

LEADERSHIP IN THE PROMOTION OF SECURITY AND

STABILITY IN SOUTH SUDAN:

A CASE OF JUBA

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DECLARATION

I, Juac Luba Thai, do hereby declare that this research is my original work and that this dissertation has not been submitted to any other institution of higher learning for any academic award.

.....

Juac Luba Thai

Date

APPROVAL

This Research dissertation has been submitted to the School of Postgraduate Studies and Research for examination with my approval as the Supervisor.

.....

Dr. Asimwe Solomon Muchwa

Date

DEDICATION

I dedicate this dissertation to God Almighty the creator, my strong pillar, my source of inspiration and happiness, wisdom, knowledge and understanding. He has been the source of my strength throughout this program and on His wings only have I soared.

I also dedicate this work to my wife, Akon Mijok who has encouraged me all the way and whose encouragement has made sure that I give it all it takes to finish this work. To my son Luba Juac Luba who has been affected in every way possible by my absence, thank you. My love for you all can never be quantified. God bless you.

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ABBREVIATIONS AND ACRONYMS

CAR	Central Africa Republic
CEOs	Chief Executive Officers
CPA	Comprehensive Peace Agreement
CSI	Concerned Security Institutions
DDR	Disarmament Demonization and Reintegration
DRC	Democratic Republic of Congo
EAC	Eastern African Community
FDs	Sudan People Liberation Movement Former Detainees
GLR	Great Leaks Regions
GOSS	Government of Southern Sudan
ICGLR	International Conference on the Great Lakes Region
IDPs	Internal Displaced Persons
IGAD	Intergovernmental Authority on Development
MOD	Ministry of Defence
NSP	National Security Policy
RoS	Republic of South Sudan
SPLA GHQs	the Sudan People Liberation Army General Headquarters’

SPLM IG	Sudan People Liberation Movement in Government
SPLM IO	Sudan People Liberation Movement in Opposition
SPLM	Sudan People Liberation Movement
SPSS	Statistical Software for Social Study
SSDF	South Sudan Defense Forces
SSR	Security Sector Reforms
U.S	United States
UN	United Nations
UNMISS	United Nations Mission in South Sudan
VRLI	Vital Role of Leadership

OPERATIONAL DEFINITION OF KEY TERMS

Addis Ababa Agreement: the agreement which was signed in 1972 between the South and the North of Sudan

Civil War: inability of the political leaders to manage internal violence or crisis that could lead to war

Displaced Person: the person who fled from his or her home/country to the neighboring countries because of insecurity or instability.

Effect of Leadership: the impact of the leader to influence the behavior of his/her followers and much less on his/her ability to actually direct them towards the right goals and strategy.

Effective Leadership: An effective leader contains two components; the traits of a leader and the skills of efficiency. Lately, much emphasis is given to a leader's ability to influence the behavior of his/her followers and much less on his/her ability to actually direct them towards the right goals and strategy.

Internal Conflict: refers to a character's internal struggle. A character might struggle with an emotional problem such as fear of intimacy or abandonment.

Juba: the capital city of South Sudan

Leadership Ability: the power or the ability of different leadership levels in providing security and stability in the country

Leadership and Security Nexus: the correlation between leadership and security

Managers: people with direct managerial responsibility for a particular employee.

Middle Managers: Middle management is the intermediate management of a hierarchical organization that is subordinate to the executive management and responsible for at least two lower levels of junior staff.

Non-Managerial: not involving or related to management

Political Crisis: Crises are deemed to be negative changes in the security, economic, political, societal, or environmental affairs, especially when they occur abruptly, with little or no warning. More loosely, it is a term meaning "a testing time" or an "emergency event".

Political Leadership Instability: inability of the political leaders to unite the nation together as well as the failure to secure and deliver necessary basic needs to the society which lead to the incidence of political upheaval or violence in a society

Poor Leader: a person in a leadership role that lacks the necessary skill, ability, and overall qualities to effectively lead.

Power Abuse: in the form of "malfeasance in office" or "official misconduct," is the commission of an unlawful act, done in an official capacity, which affects the performance of official duties.

Republic of South Sudan: is known as an official name for South Sudan in the constitution

Security Promotion: Promotion and implementation of human security policies at various levels. Thus, it is a set of actions which can be directed at the level of public goods, such as taxes, healthcare, education and security.

Self-determination: the people right to determine their common interests, govern themselves or create a state.

Senior Leaders: Senior management, executive management, upper management, or a management team is generally a team of individuals at the highest level of management of an organization who have the day-to-day tasks of managing that organization, sometimes a company or a corporation.

South Sudan Police Service: the law enforcement agencies of South Sudan

South Sudan: The Official name of the republic of Sudan as an independent state

Staff: all the people employed by a particular organization or employees, workers, workforce, personnel, human resources, manpower and labor.

State Stability: The stability of a system refers to the ability of a system to return back to its steady state when subjected to a disturbance. We can thus define the power system stability as the ability of the power system to return to steady state without losing synchronism.

Sudan People's Liberation Army: This is constitutionally mandated as a national army of South Sudan.

Supervisor: a person who supervises a person or an activity.

Vital Leadership Role: the role that leaders play in the process of providing security and stability for the nation state

Weak Leaders: These are ineffective leaders that lack the courage to tackle difficult problems, often shifting blame to others. Knowing what traits characterize ineffective leaders is useful because it can offer a reference point for what not to do as a leader

ABSTRACT

The purpose of this study was to investigate how leadership has influenced the promotion of security and stability in South Sudan. The study objectives were on the vital roles of leadership in promoting security and stability, the level of leadership ability in promoting security and stability and the challenges facing the top leadership in the promotion of security and stability presents the conceptual framework which reflects the variables beginning with the overall leadership ability (Independent Variable) in providing security and stability (Dependent Variable) the variables. Research methods used were on a research design of a case study which was conducted based on an up-close, in-depth and detailed study. This also involved information-oriented sampling and exploratory means of getting data which sought to generate hypothesis by examining data and looking for potential relations between variable. For the purpose of this study the sample size was 109. It was stratified through the various groups. The data collected was coded first. After coding there was data entry and analysis using content analysis. The study discovered that the majority of the respondents in Juba noted that the absence of effective leadership had created most of the security problems in South Sudan. The study concluded that the leadership in overall security promotion and stability in South Sudan had been so weak and poor. The study revealed that that the key problems or challenges were; the leadership crisis, high level corruption, abuse of power, undermining the law by the officials, absence of effective and meaningful DDR and absence of social justice. Based on the findings, the study recommended that South Sudan required to groom new leaders who pursue a vision that would guide the whole state functions and creates a safe, secure political environment that allowed people to elect their leaders democratically. This would result into the country's stability; politically, socially and economically.

CHAPTER ONE

INTRODUCTION TO THE STUDY

1.1 Introduction

As the youngest and one of the developing countries in the world, the implementation of the Comprehensive Peace Agreement (CPA) of 2005 produced the independence of South Sudan on 9 July 2011. However, South Sudan suffers from decades of (2013-2015, 2016-2018) conflict and neglect, corruption, mismanagement of public goods, poor strategic planning, and absence of effective leadership, and the rule of law which has resulted into overall security problem and instability across the country. The 2013 conflict ended with a compromised peace agreement in 2015 between the warring parties; the Sudan People Liberation Movement in Government (SPLM-IG) and the Sudan People Liberation Movement in Opposition (SPLM-IO) although the fighting renewed in 2016.

In this regard, the study looks at the political leadership crises that caused the continuing conflict that has gradually expanded across the country, culminating into an outbreak of hostilities in the capital Juba on 8 July 2016. This renewed fighting coupled with an economic crisis and immense needs are deepened the humanitarian crisis. This study also looks at the opportunities that can promote both Human and State Security.

Therefore, this chapter looks at the Background to the study, Statement of the problem, Purpose of the Study, the Objectives, Research Questions, Scope of the study, the Significance of the study, and Justification of the study.

1.2 Background to the Study

The study is about the role of leadership and its effects in the promotion of security and stability in South Sudan. The legitimate South Sudan political leadership with its government

institutions including the security sector has been established upon the implementation of the CPA that produced self-determination for South Sudanese and independence on 9 July 2011.

According to Hilde Johnson, Representative of the United Nations (UN) Secretary General and Head of the United Nations Mission in South Sudan (UNMISS) (July 2011 - July 2014), the country is larger than Kenya, Rwanda and Burundi together, but with a population density of one/tenth to that of Uganda. It has enormous natural resources, but is one of the most underdeveloped areas in Africa, with virtually no infrastructure (Johnson, 2016:16).

South Sudan is a post-conflict society and a sovereign state. Its historic transition from a region of the Republic of Sudan into an independent state came after decades of ravaging prolonged and devastating civil wars with the Northern part of Sudan.

The people of Southern Sudan have endured decades of insecurity and a systematic lack of rule of law (South Sudan Development Plan, 2011:105). According to (Berkley Center for Religion, Peace, and World Affairs, 2013:4) the two civil wars of Sudan (1955-1972 and 1983-2005) have been primarily understood as conflicts between the dominant Arab Muslim North and the less developed Christian and traditional African South.

These civil wars between Sudan and the South were a threat to peace and security in both the Northern and Southern Sudan territories and the republic as a whole, causing widespread environmental and infrastructural destruction, regional instabilities, increasing numbers of Internally Displaced Peoples (IDPs) and refugees, and an enormous loss of human life.

1.2.1 Conceptual Background

Security promotion and stability has been significantly affected by the nature of crisis and the challenges of post conflict in South Sudan after independence on 9 July 2011. (Blanchard, 2016:1) states that, political tensions among key South Sudanese leaders erupted in violence.

He noted that, the political dispute that triggered the crisis was not based on ethnic identity, but overlapped with preexisting ethnic and political grievances.

This means that the conceptualization of the conflict in South Sudan was mainly characterized by poor leadership in country. They have proven too big for the ruling SPLM party and for its political and military leadership (who?). The government and the political leadership have so far failed to create the types of institutions that would have effectively prevented the country's descent into this morass that reflect the absence of effective leadership.

Good leadership is one of the foremost lines of defense against individual, organizational and state failures (Asiimwe, 2017:135). Today, the conflict shows every sign of being a straight-out fight for power and money. This led to 2013 civil war as well as insecurity across the country because weak security institutions which always carry risk of internal fragmentation and instability (Johnson, 2016:224).

From that regard, South Sudan has become one of the most dangerous places in the world to be an aid worker. National and international staff have faced growing risks, on the basis of their ethnicity, nationality and perceived political or organizational affiliations (Thomas, Chan, 2017).

1.2.2 Theoretical Background

It is necessary to use a theoretical background to examine the impact of the role of leadership in providing security and stability in a state like South Sudan. This will help us focus on offering unexpected insights into the past. Below are some of theoretical backgrounds adopted by historians in recent decades that can be applied to the study actual events similar to the current situation of South Sudan.

Social Contract Theory; this theoretical background provides an impact of Social Contract Theory by Hobbes and Locke. It discusses what the social contract theory is and the reason of applying it because some states in Africa are a source of threat to their people. Locke and Hobbes argued that in a civil state, people have to give up their rights to that state (Asiimwe, 2017:92). But different views of the state exist. For our purposes, we can divide these views into two general models; the minimal and the maximal conceptions of the state (Buzan, 1983:21).

Human Security theory; It means assessing the threats to political, social, environmental, economic, military and cultural systems and finding the way of countering them together to give people the building blocks of survival, livelihood and dignity (Cleary; McConville, 2006:39). Regional Security Complex theory; Security complex is a group of states whose primary security concerns are linked together sufficiently and closely that their national securities cannot realistically be considered apart from one another (Buzan, 1991).

The study will similarly look at Bass's theory of Leadership, Realism and Liberal theories in detail.

1.2.3 Historical Background

The role of Leadership in promoting security stability in South Sudan goes back to its long history with Sudan. The world's newest nation was once a sizeable part of Sudan, the country currently to its North. In 1972, the Nimeiri regime ended the civil war in Southern Sudan, which had been fought on and off since 1955, by agreeing that the South would enjoy autonomy.

