

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	2.0	2.0	2.0
Disagree	1	2.0	2.0	4.0
Not Sure	1	2.0	2.0	6.0
Agree	25	50.0	50.0	56.0
Strongly Agree	22	44.0	44.0	100.0
Total	50	100.0	100.0	

Source: Primary Data (Questionnaires) 2021.

Figure 4.11 Political stability can help in enhancing political stability through amicable discussion of matters relating to political conflict of interest



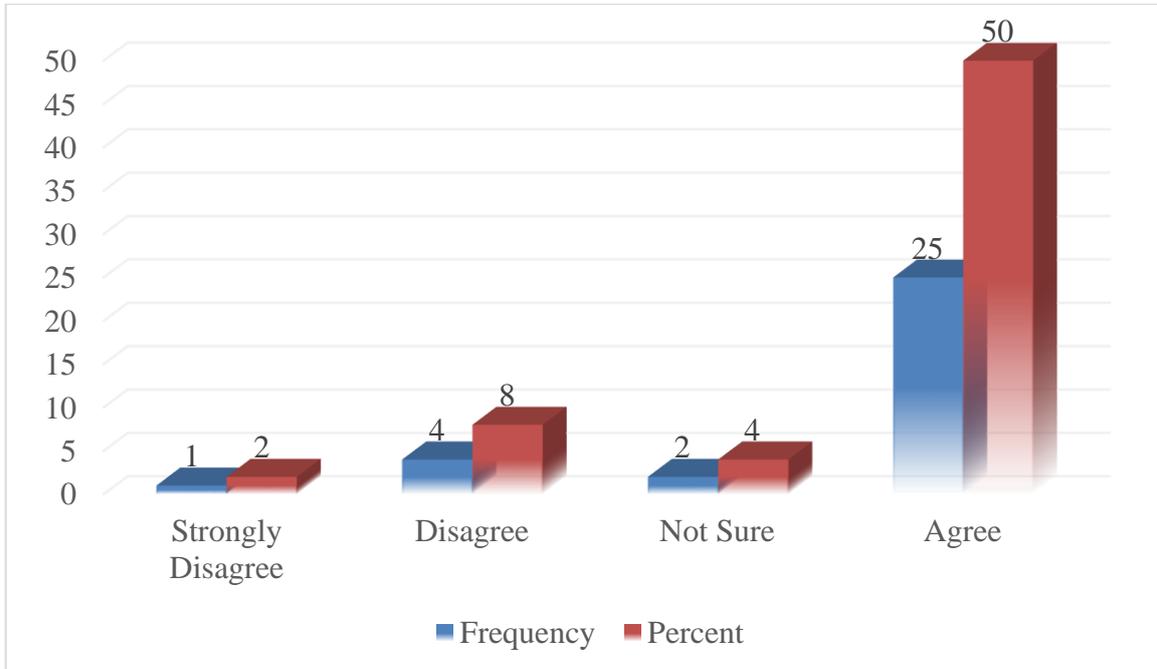
In figure 4.11 results, 50% as well as 44% of the respondents have agreed and strongly agreed with statement that Political stability can help in enhancing political stability through amicable discussion of matters relating to political conflict of interest and 2% among respondents were not sure. However, 2% strongly disagreed whereas 2% also disagree with statement, this mean political stability can helps government to create amicable environment which is inclusive to address matters relating to political conflict of interests in the country.

Table 4.12 Political settlement and compromised can help in resolving even armed conflict

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	2.0	2.0	2.0
Disagree	4	8.0	8.0	10.0
Not Sure	2	4.0	4.0	14.0
Agree	25	50.0	50.0	64.0
Strongly Agree	18	36.0	36.0	100.0
Total	50	100.0	100.0	

Source: Primary Data (Questionnaires) 2021.

Figure 4.12 Political settlement and compromised can help in resolving even armed conflict



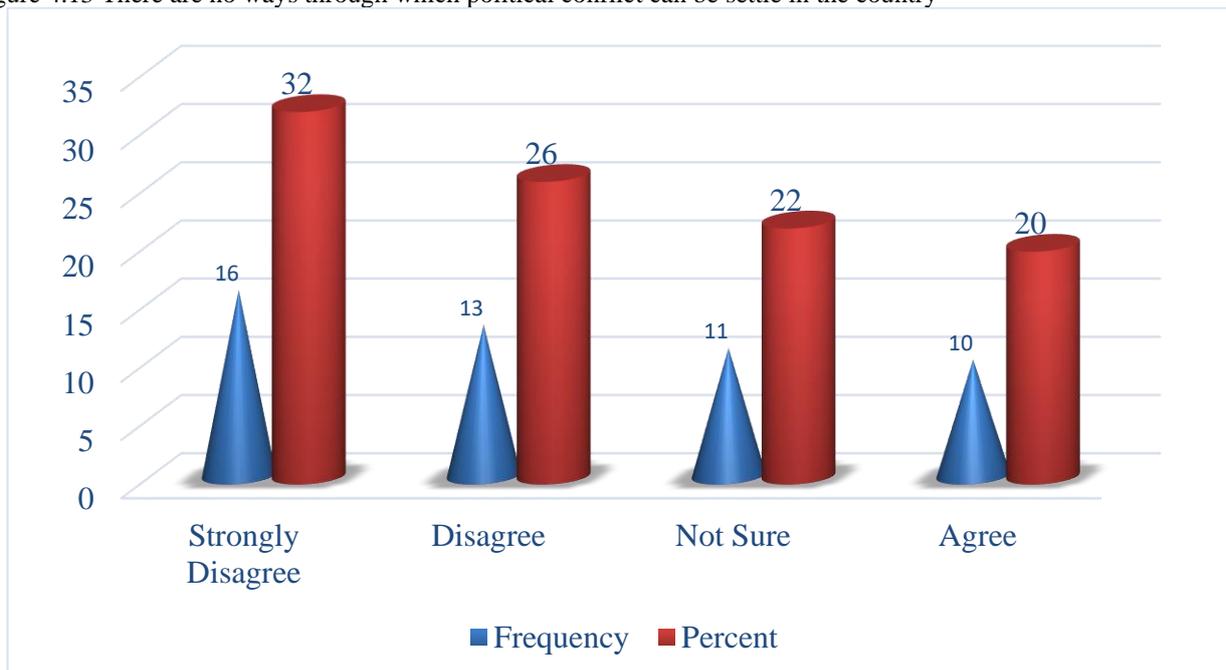
The finding results in figure 4.12 shows that 50% of participants have agreed with statement that political settlement and compromised can help in resolving even armed conflict, 36% strongly agreed with statement also while 8% disagreed with it. Those who were not sure constituted 4% and 2% were those who strongly disagree with statement. According to majority point of views, it is true that Political settlement and compromised can help in resolving even armed conflict.