The conflicts between Sudan and South Sudan were understood through their historical roots; centuries of exploitation and slave-raiding by the "Arab" north against the "African" south,

followed by Britain and Egypt's imperialist meddling. Arab tribes first arrived in Sudan from Upper Egypt and across the Red Sea during the Middle Ages, and colonial occupation began in the nineteenth century.

Therefore, South Sudan Independence in 2011 was the culmination of a long-armed struggle waged by South Sudanese which was started by a locally-recruited unit of soldiers called the Equatorial Corps who rose against the intrinsic government in Khartoum” (Schomerus, 2008: 18). That resulted to the two phases of the armed struggle, the first one started in 1955 and lasted until 1972 (Addis Ababa Agreement) and the second phase started in 1983 and lasted up to 2005 (CPA in Nairobi). The CPA incorporated the Machakos Protocol; on security arrangements, wealth sharing, power sharing, and the so-called protocol for the three Areas (the Nuba Mountains, Blue Nile and Abyei) (Johnson, 2016:9).

The CPA produced self-determination for South Sudanese until its independence on July 2011. As pointed out by (Hutton, 2014:10), that the current practices of leadership and interpretations of legitimate politics in South Sudan have their roots in the Comprehensive Peace Agreement (CPA). The independence of South Sudan ended up with the power struggle within the ruling party, the SPLM which led to the civil war in 2013 that ended with a weak compromised peace agreement in Addis Ababa.

1.2.4 Contextual Background

According to (Hoile, 2003:1), a civil war has been fought in Sudan, on and off, since 1955. This war has been between the Sudanese government and various rebel groups in Southern Sudan. However, since 1983 the war in the south has been fought against the Government of Sudan by the Sudan People’s Liberation Army (SPLA). It is a conflict that has cost the country dearly in lost lives and millions of displaced persons (Hoile, 2003). The South’s independence movements date back to 1955, following the declaration of Sudan’s

independence from Britain and Egypt. Close ties between Sudan and Egypt, and Egypt's central involvement in independence negotiations, sparked fears among Southerners that the predominantly Arab and Islamic North would seek to dominate the more diverse South.

In contrast with the North, the South is mixed, both ethnically and linguistically, with more than 50 tribal groups and many languages or dialects. The South Sudanese follow traditional indigenous religions, Christianity and Islam. A mutiny by Southern army officers that began in August 1955 triggered the birth of the South's independence movement, and one of the world's longest-running civil wars, with only a tenuous respite under the Addis Ababa Ceasefire from 1972 to 1983. The conflict ended, officially, with the Comprehensive Peace Agreement (CPA) in 2005.

The civil wars of 1955-72 and 1983-2005 were fought over the legitimacy of political, economic and security decisions emanating from Khartoum, (Hutton, 2014). Under both the Addis Ababa Ceasefire and CPA, South Sudan operated as a semi-autonomous region, enabling the Southern People's Liberation Movement (SPLM) to manage its own governance within a highly restrictive and fractious political environment.

1.3 Statement of the Problem

South Sudan as a post conflict state is rich with oil and comprises a culturally diverse population, the Sudan People Liberation Movement (SPLM) as a ruling party promised to lead the new nation according to the principles of democracy and make the country a safe, secure and strong nation through good governance which reflects social justice and freedom for all South Sudanese. However, those promises have been turned into political leadership crisis within the ruling party that led to the breaking out of 2013 civil war and resulted to the division of the SPLM into three factions: the SPLM - IG; the SPLM - IO and the Sudan

People Liberation Movement Former Detainees (SPLM - FDs). Despite the approaches which have been used like war, peace talk, rewarding armed group, national dialogue have fail, The question is why South Sudan still at war? What is the motive behind the internal division within the popular party? Is it personal ambition for self-aggrandizement? Is it a leadership failure? Is it lack of one ideology for the nation, ethnicity or leadership crisis? Why this war after the big achievement, of independence? This is what this study will answer.

1.4 Objective of the Study

The objective of this study is to:

1. Find out whether the political leaders are playing their roles of leadership in the security promotion and stability.
2. Explore the level of the leadership ability of South Sudanese leaders in the promotion of security and stability.
3. Examine the challenges facing the leadership in promoting security and stability.

1.5 Research Questions

The study was guided by the following questions:

1. What are the leadership roles that South Sudanese's political leaders are playing in the security promotion and stability?
2. What is the level of the leadership ability of South Sudanese leaders in the promotion of security and stability?
3. What are the challenges facing the top leadership in promoting security and stability?

1.6 The Scope of the Study

This study is limited to South Sudan security sector, Juba, South Sudan. This is due mainly to proximity, time and financial constraints in carrying out this research which will be limit on the first three chapters of research proposal. The last three will focus on the format for presentation and analysis of research findings.

1.6.1 Time Scope

The study will cover a period of 11 years (2005- 2016). This is the period when the ruling part SPLM signed the CPA in 2005 following the establishment of the Government of South Sudan (GOSS) and subsequently independence in July 2011. This period covered is long enough to enable the researcher to do adequate analysis of different trends of the study that took place.

1.6.2 Content Scope

This study assessed the gap between the leadership and the promotion of security, as well the stability in South Sudan. It investigated the laxity in leadership which could have been responsible for the continued warfare in the South Sudan.

1.6.3 Geographical Scope

This research was carried out in Juba, the capital and largest city of the Republic of South Sudan, Latitude: 4°51'05" N, Longitude: 31°34'56" E. South Sudan is landlocked country, located in East-Central Africa. Juba city comprises of the following 14 counties; Juba, Lodu, Luri, Mangala, Gondokoro, Rejaf, Wonduruba, Lobonok, Bungu, Ganji (Ganzi), Dollo,

Rokon, Lyria, and Oponi the population is 450,000 according to (World Bank Population Review, 2018).

1.7 Purpose of the Study

The purpose of this study was to explore the effect of leadership in the promotion of security and stability in South Sudan and to develop a new conceptual framework that will describe and explain the level of leadership on overall security and stability using a relationship perspective and one of the requirements of this study in partial fulfillment of the ward of the Master of Arts in Security and Strategic Studies of Nkumba University.

1.8 Significance of the Study

The significance of this research was to:

1. Improve understanding the role of leadership in promoting security and stability in South Sudan and the world at large.
2. Help in forming and building a safe, secure and strong state - nation through the effective role of leadership in the Country.
3. Add to literature on leadership, governance systems and security promotion in South Sudan and the world.

1.9 Justification of the Study

According to (Brown, 2014), the seeds of South Sudan's return to violent conflict in December 2013 were sown long before the World's newest country achieved independence in July 2011. The consequences of the renewed conflict have been serious. Tens of thousands of people have been killed, and almost 2 million displaced, with at least 400,000 South Sudanese having fled to neighboring countries by July 2014 and as many as 715,000 refugees

anticipated by the end of this year. The threats of famine and of sexual violence have increased dramatically; and ethnic tensions and violence have returned to the forefront of intra-South Sudanese relations. The tensions bursting to the surface had deeper roots and were influenced by other factors is clear, but responsibility for what happened rests with the leaders and other factions (Hilde, 2014).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter contains literature review on the role of leadership in the security promotion and stability in South Sudan. The chapter is divided into three sections. Firstly, the beginning section presents literature survey on the leadership and security nexus followed by the leadership and security theories. Secondly, the study reviewed the literature on the objectives of the study, starting with the vital roles of leadership in promoting security and stability, the level of leadership ability in promoting security and stability and the challenges facing the top leadership in the promotion of security and stability. Thirdly, and lastly, I will present the conceptual framework which reflects the variables beginning with the overall leadership ability (Independent Variable) in providing security and stability (Dependent Variable) the variables will present the desired outcomes of this study in a simple diagram.

2.2 Survey of Literature on Leadership and Security Nexus

The analysis of the literature on the impact of leadership in promoting security offers useful insights into explaining conflict by stating that, the conceptualization of leadership, especially through the definition of leadership as a process, helps to explain and address nexus between leadership and security. According to (University of Cambridge Institute for Sustainability Leadership) Leadership is often seen as one of the most important and effective responses to the challenges and opportunities presented by the global context.

This means leadership is based on surveying the entire environment targeting a common goal. It is the leaders' ability to establish trust with their followers in any situation and set collectively-generated means for attaining these set goals for societal security decisions which are always influenced by top leadership.

2.3 Theoretical Review of Leadership and Security

Theoretical review on both leadership and security is very critical for achieving people and the state security. Leadership and security are connected and achieving security and stability is always required good leadership theories. The study has described the connection of leadership and security theory, below are the study for explaining theories in detail.

2.3.1 Transformational Leadership Theory

Bass' Theory of Leadership states that there are three basic ways to explain how people become leaders (Global Journal of Management and Business Studies, 2013). The first two explain the leadership development for a small number of people. These theories include; Personality Traits, the Trait Theory, may lead people naturally into leadership roles. A crisis or important event may cause a person to rise to the occasion, which brings out extraordinary leadership qualities in an ordinary person.

According to the Great Events Theory, people can choose to become leaders. People can learn leadership skills. This is the Transformational Leadership Theory or Process Leadership Theory. It is the most widely accepted theory today and the premise on which this guide is based.

This study used transformational leadership as one of the most important leadership tools to transform the people and the state from where they are to where they want to be.

Transformational leadership fosters capacity development and brings higher levels of personal commitment amongst ‘followers’ to organizational objectives.

According to Bass (1990b, p. 21) transformational leadership “occurs when leaders broaden and elevate the interests of their employees, when they generate awareness and acceptance of the purposes and mission of the group, and when they stir employees to look beyond their own self-interest for the good of the group.

Transformational leaders elevate people from low levels of need, focused on survival (Maslow’s hierarchy), to higher levels (Kelly, 2003; Yukl, 1989). That transformational leadership is successful has been demonstrated by studies in a diverse range of professional and cultural settings, including military, schools and corporations (Bryant, 2003, p. 36).

If African leaders are motivated to lead effectively and successfully, through charisma, individualized consideration, intellectual stimulation and inspirational motivation, transformational leaders have great potential to promote performance beyond expectations and to effect enormous changes within individuals and organizations.

It appears to be a form of leadership well-suited to these current times of South Sudan characterized by uncertainty, global turbulence and organizational instability. However, as we have seen from examples such as the horrors of Jonestown, there are some risks associated with this form of leadership, particularly with respect to idealized influence. The capacity for individual and organizational transformation must be accompanied by moral responsibility, for transformational leaders to shape powerful social and institutional cultures which may either be liberating or oppressive.

2.4.2 Realism Theory of Security

Realism Theory originated from the traditional security paradigm. This refers to a realist construct of security in which the referent object of security is the state. According to (Williams, 2018) looking back over the development of the security studies field, there is little doubt that the realist tradition has exercised an enormous influence.

The theory of realism was a dominant during the cold war period and it belongs especially to traditional approaches to security research (Ondrejcsák, ed). Even its harshest critics would acknowledge that realist theories focus on power, fear and anarchy. Realist Theory posits that human nature is greedy and selfish. Individuals only look after their personal interests.

This theory assumes that the international system is primarily anarchic as there is no central authority, nor an arbitrator. That point is supported by (Baldwin 1993, Buzan 1996, Morgenthau 1978) that the study of realism describes the world order as a system of competing self-interested state actors under anarchy.

This understanding of the world order has a direct effect on the definition of security as a feature of that anarchy. Realism has been seen as the only theoretically acceptable paradigm in which security studies can be understood because the study of security has been dominated by realism through the use of realist terminology.

The Theory of Realism was also a dominant theory during the cold war period and it belongs especially to traditional approaches to security research. It was based on the power of countries, which base their power and influence on the international world system (Ondrejcsák, 2014). Ultimately, the only way in which it is possible to understand how far realism has been able to dominate the study of security is by using the framework of critique that is employed by critical security theorists. Ultimately, realist concept is based on the state security, for instance there so many African post conflict states which benefited from the

realist traditional concept of security like Uganda, Rwanda, Sudan, Ethiopia, Eritrea and Zimbabwe.