Table 4.13 There are no ways through which political conflict can be settle in the country

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	16	32.0	32.0	32.0
Disagree	13	26.0	26.0	58.0
Not Sure	11	22.0	22.0	80.0
Agree	10	20.0	20.0	100.0
Total	50	100.0	100.0	

Source: Primary Data (Questionnaires) 2021.

Figure 4.13 There are no ways through which political conflict can be settle in the country



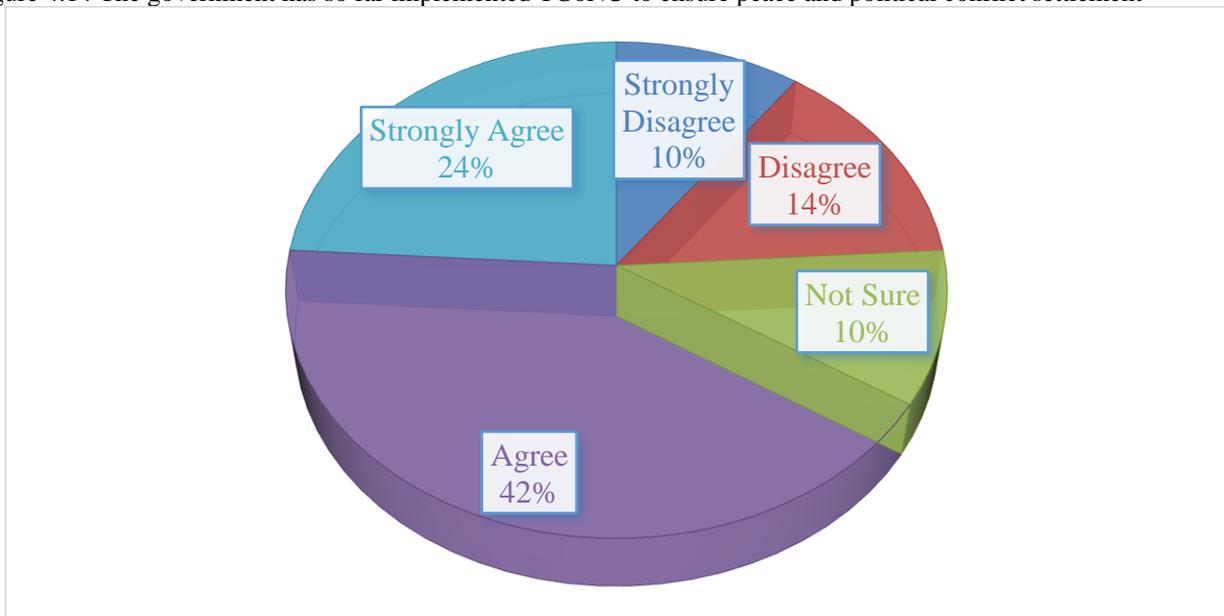
In regards to figure 4.13 statement that there are no ways through which political conflict can be settle in the country, 32% and 26% of majorities strongly disagreed and disagreed with statement however, 22% and 20% of the respondents were not sure and agree respectively with the statement. This argument implied that there are possible ways through which political conflict can be settle in the country if the government and warring parties are willing to put into end the conflict.

Table 4.14 The government has so far implemented TGoNU to ensure peace and political conflict settlement

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	10.0	10.0	10.0
Disagree	7	14.0	14.0	24.0
Not Sure	5	10.0	10.0	34.0
Agree	21	42.0	42.0	76.0
Strongly Agree	12	24.0	24.0	100.0
Total	50	100.0	100.0	

Source: Primary Data (Questionnaires) 2021.

Figure 4.14 The government has so far implemented TGoNU to ensure peace and political conflict settlement



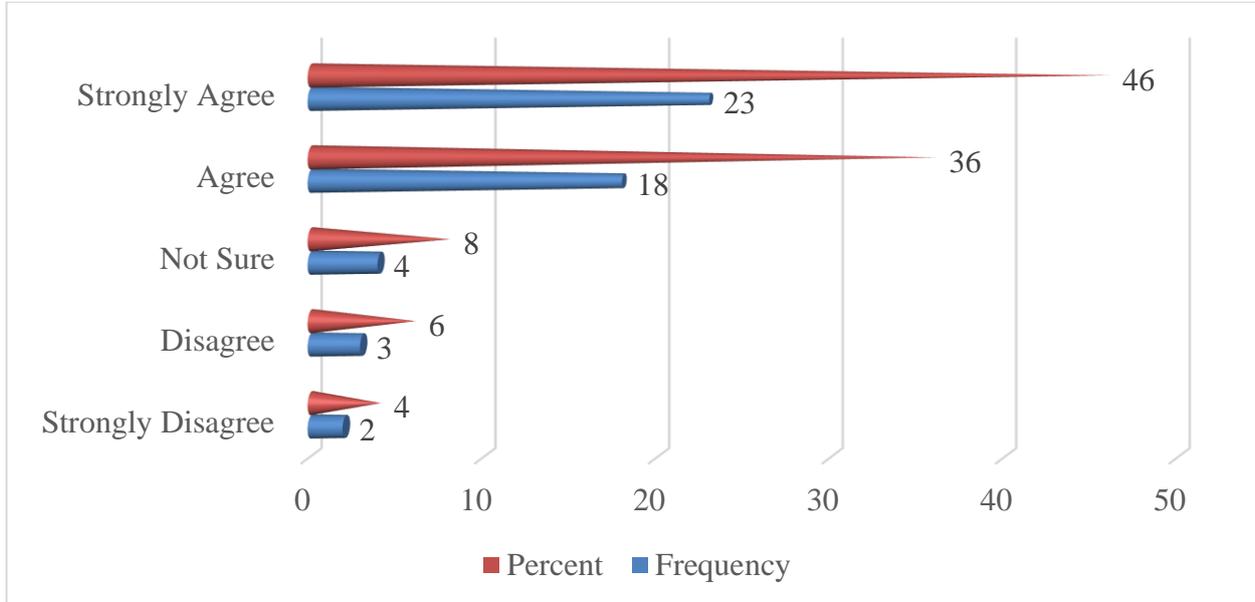
It has implied in figure 4.14 results that 42% and 24% have agreed and strongly agreed that the government has so far implemented TGoNU to ensure peace and political conflict settlement, 14% among respondents have disagreed with statement. While 10% were neutral because they have no clue whereas 10% were those who strongly disagreed with statement. The statement that the government has so far implemented TGoNU to ensure peace and political conflict settlement has been affirmed by majority.