Those states are the good examples of the successful states in Africa in term of the state security and they have contributed into the international security by securing their states. Therefore, good application of realism theory can guarantee the security of the state in term of political stability, military power, and defense of its territory through the national security strategy. A post conflict state like South Sudan can also benefit from the experiences of those countries.

The Realist concept of the state security is suitable to the situation where there is a need for the balance of power. It can also prevent the state anarchy internally, and also detect military, economic and diplomatic threats to the state.

2.4.3 Liberalism/Idealism Theory of Security

Liberal Theory in security studies originated from the liberal tradition in thinking about security dates as far back as the philosopher Immanuel Kant, who emphasized the importance of ‘republican’ constitutions in producing peace (Williams, 2008). The liberal idea of state has been the most dominant state form, so much so that it is believed that the contemporary ‘modern state is a liberal state’ (Hoffman, 1995, pg. 97).

However, this is also held true because the developed nations of Europe that first experimented with the modern state are all liberal democracies. And these very liberal democracies exported the modern state to the world outside Europe through colonialism, which we would discuss in the next section. The actually existing nature of a liberal state that history has witnessed has been realized in the functioning of the liberal democracies of the

West. Liberal Theory believes in the innate goodness of mankind to conduct peace-keeping relations in the international system.

As (Soltani, 2012) put it, Liberalism is a theory about state as compared to realism that seeks to adapt the concepts of security and justice. Liberalism believes that human kind likes co-operation and progress. Unlike what realists believe, violence and war do not have their root in the nature of human kind.

Political Theory traces the liberal idea of state back to the writings of Hobbes and Locke, where the institution of state was said to be based on a voluntary contract among individuals who possessed rights. With the development of liberal thought, primarily two notions of liberal state became dominant. Liberalism, as a political doctrine, tries to diminish the power that the state could impose on its citizens. In other words, people have the right to practice their own interests and ideas, as long as these features do not endanger the rights and liberties of the other members of society (Management and Scio-Humanities).

Idealism in foreign policy holds that a state should make its internal political philosophy the goal of its foreign policy. For example, an idealist might believe that ending poverty at home should be coupled with tackling poverty abroad. US President Woodrow Wilson was an early advocate of idealism. Wilson's idealism was a precursor to liberal international relations theory, which would arise amongst the "institution-builders" after World War II. It particularly emphasized the ideal of American exceptionalism.

(Williams, 2008) clarify in his book, introduction to security studies that the Liberal theory of security management consists of two key methods; Liberal theorists strongly believe in the power of collective security. This is a protective measure used by a group of allied states.

Secondly, there is the arms control in global politics. Arms control is best described by the controlling, reducing, limiting and abolishing weapons completely. Another approach to controlling weapons includes general disarmament. According to Liberal Theory, arms proliferation and specialization can be reduced.

As pointed out above, these three key methods are very powerful when a state like South Sudan is seeking for collective security having Uganda as an ally in the region. South Sudan security policy can affect Uganda and Juba is required to connect its security with Uganda especially in areas of border security and arms control at the common border. The international community and the regional states can also be stakeholders of South Sudan security especially in its DDR programs in the post conflict period.

2.4.4 Regional Security Complex Theory

Security Complex Theory was first brought forward by Barry Buzan in his book entitled “People, States and Fear” (1991) and the Theory of Regional Security advanced by (Buzan, Waever 2003) aimed to set a conceptual framework to provide a critical understanding to security studies (Coskun, 2006). For the purposes of inventing the concept of regional security complexes was to advocate the regional level as the appropriate one for a large swath of practical security analysis (Buzan, Waever, 2003).

Security complex is a group of states whose primary security concerns are linked together sufficiently and closely, that their national securities cannot realistically be considered apart from one another (Buzan, 1991). The complexities are held together not by the positive influences of shared interest but by shared rivalries.

The dynamics of security contained within these levels operate across a broad spectrum of military, political, economic, societal and environmental factors (Sheehan, 2005). In security

terms, he argued that a region means a distinct and significant subsystem of security relations that exists among a set of states whose fate is that they have been locked into geographical proximity with each other (Buzan, 1991). Moreover, military and political threats are more significant and these are potentially imminent and strongly felt when states are at close range.

Regional complex security theory is relevant to the situation like South Sudan where there is a need for the country to contribute to the regional security cooperation. This theory of Security Regional Complex can be one of the country's source of economic and security integration with the regional states. For instance, South Sudan as post conflict state, can relate its interests to the African economic blocs like the East African Community (EAC), the International Conference on the Great Lakes Region (ICGLR) and the Intergovernmental Authority on Development (IGAD). This can make South Sudan contribute to the International Security through its connection with the region.

2.4.5 Social Contract Theory

This theoretical background provides an impact of Social Contract Theory by Hobbes and Locke. It discusses what are the Social Contract Theory and the reason of applying it because some states in Africa are a source of threat to their people. Locke and Hobbes argued that in the civil state, the people have to give up their rights to that state (Asiimwe, 2017:92). But Different views of the state exist. For our purposes, we can divide these views into two general models: the minimal and the maximal conceptions of the state (Buzan, 1983:21).

2.4.5.1 The Theory of Social Contract by Thomas Hobbes

The opposite of minimal state is maximal state view which emanates from the assumption that the state is, or should be, either considerably more than the sum of its parts, or something different from them, and that it therefore has interests of its own (Buzan, 1983:22).

Thomas Hobbes Theory of Social Contract appeared for the first time in Leviathan published in the year 1651 during the Civil War in Britain. Thomas Hobbes Legal Theory is based on Social Contract that man lived in the state of nature. Man's life in the state of nature was one of fear and selfishness. Man lived chaotic condition of constant fear. Thomas Hobbes argued that life without security by the state would be solitary, poorer, nasty, brutish and short (Asiimwe, 2017:56).

Man has a natural desire for security and order. In order to secure self-protection and self-preservation, and to avoid misery and pain, man entered into a contract. This led to the emergence of the institution of the ruler or monarch, who shall be the absolute head. This reflected the concept of realism objectives laws of human nature.

Political realism believes that politics is governed by objective laws that have their roots in human nature (Asiimwe, 2017:24). That subjects had no rights against the absolute authority or the sovereign and he is to be obeyed in all situations, however bad or unworthy he might be. However, Hobbes placed moral obligations on the sovereign who shall be bound by natural law.

2.4.5.2 The Theory of Social Contract by John Lock

The minimal state arises out of John Locke's concept of a social contract which provides us with a view of the state very much oriented towards the individuals who make it up (Buzan, 1983:21). John Lock theory of social contract is different from that of Hobbes. According to him, man lived in the state of nature, but his concept of the state of nature is not as miserable as that of Hobbesian theory. It was reasonably good and enjoyable, but the property was not secure.

He considered state of nature as a “Golden Age”. It was a state of peace, goodwill, mutual assistance, and preservation. In that state of nature, men had all the rights which nature could give them. Locke justifies this by saying that in the state of nature, the natural condition of mankind was a state of perfect and complete liberty to conduct one’s life as one best sees fit. It was free from the interference of others. In that state of nature, all were equal and independent.

Locke argues that the people are not subjects of any governor or ruler; both the people and the governors are subjects to the law of the community meaning that people are free to do their affairs without any threat from governors (Asiimwe, 2017:91).

John Locke considered property in the State of Nature as insecure because of three conditions; absence of established law, absence of impartial Judge and absence of natural power to execute natural laws. Locke, in fact made life, liberty and property, his three cardinal rights, which greatly dominated and influenced the Declaration of American Independence, 1776.

2.5 Leadership Concept

According to (Maxwell, 2013) Leadership traditionally begins with position. John Maxwell clarifies the concept of positional leadership, that someone joins the army, and he or she becomes a recruit, working to earn the rank of private. A person gets a job, and along with it usually comes a title or job description; laborer, salesperson, waiter, clerk, accountant or manager.

He noted that position is the starting place for every level of leadership. It is the bottom floor and the foundation upon which leadership must be built and the real influence must be developed upon that foundation.

This means Leadership is the process of influencing people to provide direction and vision to achieve a common goal. So, the concept of leadership is influence nothing more or nothing less (John C Maxwell, 1993).

Leadership is about creating positive climate and gaining result, any interaction between people is the positive result of good leadership. That means, the topic of leadership became a topic of great interest for self-motivated people. This interest sprung forth out of the fact that leaders provide guidelines and they have to motivate their followers to accomplish tasks (Gill, 1998).

Leadership style is the combination of attitude and behavior of a leader, which leads to certain patterns in dealing with the followers (Durbin 2004). It is the result of the philosophy, personality and experience of the leader.

There are several leadership styles such as; autocratic, bureaucratic, charismatic, democratic, participative, situational, transformational, and transactional and laissez faire leadership (Mosadeghrad, 2003a). Leadership style has been the deciding factor of more than one facet of employee behavior in organizations.

It is true that Leadership traditionally has been defined as a position to influence others toward achieving a common goal. But after a long period of time, and despite the disagreement of leadership experts on one accepted leadership definition, the topic of leadership has drawn the attention of leadership experts and researchers from different fields of study; politics, social, economic, military and environment.

Leadership has been redefined as a process, (Asiimwe, 2017) connected to absence of all forms of threats with the effective process of leadership, noting that leadership is the process of influencing or organizing others to work together to accomplish common task without or

minimal threats (Asiimwe, 2017). It means achieving leadership is a process to accomplish any task in a safe environment.

Another dimension of the concept of leadership is that the leadership abilities of famous political leaders, statesmen, businessmen and military commanders have fascinated people around the world. Leadership is a process of influencing others to work willingly towards an Organizational goal with confidence (Lawal, 1993). Meaning, that the simple truth behind leadership has been known probably for as long as human records exist (Pentti, 2003).

This definition is similar to (Northouse's 2007), Leadership is a process whereby an individual influence a group of individuals to achieve a common goal. Leaders carry out this process by applying their leadership knowledge and skills. This is called Process Leadership (Jago, 1982). It seems that, there is a mutual understanding among leadership experts that, leadership is all about influence. It is based on the process, influencing, motivating people and goal achievement.

From that angle Leadership can be conceptualized as the ability or a process to influence people and make things happen toward achieving a common goal, for example a post conflict state like South Sudan needs good leaders who are having the ability of creating a safe environment, providing security and stability for the people and the stat, that is a common goal.

Therefore, the absence of good and acceptable leadership in South Sudan means, the absence of the state security and stability. It should be noted that, achieving human and the state security toward stability goes back to a good practice of leadership, as (Maxwell, 1993) pointed out that, everything rises and falls on leadership.

This means people will not have peace, security, economic growth and prosperity unless their leaders become accountable for their actions. Suggestion can be put that, all the success, progress and prospers of South Sudanese citizens depend on the leadership ability (a safe, secure and strong state nation). It is the leader who have ability to assess the entire situation and have full comprehension of his or her follower's motivation and determine the current state of focus toward a given goal that lays the foundation of cognitive evaluation for which leadership theory to apply. Here the role of leadership is vital towards promoting security and stability. In other words, leadership is key in determining the right direction of the state and the people security.

2.5.1 Basic Leadership Styles

A leadership style refers to a leader's characteristic behaviors when directing, motivating, guiding, and managing groups of people. Great leaders can inspire political movements and social change. They can also motivate others to perform, create, and innovate. This section contains brief definition of each style and describes situations in which each one might be used. The following are just a few of the most prominent leadership frameworks and styles that have been identified:

2.5.2 Autocratic (Authoritarian) Leadership Style

Autocratic leadership, also known as authoritarian leadership, is a leadership style characterized by individual control over all decisions and little input from group members. Autocratic leaders typically make choices based on their own ideas and judgments and rarely accept advice from followers.

Autocratic leadership involves absolute, authoritarian control over a group, as described by (Vugt, 2003) that, the authoritarian leader at the high level of positional leadership retains much power and decision-making authority as possible. Also, at the middle level of leadership the leader neither consults employees nor allows receiving any input. Employees or staff are expected to obey orders without questioning. Motivational environment is produced by creating a structured set of rewards and punishments.

According to (Cherry, 2017) Authoritarian leaders, also known as autocratic leaders, provide clear expectations for what needs to be done, when it should be done, and how it should be done. This style of leadership is strongly focused on both commands by the leader and control of the followers.

Some studies point out that organizations with many autocratic leaders have higher turnover and absenteeism than other organizations. Vugt, (2003), suggests that autocratic leadership can include the following situations; new untrained employees who do not know which tasks to perform or which procedure to follow and require effective supervision. This can be provided only through detailed order and instructions. Employees are compelled not to respond to any other leadership style.

This is so because there is a limited time in which to decide; and manager's power is not challenged by an employee. In this type of leadership style, interactions between leaders and employees are one-way communication. The role of the employee is to implement order.

Autocratic leadership can be beneficial in some instances, such as when decisions need to be made quickly without consulting with a large group of people. Some projects require strong leadership in order to get things accomplished quickly and efficiently.

Have you ever worked with a group of people or co-workers on a project that got derailed by poor organization, a lack of leadership, and an inability to set deadlines? If so, people suffered from poor leadership ability, which is a fact. In such situations, a strong leader who utilizes an autocratic style can take charge of the group, assign tasks to different members and establish solid deadlines for projects to be finished.

In situations that are particularly stressful, such as major leadership issues confronting development during conflicts, group members may actually prefer an autocratic style. It allows members of the group to focus on performing specific tasks without worrying about making complex decisions. In that regard autocratic leaders are needed in the time of conflict.

These highly skilled people can be beneficial to a country like South Sudan, as a post conflict state. When the country is facing critical situation during conflict or post conflict, in which directing leadership style is the deciding factor.

In other words, a leader should act as an autocratic leader in war to stabilize the country. Here the people and the state security are guaranteed only by the leader's ability. If not the possibility of overcoming the challenges which are facing the political stability and the security sector as a whole is not guaranteed and conflict cannot be prevented.

2.5.3 Democratic/Collaborative Leadership Style

(Gray, 1989) describes democratic leadership to be the one where parties see different aspects of a problem can constructively explore their differences and search for solutions that go beyond their own limited vision of what is possible. According to (Hersey, 1984), decision making is shared between leaders and followers. The main role of leader becomes to facilitate and communicate.

Furthermore, it entails high support and low direction, such that it is used when people are able, but is perhaps unwilling or insecure and they are of moderate to high maturity. (Bass, 2000) identifies that, if we look to the future of leadership, especially in the fields of education, grassroots mobilization, self-management and community affairs, there is a strong tendency to advocate that we must be democratic.

In his Comprehensive Handbook on Leadership, Bass (1990) provides a general definition of leadership as an interaction between two or more members of a group that often involve a structuring or restructuring of the situation and the perception and expectations of the members. Leadership occur when one group member modifies the motivation or competences of others in the group.

Any member of the group can exhibit some amount of leadership. The applications of democratic leadership style are suitable to the situation where there is a need for the positive change in the country. Here the leader is required to be more democratic in accepting different views from the group or members.

A state like South Sudan can be a democratic state if most of its members are highly motivated and their leadership skills are considered. Based on the democratic leadership style, South Sudan as a state can be a good example in resolving internal conflict and promoting its own security through the ideas of the state like South Africa and Egypt.

2.6 Security Concept

According to (Raab, 2011), there has never been a universal definition of Security at any time. Security rather was a contested concept between power and peace. He noted that security is the traditional core content used to be the protection or defense of states against

external threats or attacks. As noted above security can be defined as freedom from or resilience against potential harm (or other unwanted coercive change) from external forces.

Beneficiaries or referents object of security may be persons and social groups, objects and institutions, states and any other entity or phenomenon vulnerable to unwanted change by its environment. So in practice security concept traditionally, state governments rely on a wide range of means including diplomacy; economic power, and military capabilities.

(Buzan, 1991) has a quite different meaning. According to Buzan, security has to be understood not only as military and state security, but as well under the aspects of other socio economic factors and the integrated, subjective feeling of security or insecurity of individuals in a certain society.

Economic security, in the context of international relations, is the ability of a nation state to maintain and develop the national economy, without which other dimensions of national security cannot be managed. In larger countries, strategies for economic security expect to access resources and markets in other countries, and to protect their own markets at home.

2.6.1 The Link between Leadership and Security

According to (Asiimwe, 2017) good leadership is one of the foremost lines of defense against individual, organizational and state failures. This means that the primary responsibility of any given country's leadership is the creation of a safe and secure environment that support the favorable conditions for investors and the people to engage in development.

As described by (Joseph, David, Kikelomo, 2016) leadership believes that the security challenges facing the world in contemporary times require a new kind of leadership. There is no doubt that poor leadership has a direct cause in the state failure, that is why most of the

developing countries in Africa may be less secure than economically advanced states due to weak leadership.

The case of South Sudan, DRC, CAR and Somalia has proved that there exist poor leadership at the top level. Good governance and leadership are fundamental if development and progress is to be attained in any country. Leadership commitment and good governance is fundamental to the survival and progress of any nation including South Sudan (Joseph, David, Kikelomo, 2016).

So, conceptualizing and understanding the relationship between leadership and security choices and challenges of African States is a difficult task. This is due to the fact that it is often not rooted in the understanding of their (mostly disrupted) state formation and their often-imported process of state building.

Although Post-Cold War conceptualizations of Security have broadened, the policies and practices of many leaders in the African states still privilege national security as being synonymous with state security and even more narrowly- regime security. The problem with the above is that a number of African states have been unable to govern their security in meaningful ways. Often failing to be able to claim the monopoly of force in their territories.

A hybrid of security ‘governance’ or ‘providers’ thus exists. States that have not been able to capture this reality in official National Security strategies and policies often find their claim over having the monopoly of force and thus being the Sovereign challenged. This often leads to the weakening of the state, for example, South Sudan and Somalia.

2.6.2 The Concept of the National Security and the State Stability

According to (The OECD DAC Handbook on Security Sector Reform (SSR) Supporting Security and Justice, 2017) The traditional concept of security is being redefined to include

not only state stability and the security of nations but also a clear focus on the safety and well-being of their people. Various security scholars refer national security to the security of a nation- state, including its citizens, economy, and institutions, and is regarded as a duty of government.

One of those scholars is Barry Buzan who states that the concept of national security goes back to the idea of the nation-state which is given by the term national security itself. Why national/security? National security implies strongly that the object of security is the nation, and this raises questions about the links between nation and state stability.

Barry Buzan, Ole Wæver, Jaap de Wilde and others have argued that national security depends on political security: the stability of the social order. Political security depends on the rule of international law (including the laws of war), the effectiveness of international political institutions, as well as diplomacy and negotiation between nations and other security actors. It also depends on, among other factors, effective political inclusion of disaffected groups and the human security of the citizenry.

Economic can be integrated into the policy of national security. Economic security, in the context of international relations, is the ability of a nation state to maintain and develop the national economy, without which other dimensions of national security cannot be managed.

In larger countries, strategies for economic security expect to access resources and markets in other countries, and to protect their own markets at home. Developing countries may be less secure than economically advanced states due to high rates of unemployment and underpaid work. From that angle conceptualizing and understanding the National Security choices and challenges of African States is a difficult task.

This is due to the fact that it is often not rooted in the understanding of their (mostly disrupted) state formation and their often-imported process of state building. Although Post-Cold War conceptualizations of Security have broadened, the policies and practices of many African states still privilege national security as being synonymous with state security and even more narrowly- regime security.

A nation is defined as a large group of people sharing the same cultural, racial and heritage and normally living in one area (Buzan, 1983). This critical analysis as noted above is that the group of people who share the same culture, the same color, the racial and heritage created one nation, then racially and logically they have a right to move out from the state of nature (anarchy) and form a nation-state.

Meaning, the legitimacy (the ideas) of the state comes from the nation not the state. Here the concept of national security policy (NSP) at the nation- state level is much easier than the concept of national security policy at the state-nation level where the large groups of people live in one area but have differences in their cultures, racial and ethnics. For example, South Sudan as a state-nation, comprises of different backgrounds of people, different ethnic groups, different cultures and different languages living in the same territory.

The justification of this argument is that, States can create a nation which has the territory even though the people have different cultures, different ethnics groups and different regions, like the case of South Sudan.

However, it is not easy for the state to guarantee the security of its nations. In other words, national security at the state-nation is complicated. Since it is very difficult for the state to guarantee the security of the people who have different backgrounds, different religions, different languages and different ideologies, the state-nation combines and translate those differences into one ideology, the concept of national security can stand on the solid position.

As (Bartholomees Jr, 2004) points out that the nation represents the human aspect of a country, or the concept of nationality, and the people living within the state share a sense of distinctiveness as a people; this distinctiveness may be seen in language, religion, ethnicity, or a more general and amorphous sense that “we are one people.” This means that the term security should also be clearly defined in order to conceptualize the term national security as a main road to the state security and stability.

Security has traditionally been defined as the political independence and territorial integrity as values to be protected; but later after the end of cold war other values are added; physical safety, economic welfare, autonomy, psychological well-being of the citizens (Baldwin, 1997).

As noted above, national security refers to the security of a nation state, including its citizens, economy, and institutions, and is regarded as a duty of government. For instance, economic development is one of the national security policies through the proper management of natural resources as (Hartman, Butts, Bankus, Carney, 2012) states that natural resources serve as a vital component of economic development, and they are closely intertwined with political stability and security of nation-states.

If the concept national security has been viewed traditionally as protection against military attack, national security is now widely understood to include non-military dimensions, including economic security, energy security, environmental security, food security and cyber security.

Similarly, national security risks include, in addition to the actions of other nation states, action by violent non-state actors, narcotic cartels, and multinational corporations, and also the effects of natural disasters. What is clear in the concept of national security is that there is a need for a dramatic increase in spending on the civilian instruments of national security;

diplomacy, strategic communications, foreign assistance, civic action, and economic reconstruction and development (Cerami, Dorff, Moorman, 2008).

Therefore, Governments rely on a range of measures, including political, economic, and military power, as well as diplomacy. They may also act to build the conditions of security regionally and internationally by reducing transnational causes of insecurity, such as climate change, economic inequality, political exclusion, and militarization.

But the concept of national security remains ambiguous, having evolved from simpler definitions which emphasized freedom from military threat and from political coercion. Among the many definitions proposed to date are the following, which show how the concept has evolved to encompass non-military concerns.

A nation has security when it does not have to sacrifice its legitimate interests to avoid war, and is able, if challenged, to maintain them by war. (Lippmann, 1943). The distinctive meaning of national security means freedom from foreign dictation (Lasswell, 1950).

National security objectively means the absence of threats to acquired values and subjectively, the absence of fear that such values will be attacked (Arnold Wolfers, 1960) put it out every state have its own strategy known as a national security strategy which include; economic, political, military, social and environmental policies of the state.

(Harold Brown, U.S. Secretary of Defense, 1977-1981) argues that national security is the ability to preserve the nation's physical integrity and territory; to maintain its economic relations with the rest of the world on reasonable terms; to preserve its nature, institution, and governance from disruption from outside; and to control its borders.

According to (Bartholomees, Jr, 2004) from the U.S War College, National Security Strategy is the product of dual environments; the international strategic environment and the domestic political environment.

Despite the disagreement on the concept of security by various security scholars, national security can be concluded as the requirement to maintain the survival of the state through the use of economic power, diplomacy, power projection and political power. That indicates the connection of national security to the state stability, meaning, security and stability of the state are essentially a product of the international strategic environment and the internal system of the state.

For purposes of this study, South Sudan as a post conflict state, national security can be a roadmap for the state security and stability, meaning that if South Sudan as a new state fail to maintain its security through the effective use of all the elements of national security which include; economic power, diplomacy, military, social and political stability, then insecurity and civil wars will not end. But the opposite South Sudan can create a good example of good governance in the region.