Table 4.15 Government has played greater role addressing political instability in the country through establishing of National Dialogue Committee

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	4.0	4.0	4.0
Disagree	3	6.0	6.0	10.0
Not Sure	4	8.0	8.0	18.0
Agree	18	36.0	36.0	54.0
Strongly Agree	23	46.0	46.0	100.0
Total	50	100.0	100.0	

Source: Primary Data (Questionnaires) 2021.

Figure 4.15 Government has played greater role addressing political instability in the country through establishing of National Dialogue Committee



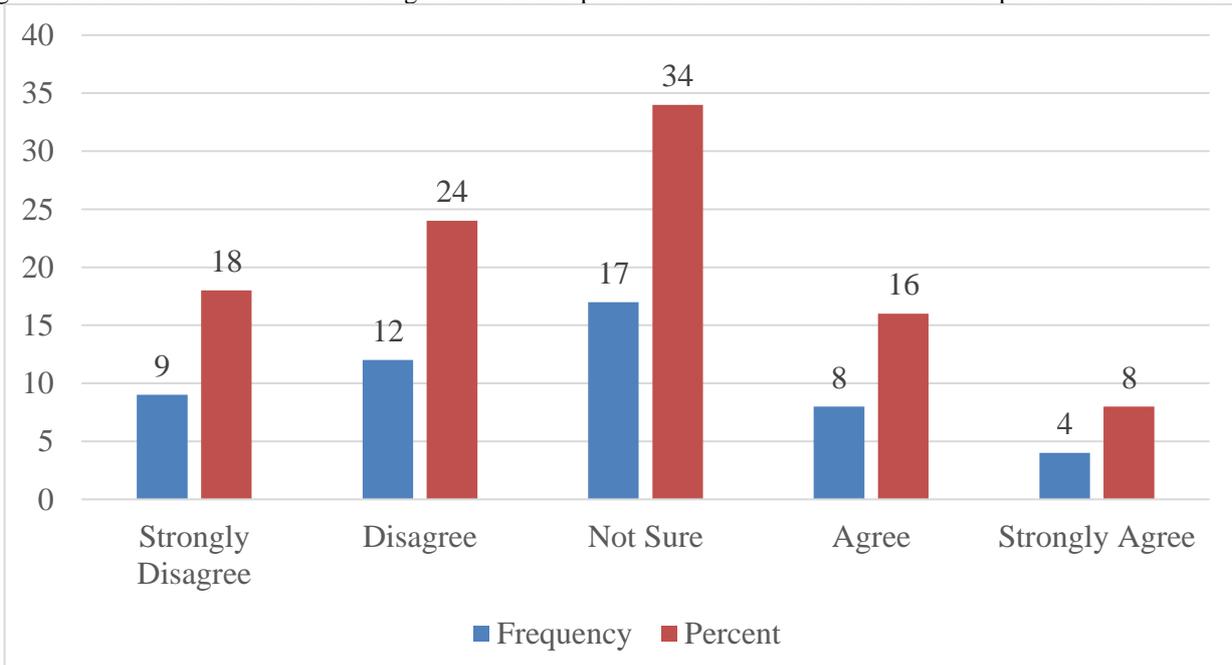
The finding results in figure 4.15 shows that those who strongly agreed with statement were 46%, 36% also agreed while 8% constituted number of respondents who were not sure with statement. However, 6% and 4% of the respondents disagreed and strongly disagreed with statement that government has played greater role addressing political instability in the country through establishing of National Dialogue Committee. Based on this finding, majority of the respondents have acknowledge to measure government introduced as methods of addressing political instability such as establishment of national dialogue committee to collect general views of the public.

Table 4.16 There are no efforts that the government has put at all to calm and solve the conflict prevalence in the country

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	9	18.0	18.0	18.0
Disagree	12	24.0	24.0	42.0
Not Sure	17	34.0	34.0	76.0
Agree	8	16.0	16.0	92.0
Strongly Agree	4	8.0	8.0	100.0
Total	50	100.0	100.0	

Source: Primary Data (Questionnaires) 2021.