2.7 Literature Review on Leadership toward the Promotion of Security and Stability

According to (Myatt, 2013), a leadership advisor to fortune 500 Chief Executive Officers (CEOs) and Boards, Stability is something we don't often think about as a leadership quality, that is until it's absent. Think of the worst leader you have encountered and it can be guaranteed that they were anything but stable. Erratic, ill-tempered, or inconsistent leaders create unnecessary levels of operational tension, anxiety and discord.

A lack of stability harms culture, stifles productivity, erodes trust, and makes it extremely difficult to retain top talent. Instability can also be a harbinger of bigger problems. The passing of time will usually reveal unstable leaders also tend to be lacking in several other areas. Leadership' often gets talked about in the world of politics and the public sphere at large. It is routinely admired, vilified, ridiculed, invoked, trivialized, explained and speculated about in media discourse and in everyday conversation.

Yet, despite all this talk, there is surprisingly little consensus about how to answer some of the basic questions, for example, about the nature, place, role and impact of leadership in contemporary society. The idea of this project is to bring together academics from a broad array of social science disciplines in Australia and it's near abroad countries like South Sudan.

2.7.1 The Vital Role of Leadership in the Security Promotion and Stability

(Anyadike, 2013) writes that security is the requirement for the role of the leaders in government to maintain the survival of the state through the use of economic policies, diplomacy (in various dimensions), power projection and political power. This can be found in the language of security, that political Leaders have a direct and indirect responsibility in directing the security organizations to provide a safe and secure environment for economic and political development.

Security and the state stability require a legitimate, transparent, and trusted state that is accountable to its citizens. Meaning that achieving security and stability of the people and state should be through a democratic governance which is a deeply political leadership vital role.

As noted by (Ball, Fayemi, and Security Sector Governance in Africa: A Handbook (www.gsdr.org/docs/open/gfn-ssr-securitysectorgovernanceinafrica-ahandbook.pdf),

Security Leadership has many ways to provide physical security. One of these is by creating security services mandated to use force to protect the state and its population.

This leads to the concept of national security that, the primary responsibility of any given country's leadership is the creation a safe, secure environment as well as the favorable conditions for investors and the people to engage in development.

2.7.2 The Level of Leadership Ability in Promoting Security and Stability

According to (Enahoro, 2004) It is the ability of a country leadership to maintain its security, stability and sovereignty, protect its political, economic, social and other interests in a sovereign manner both internally and in relations with other states.

Achieving security and stability goes back to the quality of leadership; that is until it's absent. Think of the worst leader you've encountered and I can virtually guarantee they were anything but stable weak and poor leaders create unnecessary levels of operational tension, anxiety and discord. A lack of stability harms culture, stifles productivity, erodes trust, and makes it extremely difficult to retain top talent. Instability can also be a harbinger of bigger problems.

The passing of time will usually reveal unstable leaders also tend to be lacking in several other areas. (Aransi, 2009) brings forward the idea of differences between political leaders, in terms of their ability to perform according to expectations of the citizenry, and the determining factors of such performance.

According to (Miamingi, 2018) for the post conflict state like South to be able to succeed in its security and stability, it must meet certain criteria; political will from political and security

leaders; a comprehensive undertaking of institutional reforms; strong national leadership; a process that should be nationally owned; space for a national dialogue and framework of democratic accountability. (Miamingi, 2018) described that in reality, in volatile situations, the absence of political leadership is a major obstacle to the process promoting security. According to (Zingel, 2010), Political leaders often mean national integrity when they speak of national security. He pointed out in his article that political leaders are always given a leadership positions to make policies that allow all citizens to having access to rights and ownership, it is that people are entitled to having their basic needs, like food, shelter, clothing, health and education guaranteed by state and society. This requires that the state is in a position to deliver. If not, we would speak of a failing or even of a failed state.

This can lead to political will of key individuals in leadership positions which is necessary to make policies for promoting security and stability. Because they have the power to decide what goals to include in the national agenda and may be able to influence others to endorse those goals (Moderan, 2015). The people and the state security are often determined by the state leadership ability. Political leaders are actors who do and say things that will produce a desired outcome. Political leadership is not only decision-making power; it also implies the ability and capacity of political actors to get others to share their views about issues of common interest, and engage others to “go with them” and embrace their way of addressing the problem or situation. It involves strong motivational skills and influencing abilities.

2.7.3 The Challenges Facing the Country Leadership in the Process of Promoting Security and Stability

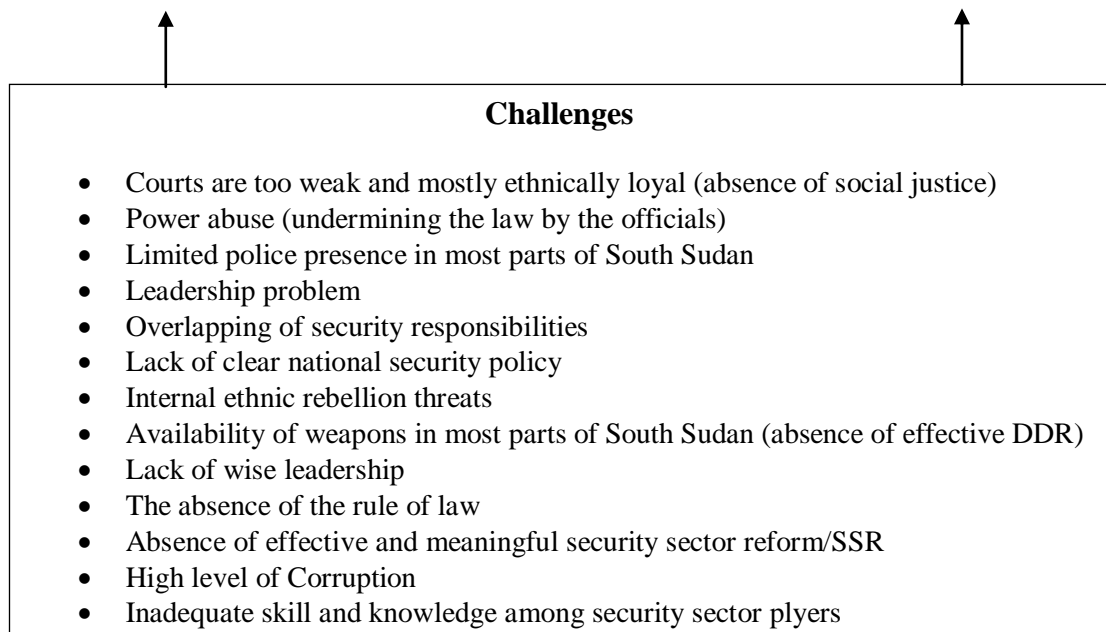
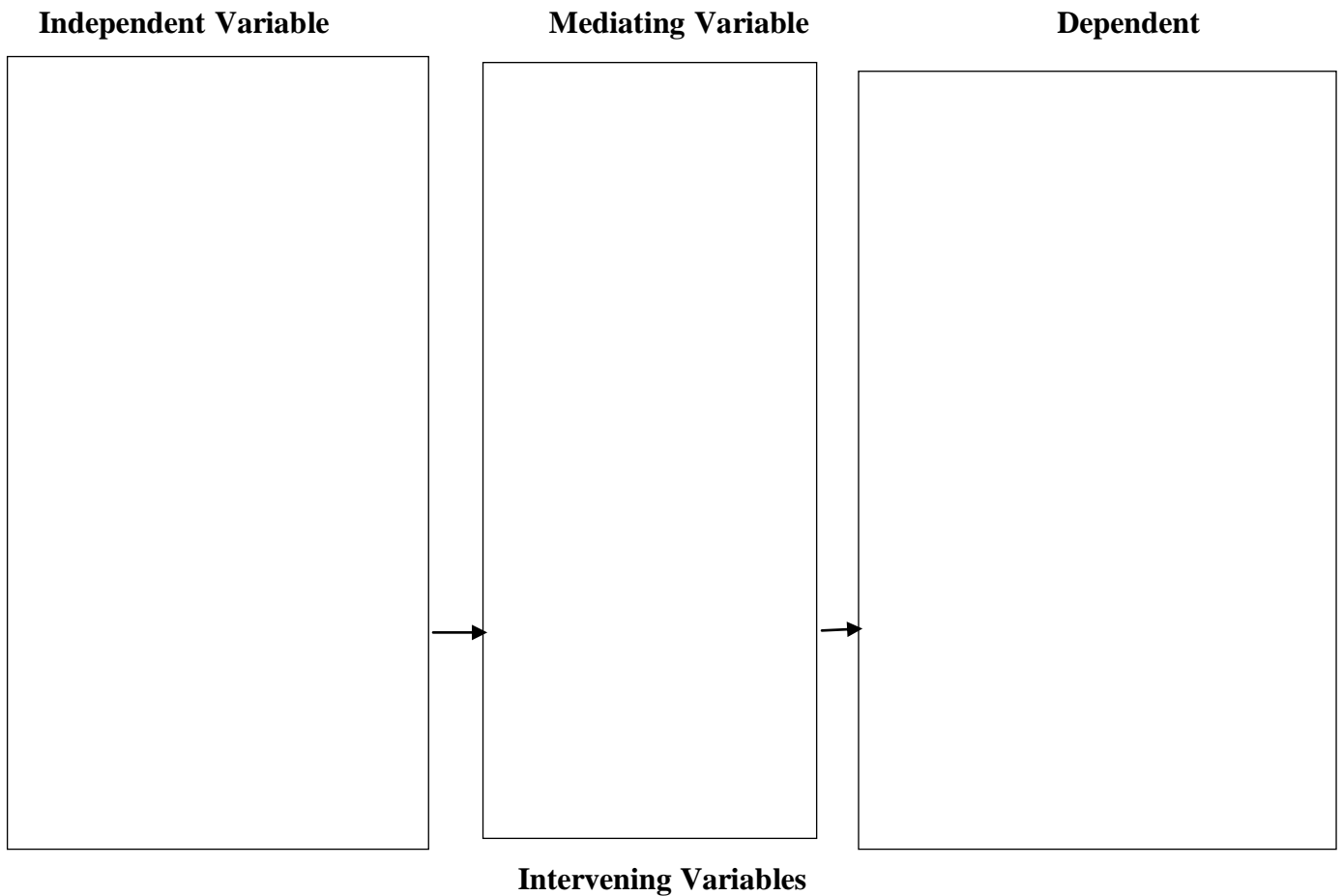
They Common challenges relating to political will and leadership, and ways to address them, include the following; (Miamingi, 2018) states that any effort to stabilize the security

situation in South Sudan must contend with the following key challenges; There is an absence of effective leadership that create an environment for promoting security and stability in the country; overlapping of security responsibilities. There is no distinction between the SPLA and the governing party, SPLM. The implication of these blurred roles is that every political challenge is a security challenge and every security challenge is a political one. As a result, security stabilization interventions must be both technical and political. There is no common and integrated concept of security risk. Without a clear and rich understanding of what constitutes a national threat, building a national security sector that is coherent, legitimate, effective, and affordable will continue to be elusive. As a result, there will be no security architecture and strategy. There is no effective oversight and accountability, and the absence of the rule of law. Instead of civilian oversight of the military, there is in fact a military oversight of civilian institutions. This puts the security actors above the law and accountability. The culture of impunity presents a challenge for stabilization efforts. Availability of weapons in most parts of South Sudan, there exist multidimensional security threats. The security environment in South Sudan is complex, fluid, and fraught with internal and external risks. Internally, the proliferation of arms and the multiplication of armed actors as the war has spread has created multiple risks for stabilization efforts. The country has an overabundance of arms and ammunition in private hands. In addition, there is an engulfing lawlessness that has to be factored into these efforts. South Sudan is in a hostile neighborhood. Neighboring states implicated in South Sudan's conflict can further complicate the security situation by incentivizing spoilers. So far, some regional actors have not demonstrated that they are interested in and committed to security stabilization in South Sudan. Yet, the future of stabilization efforts is partly dependent on the course of action they take

2.8 Conceptual Framework

This conceptual framework reflects the variables beginning with the direct responsibility of the top leadership on overall security and stability. People security and the state stability are less achievable without capable leadership. Below is the conceptual framework explaining the variables:

Figure 1: Variables: Conceptual Framework



(Source: Nkumba Business Journal, 2017)

Independent Variable: The Vital Role of Leadership

Leadership Ability (Acceptable Leadership) in Providing Security and Stability

It has been said that people security and state stability (strong and successful state) is determined by the level of country's leadership ability. That means the more there is good leadership at all levels, the more good security and stability prevails.

1. Effective Leadership Styles

Leadership has different styles for motivating and influencing people to achieve security and stability, here the leader must have a personal character or power to win the heart and the mind of the people where appropriate leadership style is required.

2. Good National Security Strategy

National security strategy is a set of strategies that response to the current and the future changing security environment in the way that these strategies should speak to the dynamics of the internal and external threats. Here leadership is a key in addressing the concept of national security which is the framework of achieving the overall national interests.

3. The Leadership ability in minimizing Corruption and Poverty Reduction

Corruption is a serious threat to overall security whether states or people security, in contrast poverty reduction is a one of the strategies that can minimize corruption. Here political leadership of the country has to aware of corruption and it must be willing to address corruption cases committed by the officials.

4. The DDR Program and Security Sector Reform

When there is rule of law and corruption has been reduced alongside the program of poverty reduction then it became easier for the state to initiate and create a safe environment for the DDR program toward effective security sector reform.

5. Democracy and Judiciary Reform

Other goals can follow like creating a democratic state where everybody is involved in the process of change. It will become easier for the judiciary to take place.

Mediating Variable: Political Environment

These are the variables in which security and stability are inevitable. These are the bridge of the political leadership to reach the people and the state security. They are as follows; Political Participation, Freedom of Speech, Media, Stakeholders Interests, Transparency, Accountability, Legitimacy, Open Market, Constitutional rights, Academics, Analysts and Observers.

Dependent Variable: The Security Promotion and Stability

These variables are ends or security objectives where the overall leadership strives for. They can put as indicated above (The Security Promotion and Stability) represented as follows; Public Security, Rule of Law, a Secure, Safe and Strong State, Peace/Security/Equality/Justice, Economic-Social Development, Order, Freedom (Social Justice), Human Security and State Security, Prosperity, Physical Security and Social Transformation.

Intervening Variables: Challenges

They also intervening variables that affect the process of achieving security and stability. These have been taken as research enquiries and examined during data collection, processing and analysis assumed as follow; Courts are too weak and mostly ethnically loyal (absence of social justice), power abuse (undermining the law by the officials), limited police presence in most parts of South Sudan, leadership problem, overlapping of security responsibilities, Lack of clear national security policy, internal ethnic rebellion threats, availability of weapons in most parts of South Sudan (absence of effective disarmament, demobilization and reintegration/DDR), lack of wise leadership, the absence of the rule of law, absence of effective and meaningful security sector reform/SSR, high level of corruption, inadequate skill and knowledge among security sector players.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses research methods, research design methodology, study population, sampling, data collection Methods and Instruments/Tools, data processing, data analysis, limitations and ethical considerations.

3.2 Research Methods

According to (Creswell, 2003) mixed methods research is an approach to inquiry involving collecting both quantitative and qualitative data, integrating the two forms of data, and using distinct designs that may involve philosophical assumptions and theoretical frame works. The core assumption of this form of inquiry is that the combination of qualitative and quantitative approaches provides a more complete understanding of a research problem than either approach alone. (Cameron, 2015) states that, mixed methods design involves collecting, analyzing, and interpreting quantitative and qualitative data in a single study or in a series of studies that investigate the same underlying phenomenon.

3.3 Research Design

A research design refers to the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance with the research purpose. It is the conceptual structure within which research is conducted. It constitutes the blueprint for the collection, measurement and analysis of data (Kothari, 2004). There three types of research designs:

Quantitative research design, qualitative research design and mixed methods research design.

In this study mixed methods research design will be employed.

The researcher “brackets” his or her own experiences in order to understand those of the participants in the study. Lastly, case studies are investigation strategies in which the researcher explores in-depth a program, an event, an activity, a process, or one or many individuals. This research used a case study design of the selected institutions in Juba. This is because this type of research design is more favorable as it facilitates into obtaining maximum information within minimum expenditure and time. Heads, senior officials, staff, officers, employees and personnel/workers has been purposely selected. Therefore, mixed study was utilized in the study. Both quantitative and qualitative study, a mixed research method was appropriate because of its coherence, insight and the totality as an instrument. In this investigation there is always a room for differences and debate because facts never speak for themselves.

The design helped the researcher in examining the objectives of the study that found out whether the leaders at different levels are playing their vital roles of leadership in the security promotion and stability, explored the level of leadership ability of South Sudanese leaders in the promotion of security and stability and examine the challenges facing the top leadership in promoting security and stability. (Best, Khan1998) describes that maintained that a case study is the way of organizing social data reviewing social reality. The study has been in five security sector institutions namely; the SPLA GHQs; Ministry of Defence, Ministry of Finance and Economic Planning, Legislative Assembly and the African Union Commission in Juba as representative security sector institutions in Juba.

3.4 Study Population

According to (Research Guidelines for Master's programmes, Nkumba University, 2013) the study population refers to the people, objects and events from which the study sample is drawn. In this case the study was conducted in Juba which has a population of about 450,000 according to (World Bank Population Review, 2018), in case study design research, sample size must not be too large as to cause complications in data processing. The study has been done in Juba through different categories of respondents in the selected institutions to test their leadership in promoting security and stability. These sample categories included the executive which has a vital leadership role in drafting preparing security policies as well as their role as an oversight body of security sector, the legislative is an important wing of the government in setting and approving senior security officials appointed by the executive and reviewing security policies brought by the executive and its overall security oversight as well. The other category of the respondents was the external actors who have their role to play in overseeing the overall security which affect the promotion of security and stability in the country. This composition provided reliable data and uniqueness characteristics of different security sector senior leaders, middle managers supervisors, staff/employees, personnel or workers.

Basic on the provisional census results of five institutions that have been selected in Juba, the target population that have meets the inclusion criterion that have been used for the study was 150. The target population included security sector senior leaders, middle managers, supervisors, staff/employees and non- managerial /personnel or workers in the selected five security sector in Juba. (Martella, 1999) defines population as a group of potential participants objects or events to whom or to which researchers want to generalize the results of the study derived from sample drawn from the population. Likewise, (Fraenkel, Wallen, 2000) population is usually a group of persons (leaders, managers, supervisors, employees, citizens, soldiers, or other individuals) who possess certain characteristics.

3.5 Sampling

(Mason, Bramble, 1997) defines sampling as the act of drawing a sample from a population.

3.5.1 Sampling Frame

Sampling frame encompass all the elements of a population with proper identification that is available to a researcher for selection at any stage of sampling. From the target population of 150 of age 18 years and above, guidelines for estimating the sample size.

Table 1: Sampling Frame for the Selected Institutions in Juba

S/No	Category of Institutions	Total Population	Target Population	Sampled Population
1.	The SPLA GHQs	5000	60	50
2.	Ministry of Defence	1500	27	18
3.	Ministry of Finance and Economic Planning	1200	24	16
4.	South Sudan Legislative Assembly	350	25	19
5.	African Union Commission in Juba	120	14	06
	Total	8170	150	109

Source: (Government of South Sudan Website, 2018)

The sample size of research participant was calculated basing on Yamane's formula (Yamane, 1967) Determining the sample size using Slovene's formula of calculating the sample size as

$$n = N / (1 + Ne^2)$$

n = required sample size

N = target population

e = Level of confidence

$$n = 150 / (1 + 150(0.05^2))$$

$$n = 150 / (0.025) \quad n = 109$$

The data was classified and tabulated in accordance with the objectives to arrive at the meaningful and relevant inferences by using thematic data analysis and descriptive statistical data analysis techniques

3.5.2 Sample Size

The study employed a two-stage stratified cluster sampling strategy. First, five targeted security sector institutions was selected from more than 25 security institutions in Juba to represent the sample size and those five institutions has been categorized into two categories: Institutions Constitutionally Authorized to Provide Security represented in the (1) The SPLA GHQs; Security Management and Oversight Bodies; represented in the (2) Ministry of Defence (3) Ministry of Finance and Economic Planning (4) South Sudan Legislative Assembly (5) African Union Commission in Juba. Second, respondents have been selected based on their security institutional affiliated. The sample size was calculated from a formula to estimate and reflect the proportion of the population. As the population size was known,

the sample size was calculated based on the standard 95% confidence level with the precision needed as it has been conformed in the justification of sample size. Although a total of respondents should have been sufficient to represent the selected concerned security institutions, the survey attempted to engage 109 staff to insure against non-response. The sample size covers the whole targeted population. The survey used a simple random sampling in order to achieve a politically, ethnically, and socio-culturally diverse and representative sample. The response rate of the survey was nearly perfect.

3.5.2.1 Confidence Level Z

The confidence level is the probability that a confidence interval included the population parameter. Based on past research, researcher has decided to keep 95 percent confidence level for estimating sample size. The z value associated with the desired confidence level is 0.05. Or calculating sample size.

3.5.3 Sampling Techniques

Categories of sample methods include, probability sampling and non- probability sampling. Probability sampling is a process or procedure that assures that the different units in the population have equal probabilities of being chosen or is any method that utilizes some of form of random selection. Non-probability sampling does not involve random selection of sample unit. Probability samplings include; simple random method, systematic sampling, stratified sampling, cluster sampling and multistage sampling. Non-probability sampling includes; convenience sampling, purposive sampling, snowball sampling, quota sampling and purposive sampling.

The present study has chosen simple random sampling method. Heads/senior leaders, middle managers, supervisors, employees/staff and workers/personnel of the security sector

institutions in Juba was selected randomly from the larger population. The simple random sampling method is used to get a better representation of the larger group of the study area.

As noted above, the simple random sampling method is one of the types of probability sampling technique. In order to choose security sector institutions in Juba, purposive sampling technique method was adopted in selecting institutions representing the overall security sector in Juba. This consisted of selected five institutions representing the security sector in Juba namely; The SPLA GHQs 50, Ministry of Defence 18, Ministry of Finance and Economic Planning 16, South Sudan Legislative Assembly¹⁹ and African Union Commission in Juba 6.

Table 2: Sampling the Selected Institutions of Security Sector in Juba

S/No	Category of Institutions	Target Population	Sample Size
1.	The SPLA GHQs	60	50
2.	Ministry of Defence	27	18
3.	Ministry of Finance and Economic Planning	24	16
4.	South Sudan Legislative Assembly	25	19
5.	African Union Commission in Juba	14	06
	Total	150	109

According to Kothari (1990), purposely sampling involves deliberate selection of particular units of the universe for constituting sample which represent the universe.

3.4.4 Sample Population

A sample population is a subset of the populace. It comprises only some elements of the people. It is that part of total inhabitants which is selected for this research. For this study, the sample consists of 109, they have been selected for analysis and they obtained in the following manner; Heads/senior leaders, middle managers, supervisors, employees/staff and workers/personnel in the Institutions constitutionally and legally authorized to provide security, was purposely selected because they are knowledgeable about their role as top leaders in the security sector, and thus, key informants. They provided information about setting national security objectives, mission and vision.

Table 3: Sample Size for the Selected Institutions

S/No	Category of Institutions	Sample Size
1.	The SPLA GHQs	50
2.	Ministry of Defence	18
3.	Ministry of Finance and Economic Planning	16
4.	South Sudan Legislative Assembly	19
5.	African Union Commission in Juba	06
	Total	109

3.4.4.1 Justification of Sample Size

The population size of Juba is 450,000 hence using Yamane method of finite population;

$$n_y = N/(1+N\epsilon^2)$$

n_y = Sample Size

N = Population Size

1 = Constants

$$n_y = 450000/1+450,000(0.05)$$

$$n_y = 450,000/22500$$

$$n_y = 20$$

Based on the calculation, the sample size was required. While the survey researcher has collected the number of respondents, which implies that the sample size was more than sufficient to estimate the population proportions with 95 percent confidence level and allowable tolerable limit of 0.05.