Figure 4.16 There are no efforts that the government has put at all to calm and solve the conflict prevalence in the country



The finding results in figure 4.16 indicated that 34% were not sure, 24% disagreed and 16% agree with statement respectively. While 18% strongly agree whereas 8% of the respondents strongly disagree with statement. In this case,

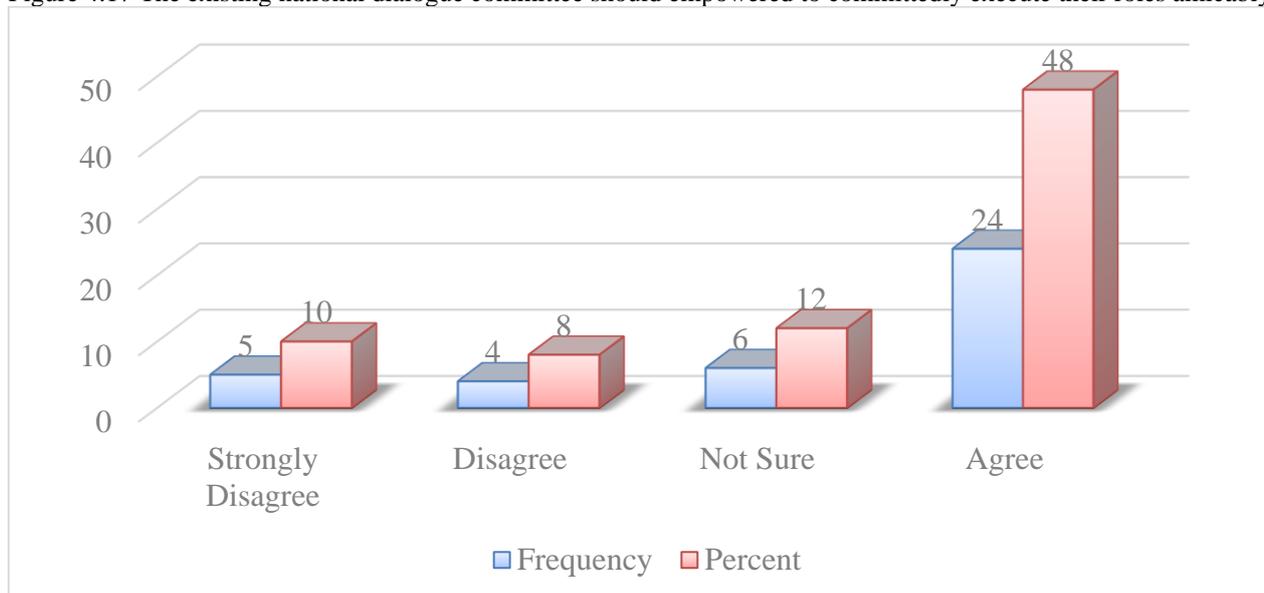
those who were not sure and those who agreed with statement are equal and this implied that government has no efforts at all to calm and solve the conflict prevalence in the country according to participants.

Table 4.17 The existing national dialogue committee should empowered to committedly execute their roles amicably

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	10.0	10.0	10.0
Disagree	4	8.0	8.0	18.0
Not Sure	6	12.0	12.0	30.0
Agree	24	48.0	48.0	78.0
Strongly Agree	11	22.0	22.0	100.0
Total	50	100.0	100.0	

Source: Primary Data (Questionnaires) 2021.

Figure 4.17 The existing national dialogue committee should empowered to committedly execute their roles amicably



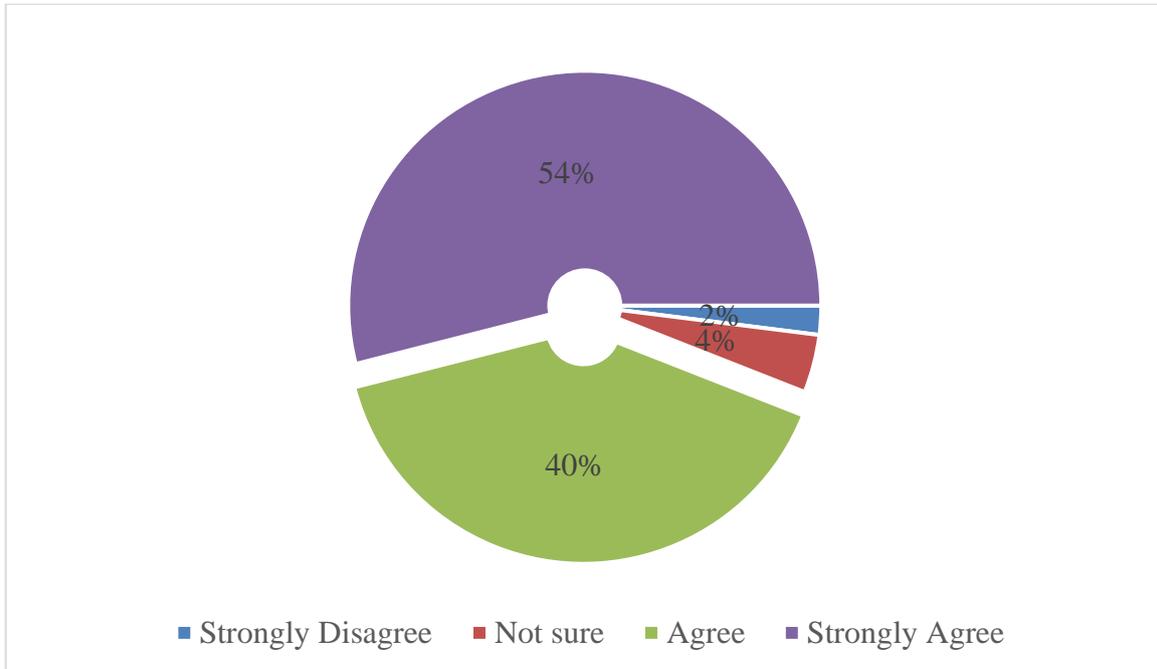
In figure 4.17 results, 48% and 22% of participants have agreed and strongly agreed with statement that the existing national dialogue committee should empowered to committedly execute their roles amicably, 12% were not sure. However, 10% were those who strongly disagreed and 8% also disagreed with statement. According to majority, they need the existing national dialogue committee to empower in order to execute their roles amicably with fear of threat.

Table 4.18 Government should consider other political parties in the implementation of the national projects

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	2.0	2.0	2.0
Not sure	2	4.0	4.0	6.0
Agree	20	40.0	40.0	46.0
Strongly Agree	27	54.0	54.0	100.0
Total	50	100.0	100.0	

Source: Primary Data (Questionnaires) 2021.

Figure 4.18 Government should consider other political parties in the implementation of the national projects



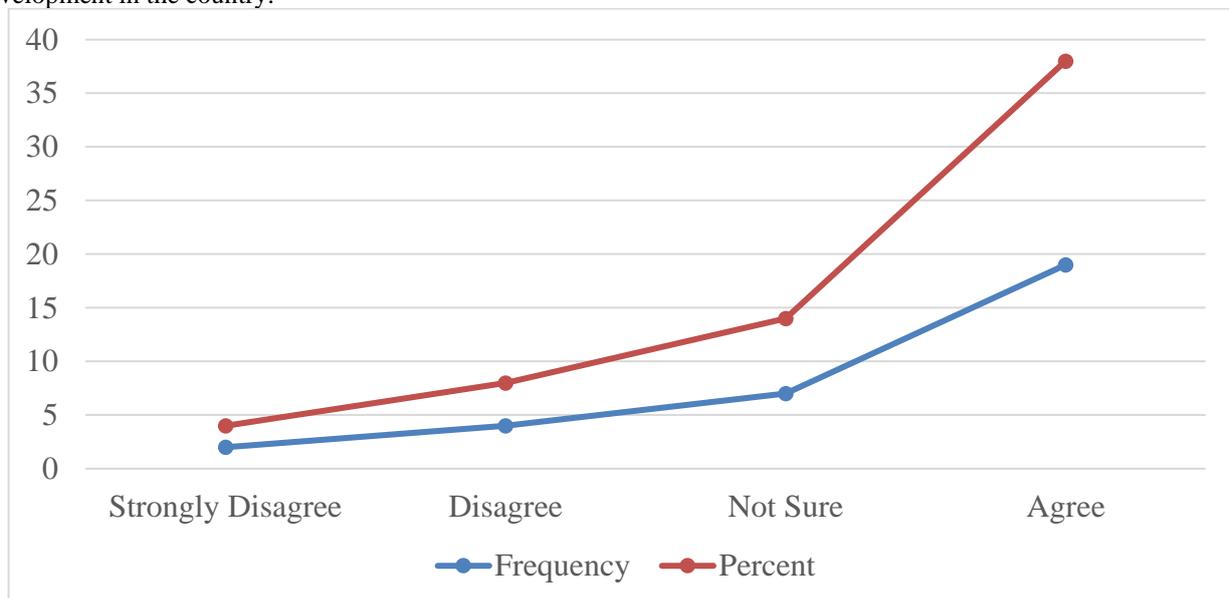
According to finding results in figure 4.18 on statement that government should consider other political parties in the implementation of the national projects, 54% and 40% strongly agreed and agreed accordingly with statement, 4% were not sure and only 2% strongly disagreed with statement. This mean implementation of the national projects should be inclusive to allow accountability and transparency to parties involved in national activities.

Table 4.19 There should be an established body that act as neutral body over-seeing country affairs in regards to political development in the country.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	4.0	4.0	4.0
Disagree	4	8.0	8.0	12.0
Not Sure	7	14.0	14.0	26.0
Agree	19	38.0	38.0	64.0
Strongly Agree	18	36.0	36.0	100.0
Total	50	100.0	100.0	

Source: Primary Data (Questionnaires) 2021.

Figure 4.19 There should be an established body that act as neutral body over-seeing country affairs in regards to political development in the country.



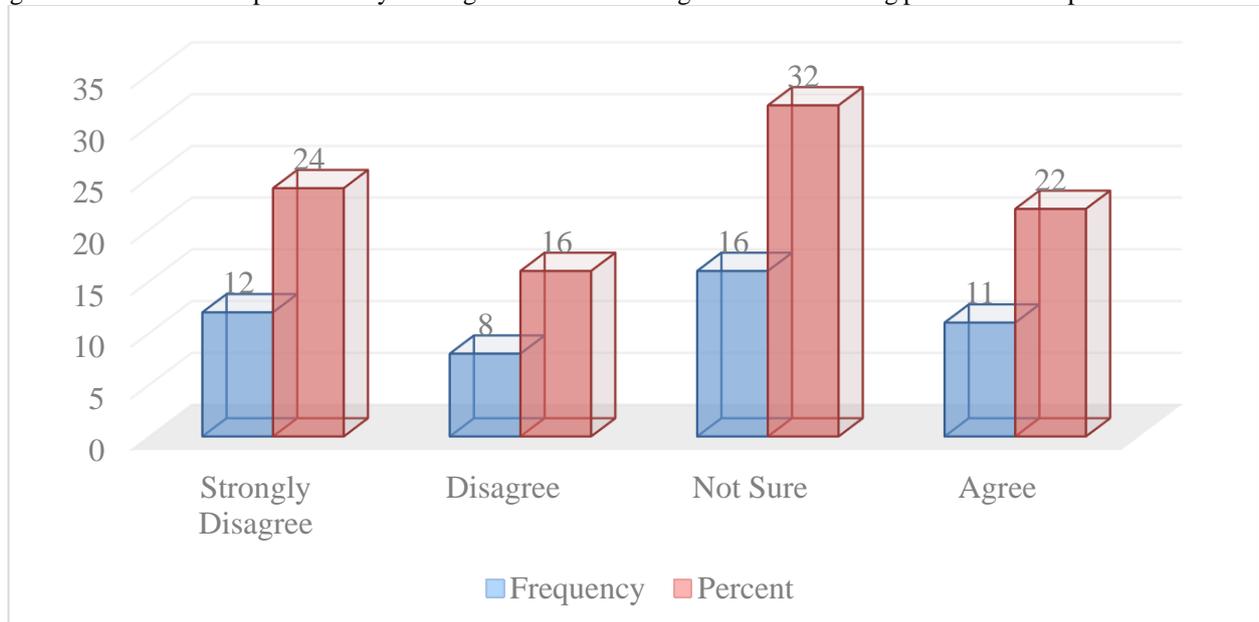
The finding result in figure 4.19 indicated that 38% and 36% of the respondents agree and strongly agree with statement that there should be an established body that act as neutral body over-seeing country affairs in regards to political development in the country and 14% were not sure. However, 8% and 4% disagreed and strongly disagreed with statement respectively, but majority of the respondents have agreed that there should be an established body that act as neutral body over-seeing country affairs in regards to political development in the country.