3.5 Data Collection Methods and Instruments/ Tools

According to (Kothari, 2004) the task of data collection begins after a research problem has been defined and research design/ plan chalked out. While deciding about the method of data collection to be used for the study, the researcher should keep in mind two types of data viz., primary and secondary. The primary data are those which are collected afresh and for the first time, and thus happen to be original in character. The secondary data, on the other hand, are those which have already been collected by someone else and which have already been passed through the statistical process. This study used both primary and secondary methods of data collection. The study was designed and justified the data collection tools used and clearly shown how each tool was administered documentary review.

3.5.1 Primary Data (Phase 1 Quantitative)

Primary data indicate the statistics collected using tools such as questionnaires, interviews and observation.

3.5.1.1 Questionnaire

First, quantitative phase of the study focused on the Objectives of the Study that were outlined in Chapter One. The major task was in finding out whether the leaders at different levels were playing their vital roles of leadership in the security promotion and stability; exploring the level of the leadership ability of South Sudanese leaders in the promotion of security and stability and examining the challenges facing the top leadership in promoting security and stability.

The primary technique for collecting the quantitative data was a self-developed questionnaire, containing items of different formats: multiple choice, asking either for one option or don't know, self-assessment items (tick the right option). The questionnaire consists of thirty questions, which are organized into four sections or scales. The first section provided information regarding participants', gender, age, employment or current position and level of education. The second section was based on the vital role of leadership in the Security Promotion and Stability. The survey asked questions related to the vital role of leaders in the Security Promotion and stability, the latter are measured on a 5-point Likert type scale from "Strongly agree" to "don't know". The third section was based on the level of the leadership ability in promoting security and stability in the country, it measured participants' 5-point rating scale from "Not at all" to "A lot to a great "extent. The fourth section focused on the challenges facing the leaders in the process of promoting security it measured participants' 5-point rating scale "Strongly Agree" to "Don't know".

3.5.1.2 Interview

(Mason, Bramble, 1997) an interview can be defined as a verbal discussion conducted by one person with another for the purpose of obtaining information. The interview method of data collection is quite flexible and can be easily to a variety of situations. The main reason for the flexibility of the method is the presence of the interviewer, who can explore responses of the

person being interviewed, ask additional questions to clarify points, and general tailor the interview to the situation. In this study interview schedules were administered through face to face.

Data for this study were collected by conducting interview. Interview guide was used with a set of questions based on purpose of the study, research objectives and significance of the study which was used mostly unstructured. The researcher used unstructured interview to the heads and senior leaders of those institutions to search direct views, opinions and more information about their leadership practices and the effects on security promotion and stability in Juba. The researcher also sought for their understanding on leadership styles and their influence in security management as well as leadership in the security sector or concerned security institutions (CSI). Interview also administered to the heads and officials in the selected intuitions to gather information if they are determining the research objectives.

3.5.1.3 Observation

(Enon, 1998) argues that the word observation describes data that are collected, regardless of the techniques used in the study. Observation relies on the researcher seeing, hearing, testing and smelling things. This method does not depend on getting data from somebody, but rather depends on personal intuition. This technique proved quite useful when the researcher physically visited a particular site to observe and adduce or collect data.

(Best, Khan, 1998) has pointed out that observation can be human or physical environment, social interaction, physical activities, on-verbal communication, planned activities and unplanned activities. Through observation method information was sought by way of researchers' observation without asking respondents. Participant observation was employed in data collection. (Hatch, 2002) maintains that in particular observation the researcher acts as participant at the same level in the setting he/she is serving or working in the concerned

security institutions. The researcher observed on how leader's actions influence the overall security in the country.

The researcher observed all leaders and staff activities and their decision making for every selected institution the researcher attended at least one meeting. The researcher attended other important meetings especially during tea break and issues that was observed thoroughly from the beginning to the end of meetings. During observation the researcher noted down important points. Senior staff punctuality in attending their periods were also observed while they are unconscious. The researcher took an observation and at the same time conducting documentary analysis of plans and scheme of work. The aspect of staff attending at work place at recommended time was also observed. The researcher used to arrive at one of the selected institutions early in the morning at 8:00 am that was according to the timetable that was set on how the selected 5 institutions covert. Most of senior staff were also observed on actual time in arriving at the selected institution.

By nature, social scientists are observers both human activities and physical settings in which activities take place. Observation may take place in offices or meeting halls as result of experiment. It is also possible to conduct an observation in natural settings of activities (Denzin and Lincoln, 2002). Structured observation schedule was use in this study to observe senior leaders' punctuality in going at work place at recommended time. Also, it helped to observe frequency of staff in attending their periods. Advantages of using observation as a technique in data collection had been enumerated by (Devis,1997) as follows. In the first place, respondents could be observed in their natural behavior such that there could not be influenced or manipulated by their conscious feelings. However, there are some limitations with this method. In the first place, not all occurrences in social research could open to

observation. For example, refusal by respondents to allow the observer watch their activities can limit the study. Not all occurrences can be observed.

3.5.2 Secondary Data – Phase 2 Qualitative

The secondary data indicated data collection tools included; documentary review, official documents, files, books, newspapers, journals, plans, logbooks, different reports or records, and internet.

3.5.2.1 Documentary Review

(Martella, 1999) document search involves obtained data from any written or visual sources such as diaries, novels, incident reports, advertisements, speeches, official documents, files, films, audiotapes, books, newspapers and so on. The study employed the review of written documentary sources. These sources include; different report or records of security sector institutions meetings, journals, marking schemes, and plans, logbooks, subordinates' attendance registers and senior staff attendance daily book as well the documentary review through the website of those institutions. Documentary review was used to supplement information and data collected by interview. This included collection of information regarding the selected institution profile. Various documents and policies on security sector functioning was reviewed. Documents like directives, resolutions, orders, annual report on security situation in the country and guidelines from the high-level leadership was also be reviewed.

Secondary sources involve information provided by a person who did not directly observe the event, object or condition. The researcher reviewed documents related to reprimand mechanism and job description. The document revealed how heads of CSI are adhered to principles and regulations stipulated to guide security sector. Further analysis of documents was made on plans and scheme of works that are prepared by security leaders and if are used in daily security sector management. Furthermore, staff attendance books have been reviewed so as to determine security sector staff punctuality.

3.6 Data Processing

Data Processing technically speaking, processing implies editing, coding, classification and tabulation of collected data so that they are amenable to analysis (Kothari, 2004). For the purpose of this research data processing included; following process:

3.6.1 Field Validating

The first step in the data processing begins post the questionnaire survey, is field validating. Researcher has taken proper care to check whether the execution of the study was handled properly.

3.6.2 Data Editing

After completion of field validating process, the next step in the process followed was data editing. In this stage, all detectable errors and omission had been examined and the necessary actions has to be taken. Editing was done at two tiers, during field survey and during centralized in-house editing.

3.6.3 Coding the Questionnaire

Post data editing process, next step was coding the questionnaire. It was the process of identifying and denoting a numeric value to the responses given by a respondent (Chawla et. al., 2011). In this study the questionnaire was coded starting with a question number, variables and coding patters. (See appendixes).

3.6.4 Tabulation and Synchronization of Data

As the data obtained from the primary instruments was bulky and voluminous in nature, it required to be reduced in size. So, the information was collected into homogenous categories. In this survey classification and tabulation of information was done on the basis of common attributes and on the basis of class intervals. For analyzing data, Descriptive Statistics techniques were used with the help of Microsoft Excel and SPSS (Statistical Software for Social Sciences) software. Chi-square test showed the relationship between two variables. It

was used for testing the statistical significance of the observed association in cross tabulation (Malhotra, 2009). It helped in determining association between two variables.

3.7.1 Data Analysis (Phase 1 Quantitative)

According to (Kothari, 2004) the term analysis refers to the computation of certain measures along with searching for patterns of relationship that exist among data-groups. Before the statistical analysis of the quantitative survey results, the screening of the data was conducted on the univariate and multivariate levels (Kline, 1998; Tabachnick, Fidell, 2000). Data screening helped the correlations among predictor variables.

Data screening included the descriptive statistics for all the variables, information about the missing data, linearity and homoscedasticity, normality, multivariate outliers and singularity. Descriptive statistics for the survey items was summarized in the text and reported in tabular form. Frequencies analysis has been conducted to identify valid percent for responses to all the questions in the survey.

Data analysis was based on the research questions are made. These included the following: What are the leadership vital roles that South Sudanese's senior leaders are playing in the security promotion and stability? What is the level of the leadership ability of South Sudanese leaders in the promotion of security and stability? What are the challenges facing the top leadership in promoting security and stability?

Predetermines the choice of statistical test and analysis to be used in the study. Because the underlying assumptions of discriminant analysis were multivariate normality, homogeneity of variances and linearity. That is why data screening at a primary stage in the analysis was important. When the data did not satisfy these assumptions, the statistical results will not be a

precise reflection of reality. In case the data did not meet the underlying assumptions, the transformation procedure was performed.

The results of the analysis were reported in the form of the discussion. The eigenvalues provided the information of how much percent of variance is accounted for by the discriminant function. The Wilks' Lambda test will yield the Chi-Square value to show the statistical significance for the discriminate function. The standardized coefficients of the discriminant function were indicating how much relative unique contribution to the group differences is provided by the predictor variables.

The structure coefficients showed the correlation between the response variable and the discriminant function. Functions at group centroids had provided the discriminant scores on the discriminant function for each group, i.e. they showed how the groups differ on the discriminating variable. All statistical analysis of the quantitative results had been conducted with the help of Statistical Package for Social Sciences software (SPSS).

3.7.2 Data Analysis of Phase 2 (Qualitative)

In the qualitative analysis, the data was collected from interviews, observation and documentary review, analyzed using qualitative methods of data analysis. Qualitative methods were used so as to provide an in-depth description of a specific phenomenon, practice or setting and the qualities which the present study entails. The research used content analysis to process qualitative information. According to Fraenkel, S Wallen, (2000), content analysis is a technique that enables the researcher to study, human behavior in an indirect way through analysis of communication. Content analysis enabled the researcher to organize a large amount of materials. It was done by developing appropriate interpretation.

The steps in qualitative analysis included: (1) preliminary exploration of the data by reading through the transcripts and writing memos; (2) coding the data by segmenting and labeling the text; (3) using codes to develop themes by aggregating similar codes together; (4) connecting and interrelating themes; and (5) constructing a narrative (Creswell, 2002). To augment the further discussion, the visual data display was created to show the evolving conceptual framework of the factors and relationships in the data (Miles and Huberman, 1994).

Depending on requirement of each data source, analyses was based in identifying theme and patterns. Data presentation was informing descriptive analysis. The researcher categorizes related topic where major concepts or theme has been identified and analyzed. Additionally, uses of direct quotations as expressed by respondents was use to present additional striking findings. In data\ analysis, categories were formed on the basis of research tasks. Each interview schedules were read carefully to determine bearing of responses in formulated categories. The researcher identified information relevant to research objective. In descriptive analysis, the researcher provided an account of a place or process. The purpose visualized the situation as a means of understanding what was happening. The study sorted the useful information and classified the data according to topic related data from interviews; observation and document search were put together.

3.8 Limitations

As it is for every study, the limitations of this research design included:

1. Quantitative results of the first phase have shown no significant differences.

2. The measurement of the examined respondents refused to speak against their organizations and give the correct information about their leaders' role in the process of promoting security and stability.
3. As any mixed methods design, it required lengthy time to complete.
4. It required feasibility of resources to collect and analyze both types of data.
5. This study was about collecting data mostly from the staff in the security institutions, others were not willing to release sensitive information about their organization.