Table 4.20 There are no possible ways through which outstanding issues constraining political development can be solved

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	12	24.0	24.0	24.0
Disagree	8	16.0	16.0	40.0
Not Sure	16	32.0	32.0	72.0
Agree	11	22.0	22.0	94.0
Strongly Agree	3	6.0	6.0	100.0
Total	50	100.0	100.0	

Source: Primary Data (Questionnaires) 2021.

Figure 4.20 There are no possible ways through which outstanding issues constraining political development can be solved



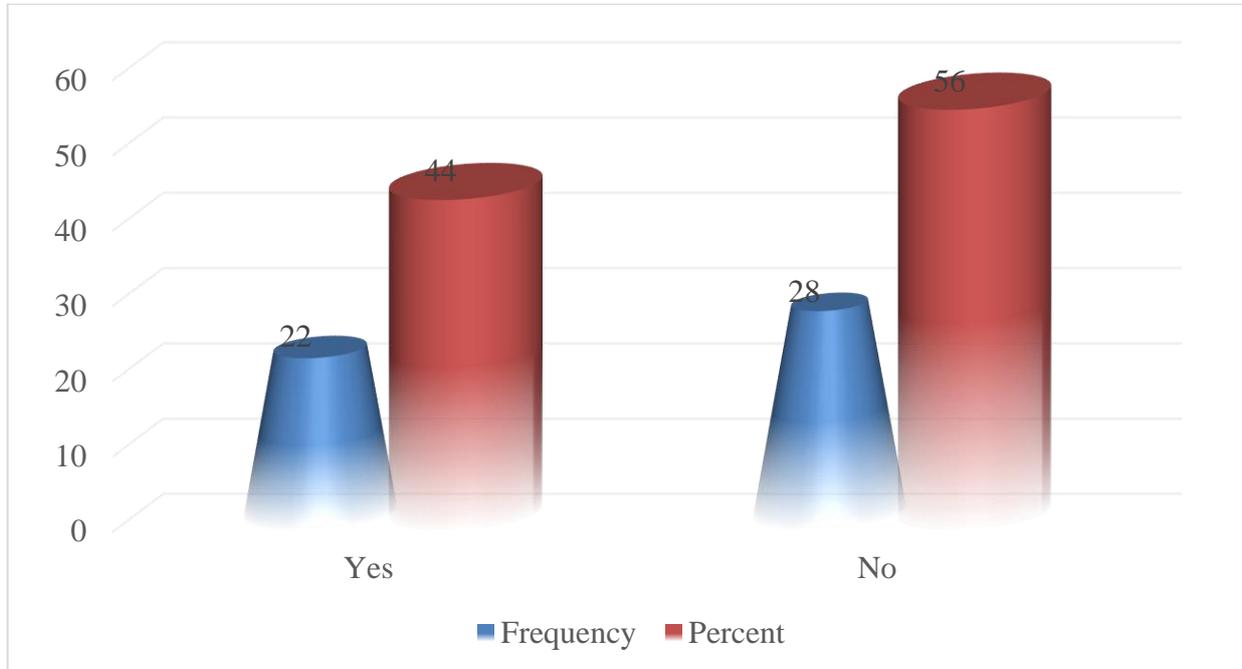
It has shown in figure 4.20 results that 32% of participants were not sure, 24% strongly disagreed, 22% have agreed, 16% disagree while 6% of the respondents strongly agreed with statement. According to finding results, there are possible ways through which outstanding issues constraining political development can be solved.

Table 4.21 Do you think there are impact of political development in term of national development?

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	22	44.0	44.0	44.0
No	28	56.0	56.0	100.0
Total	50	100.0	100.0	

Source: Primary Data (Questionnaires) 2021.

Figure 4.21 Do you think there are impact of political development in term of national development?



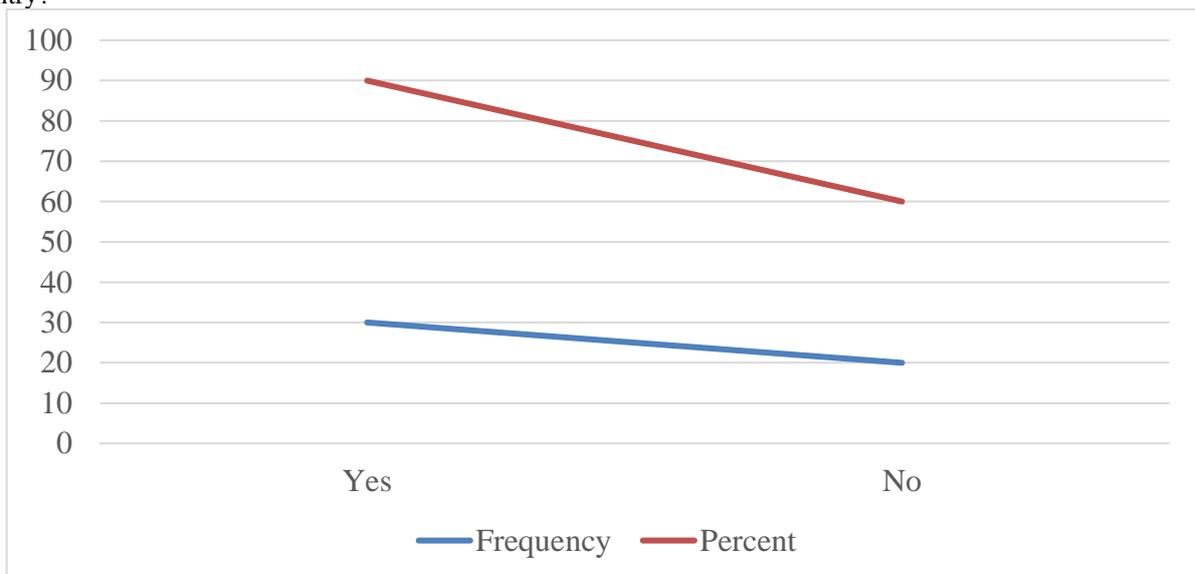
As the respondents were asked in figure 4.21 whether they think there is an impact of political development in terms of national development, 56% majority have responded 'No' while 44% said 'Yes'. According to majority perspectives, they think that there is no impact of political development in terms of national development.

Table 4.22 Do you think factors affecting political development can be resolved through political settlement in the country?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	30	60.0	60.0	60.0
Valid No	20	40.0	40.0	100.0
Total	50	100.0	100.0	

Source: Primary Data (Questionnaires) 2021.

Figure 4.22 Do you think factors affecting political development can be resolved through political settlement in the country?



In figure 4.22 results, 60% majority of the respondents responded 'Yes' that they think factors affecting political development can be resolved through political settlement in the country while 40% among respondents disputed the statement and responded 'No'. This argument implied that factors affecting political stability can be resolved through political settlement and total integration of political parties into government.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS OF THE STUDY

5.0 Introduction

This chapter is comprises of summary of the finding results, conclusion and recommendations on the ‘Leadership and Challenge of development in South Sudan National Development’.

5.1.1 Bio-Data of the respondents

It has been indicated in figure 4.1 that those whose ages’ ranged from 20 to 29 years old were the majority with an average of 62% of the respondents, followed by 32% of those whose fall under 30 to 39 years age group, 40 to 49 years age set comprises 4% of participants and those whose ages’ are above 60 years were only 2% of the number responded. This mean majority among respondents who have participated in this research were those whose ages’ ranged from 20 to 29 years old.

As it was required in figure 4.2 for respondents to indicate their gender, 60% majority were males while females made up 40% of the respondents, this implied that males were the majority compare to females who are left behind academically due to lack of provision of proper education to girls and women.

In regards to educational level of the respondents in figure 4.3, Bachelor Degree was the leading with an average of 54%, followed by Diploma with 38%, Post graduate Diploma constituted 6% and Master’s Degree made up 2% less portion of the respondents. It is clear that majority of the respondents were those who have acquired Bachelor Degree and this could imply that there is a gradual decline of illiteracy rate in the country because people are trying their level best to certain educational level annually.

In figure 4.4 finding results, singles constituted an average of 58% majority of the respondents while married were 42%. This mean that singles were the majority compare to married in term of their participations in this research and also imply that the population of unmarried people is high than married in the country.

According to the finding results in figure 4.5, 68% majority of those who have participated in this research indicated their working place to be others apart from the mentioned departments while 32% were those who are working under administration block. In this regards, majority of the respondents were those who are working in different works such as business, casual, private sectors employees among others.

5.1.2 Summary of the finding results

It has shown in figure 4.6 results that 42% of participants have agreed with statement that leadership development is being influence by capacity a country ensure on its policies in regards to development strategies, 24% of respondents were not sure and 20% were strongly agree with statement too. However, 8% and 6% among respondents strongly disagreed and disagreed respectively with statement. The statement is proven by majority to be correct and hence leadership development depend on capacity of the country to frame up useful policies and develop strategies of achieving its goals.

As it has stated in figure 4.7 that the level of literacy in the country influence leadership development in the country, 32% and 30% of the respondents strongly agreed and agreed accordingly with statement and 18% were neutral because they were not sure. However, 12% and 8% among respondents disputed the statement and disagreed and strongly disagreed respectively with statement. But the fact remains the same according to majority views that the level of literacy in the country can shape leadership development in the country because all people are informed.

The finding in figure 4.8 results shows that 34% were those who strongly agreed with statement that the prevailing conflict in the country is a primary challenge interrupting the political development in South Sudan, the same statement was also agreed by 32% and 16% among respondents have disagreed. While 10% and 8% constituted number of those who were not sure and those who strongly disagree with statement respectively. According to the perspectives of the majority, the believed that the prevalence of conflict in the country is a core challenge interrupting the political prosperity in the country.

According to finding results in figure 4.9, those who have agreed with statement that interference of foreign powers into domestic affairs of the country is hindering the success of political development were 32%, 26% were not sure, 18% present equal portion of those who have strongly agreed and disagreed with statement respectively. While 6% among respondents have disagreed with statement however, those who agreed with statement were the majority among others respondents have different views on the statement, therefore foreign powers interference into domestic affairs has negative impact on political development of the country.

In regards to figure 4.10 results, 58% and 38% of the respondents have agreed and strongly agreed accordingly that there should be an institution established as capacity building center where all matters relating to politics can be addressed while 4% among respondents were neutral because they were not sure with statement.

It was shown by majority that there should be an institution established as capacity building center such to be in charge of all matters relating to politics issues in the country.

In figure 4.11 results, 50% as well as 44% of the respondents have agreed and strongly agreed with statement that Political stability can help in enhancing political stability through amicable discussion of matters relating to political conflict of interest and 2% among respondents were not sure. However, 2% strongly disagreed whereas 2% also disagree with statement, this mean political stability can helps government to create amicable environment which is inclusive to address matters relating to political conflict of interests in the country.

The finding results in figure 4.12 shows that 50% of participants have agreed with statement that political settlement and compromised can help in resolving even armed conflict, 36% strongly agreed with statement also while 8% disagreed with it. Those who were not sure constituted 4% and 2% were those who strongly disagree with statement. According to majority point of views, it is true that Political settlement and compromised can help in resolving even armed conflict.

In regards to figure 4.13 statement that there are no ways through which political conflict can be settle in the country, 32% and 26% of majorities strongly disagreed and disagreed with statement however, 22% and 20% of the respondents were not sure and agree respectively with the statement. This argument implied that there are possible ways through which political conflict can be settle in the country if the government and warring parties are willing to put into end the conflict. It has implied in figure 4.14 results that 42% and 24% have agreed and strongly agreed that the government has so far implemented TGoNU to ensure peace and political conflict settlement, 14% among respondents have disagreed with statement. While 10% were neutral because they have no clue whereas 10% were those who strongly disagreed with statement. The statement that the government has so far implemented TGoNU to ensure peace and political conflict settlement has been affirmed by majority.

The finding results in figure 4.15 shows that those who strongly agreed with statement were 46%, 36% also agreed while 8% constituted number of respondents who were not sure with statement. However, 6% and 4% of the respondents disagreed and strongly disagreed with statement that government has played greater role addressing political instability in the country through establishing of National Dialogue Committee. Based on this finding, majority of the respondents have acknowledge to measure government introduced as methods of addressing political instability such as establishment of national dialogue committee to collect general views of the public.

The finding results in figure 4.16 indicated that 34% were not sure, 24% disagreed and 16% agree with statement respectively. While 18% strongly agree whereas 8% of the respondents strongly disagree with statement. In this case, those who were not sure and those who agreed with statement are equal and this implied that government has no efforts at all to calm and solve the conflict prevalence in the country according to participants.

In figure 4.17 results, 48% and 22% of participants have agreed and strongly agreed with statement that the existing national dialogue committee should empowered to committedly execute their roles amicably, 12% were not sure. However, 10% were those who strongly disagreed and 8% also disagreed with statement. According to majority, they need the existing national dialogue committee to empower in order to execute their roles amicably with fear of threat.

According to finding results in figure 4.18 on statement that government should consider other political parties in the implementation of the national projects, 54% and 40% strongly agreed and agreed accordingly with statement, 4% were not sure and only 2% strongly disagreed with statement. This mean implementation of the national projects should be inclusive to allow accountability and transparency to parties involved in national activities.

The finding result in figure 4.19 indicated that 38% and 36% of the respondents agree and strongly agree with statement that there should be an established body that act as neutral body over-seeing country affairs in regards to political development in the country and 14% were not sure. However, 8% and 4% disagreed and strongly disagreed with statement respectively, but majority of the respondents have agreed that there should be an established body that act as neutral body over-seeing country affairs in regards to political development in the country.

It has shown in figure 4.20 results that 32% of participants were not sure, 24% strongly disagreed, 22% have agreed, 16% disagree while 6% of the respondents strongly agreed with statement. According to finding results, there are possible ways through which outstanding issues constraining political development can be solved.

As the respondents were ask in figure 4.21 whether they think there are impact of political development in term of national development, 56% majority have responded 'No' while 44% said 'Yes'. According to majority perspectives, they think that there are no impact of political development in term of national development.

In figure 4.22 results, 60% majority of the respondents responded 'Yes' that they think factors affecting political development can be resolved through political settlement in the country while 40% among respondents disputed the statement and responded 'No'. This argument implied that factors affecting political stability can be resolved through political settlement and total integration of political parties into government.

5.2 Conclusion

The finding results revealed that leadership development is being influence by capacity a country ensure on its policies in regards to development strategies because leadership development depend on capacity of the country to frame up useful policies and develop strategies of achieving its goals.

The majority according to the finding results shows that the level of literacy in the country influence leadership development in the country because the informed citizens who know their rights and functions of the government cannot be influence to support senseless conflicts. As majority of South Sudanese are illiterate, the country has been at war shortly after its independent from Sudan due to power greediness which cause political instability, socio-economic crisis, insecurity and total collapse of the governance system in the country.

And that is why majority of the respondents traced out the prevailing conflict in the country a core challenge interrupting the political development.

According to finding results, the interference of foreign powers into domestic affairs of the country is hindering the success of political development in so many aspects and has created rooms to government officials to misused public funds without accountability to unrest situation emerged by political instability and lack leadership skills to curb situations.

It has also suggested that there should be an institution established as capacity building center where all matters relating to politics can be addressed, meaning that government should be in a position of training its political cadres on good leadership and nation building.

The Political stability can help in enhancing political stability through amicable discussion of matters relating to political conflict of interest however, political stability can helps government to create amicable environment which is inclusive to address matters relating to conflict of interests among political parties as well as individual in the country. Political settlement is the component of methods where all form of conflicts can be resolved through compromises and

reconciliation of the differences. Through adopting political settlement, there would be possible ways through which political conflict can be settle in the country.

As per views of the respondents, they have believed that government has so far implemented Transitional Government of National Unity (TGoNU) to ensure peace and political conflict settlement and not only that, but also government is engaging hold-out groups who were not part of Revitalized Agreement to joined peace for inclusive settlement of the conflict in the country.

In search of peace and total settlement of the conflict in South Sudan, the government has established National Dialogue Committee to bring both citizens and politicians on board through collections of general views from grass root levels to national level.

However, the entire grass root level according to this finding appeal to government to adopt the resolutions given by national dialogue committee and also to empower them to continue executing the role amicably without interference.

Besides, the majority of the respondents were arguing government to consider other political parties in the implementation of the national projects, meaning that the inclusiveness of all parties will allow accountability and transparency to parties involved in national project because they will not agree to misappropriate public funds compare to monopolizing of the project by a party.

In general conclusion, the finding results implied that political instability is a result of poor leadership due to lack of leadership skills and this could hindering national development in the country. The political development has positive impact on national development because the nation can realized peaceful environment.

5.3 Recommendations of the study

In regards to the findings, the following recommendations were given as solutions to the prevailing challenges;

- ✓ Government should bring inclusive peace where all warring parties are stakeholders to permanently stop insecurity in the country,
- ✓ Government should separate military powers and political powers by separating two wings of military and political to avoid abused and indiscipline caused by those who are using both wings,
- ✓ Peace sensitization and reconciliation campaign should be established by government to build confidence across victimized communities,
- ✓ Permanent constitution should be priority to guide nation,
- ✓ Government should adopts National Dialogue resolutions,
- ✓ There should be massive civil disarmament across the country to avoid communal conflicts incitement,
- ✓ All government official should be trained on leadership and conflict management skills,

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