3.9 Ethical Considerations

Ethical issues were considered during data collection, the researcher obeyed the rules and regulations governing human rights. This was done so as to ensure that the rights to privacy and protection of the respondents were not infringed. Assurance of no other use of the information given apart from the study purpose was also granted to the participants. Furthermore, in relation to ethics and confidentiality in research, the researcher bore the responsibility of ensuring that information about the subjects and their responses remained confidential and that they were used for no purpose other than the research for which it was intended (Mason and Bramble, 1997).

CHAPTER FOUR

PRESENTATION OF FINDINGS, ANALYSES, DISCUSSION AND INTERPRETATION

4.1 Introduction

This chapter contains research presentation of findings, analysis, discussion and interpretation of findings of the study. The purpose of the study was to explore the effect of the leadership in the security promotion and stability in South Sudan and to develop a new conceptual framework that will describe and explain the level of leadership on overall security and stability using a relationship perspective. The study was conducted in the five selected security sector institutions in Juba the capital city of South Sudan, namely the Sudan People Liberation Army General Headquarters (SPLA GHQs), the Ministry of Defence (MOD), the Ministry of Finance and Economic Planning, the parliament and the African Union in South Sudan.

Data were collected and presented along the three research objectives outlined in chapter one. These were; first, to find out whether the South Sudanese political leaders are playing their vital roles of leadership in the security promotion and stability. Second, to examine the level of the leadership ability of South Sudanese leaders in the promotion of security and stability. Third, to explore the challenges facing the top leadership in the security promotion and stability in South Sudan.

4.2 Presentation of Findings and Analysis

The scales used were the multifaceted leadership and security questionnaires. A total of 109 questionnaires were distributed to five selected security institutions but 91 were returned, fully filled representing a valid and reliable data. The respondents that participated in the study includes: Senior leader, Middle Managers, Supervisors, Staff/ Employees and Non-

Managerial workers/ personnel this ensured a fair representation of each group of the institution since their operations are significantly different. These were chosen through purposive non-random sampling techniques and were interviewed through unstructured questionnaires. The questionnaire comprised of four sections and data generated was presented as follows:

The first section comprised of demographic data such as gender, age, job category and the level of education, The second section comprised of research objective one: data describing the leadership vital roles of south Sudanese political leaders in the security promotion and stability, In the third section data obtained from the analysis of research objective two: the level of the leadership ability in the security promotion and stability in South Sudan, scales had been examined and the association between the two variables discussed, The fourth section comprised of research objective three: data describing the leadership challenges in the process of security promotion and stability.

4.2.1 Response Rate

Table 4: Response Rate

	Number	Number	Response rate
Questionnaire	109	91	83%

Source: Field data 2018

A total number of 109 questionnaires were sent out, and a total of 91 questionnaires collected. This gave a response rate of 83%.

4.2.2 SECTION 1: The Respondents Personal Information

The study initially sought to ascertain the general information on the respondents involved in the study with regards to the gender, age bracket, job categories, and educational background.

4.2.2.1 Gender

The study sought to establish the gender of the respondents and the findings are as shown in Table 5.

Table 5: Gender Distribution

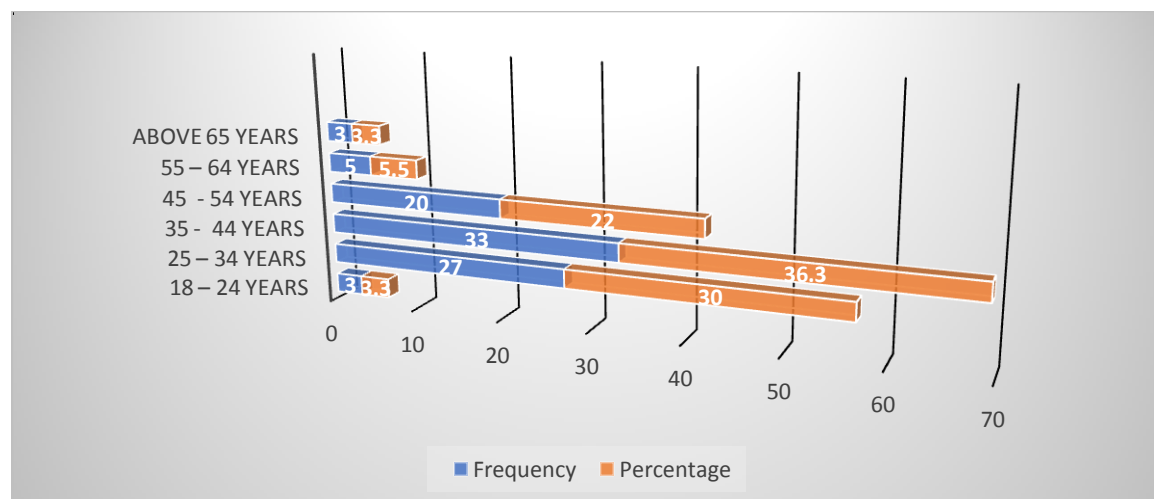
Gender	Frequency	Percent (%)
Male	76	84
Female	15	16
Total	91	100

Source: Field data 2018

From the findings, majority 76(84%) of the respondents were male, 15(16%) were female. This implies that even though there was gender disparity most of the responses emanated from males.

Figure 2: Age Bracket

The respondents were asked to indicate their age bracket. The study findings are illustrated in Figure 2.



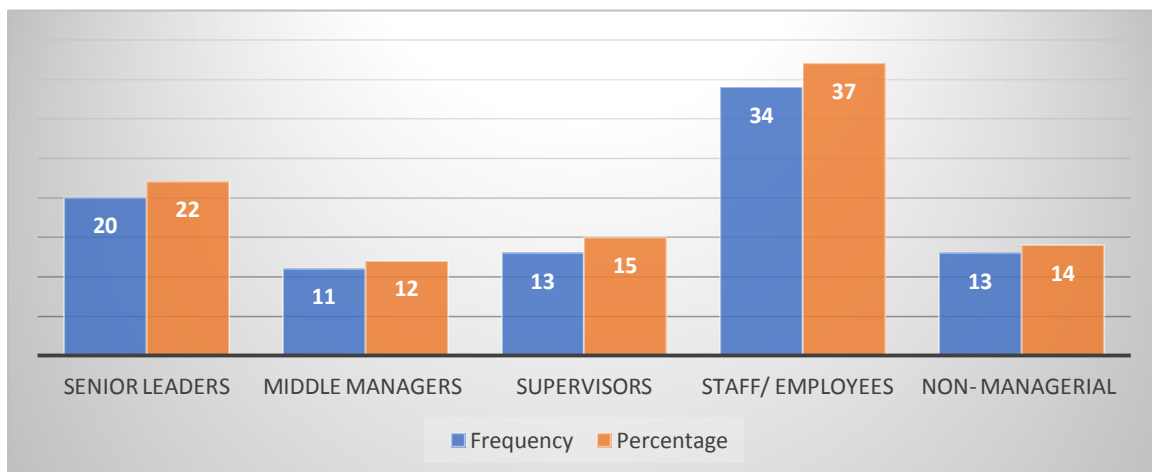
(Source: Field data 2018)

Shown on Figure 2, 3.3% represent the respondents who participated in this survey were within the age of 18 - 30 years, followed by age category of 25 – 34 years at 30%, the third

category have 3% at the age of 35 - 44 years, 45 - 54 years at 2%, 55 – 64 years at 5.5%, and Above 65 years at 3.3%. This mean that the institutions are more interested in recruiting employees who are within the age group of 35-44 years as the first priority followed by category of 25-34 years and provably those from the age between 45-54 years have small chance of been recruited for employment in different organizations and institutions. This might be the age categories who are still mature enough and have reach the employment age not beyond retirement age of employment regarding the policy of the organizations and institutions at different levels.

Figure 3: Job Category of Respondents

The respondents were asked to indicate their positions or job categories. The findings are shown in Figure 3.



(Source: Field data 2018)

As per the findings above, the research discovered that 11 (12%) was the least percentage and this constituted the middle managers, while supervisors were 13 (15%), Non-Managerial were 13 (14.5%), senior leaders were 20 (22%) while the employees or staff were the most in term of numbers of 34(37%).

4.2.2.2 Educational Background

The study sought to establish the level of education from the respondents. As this also contributes to the factors that may influence the effect of leadership in promoting security and stability, the results are as tabulated in Table 6 below.

Table 6: Respondents Educational Background

Educational Level	Frequency	Percentage (%)
Primary education	05	5.5
Secondary education	25	27
Diploma	14	15
Bachelor Degree	36	40
Postgraduate Diploma	02	2
Masters	09	10
PhD	-	-
Total	91	100

(Source: Field data 2018)

The respondents were of different education levels and the research discovered that 36 (40%) of the respondents had completed university degree level, 25(27%) had completed secondary level, followed by 14(15%) had diploma, 9(10%) had masters, 5(5.5%) had finished primary education but did not continue to the senior level while the least number of respondents 2(%) had postgraduate diploma. From the findings, majority of the respondents had university education, had college education and had primary education. This implied that all of the respondents are educated.

4.2.3 Section 2: Objective One: The Vital Role of Leadership (VRL) in Promoting Security and Stability in South Sudan

Figure 4: The Vital Role of Leadership (VRL) in Promoting Security and Stability in South Sudan



(Source: Field data 2018)

In Figure 4 above, 50(55%) respondents strongly agreed that most of the security problems arises because of political leadership instability, 42(46%) respondents strongly disagreed that The current political instability, insecurity, economic and social suffering in the country are just part of the process of the nation building, 43(47%) respondents agreed that South Sudan national Security service has always preparing for the security personnel's for the potential security threats, 33(36%) respondents agreed that Staff have a feeling of personal empowerment with respect to work processes in South Sudan security sector institutions, 30(33%) respondents agreed that South Sudan national security service strategy/policy is guided by the policy that all citizens, employees/staff, personnel are protected from all forms of threats, 29(32%) respondents disagreed that Defense and Security leaders are carefully develop contingency plans and assess potential threats and risks to the state security like South Sudan, 38(42%) respondents agreed that in South Sudan, Security leaders review and evaluate overall country security sector's progress toward meeting its goals and objectives, 25(27%) respondents agreed that in South Sudan security sector, leaders generate high levels of motivation and commitment toward the security stability, 38(42%) respondents agreed that South Sudan security leaders are capable of communicating the firm's vision of national security strategy as a vital leadership role, 40(44%) respondents strongly agreed that most of security problems in the country are caused by the absence of the meaningful and effective security sector reform that promote security and stability, 34(37%) respondents agreed that South Sudan Defense Forces (SSDF) or the SPLA leadership as part of the security sector is playing a lead role in managing strategic military intelligence information that can contribute to the Security and stability of South Sudan, and finally 34(37%) respondents strongly agreed that The security sector leadership in south Sudan is playing a vital role toward security promotion and stability. From the findings shown above, it implied that the majority of the respondents strongly 50(55%) agreed that most of the security problem arises because

of political leadership, secondly, the respondents 43(47%) also agreed that South Sudan national Security service has always preparing for the security personnel's for the potential security threats and finally the respondents also pointed out by strongly agreeing that most of security problems in the country are caused by the absence of the meaningful and effective security sector reform that promote security and stability.

Therefore, most of South Sudanese politicians should refrains from using their politics in promoting violence among communities in the country and the security personnel should be inform about their role in protecting national interest rather than destruction and killing on ethnic and tribal bases.

4.2.4 SECTION 3: Objective Two, the Level of the Leadership Ability in the Security Promotion and Stability

Objective Two determined the views of the respondents in the study and was reflecting the level of the leaders in providing, promoting security and stability in South Sudan. This objective has been achieved as expected. The details of the findings are shown in the following Figure 6.

Figure 5: The Level of the Leadership Ability in the Security Promotion and Stability

In Figure 6 above, 42 respondents agreed little that South Sudan defense strategists together with the national security policy makers are able to move the country toward promoting security and stability, 45 respondents agreed a little that the country leadership ability show concern for people views on public security issues, 40 respondents agreed a little that the country leadership ability show concern for Non- State actor's (stakeholders) views on national security issues, 43 respondents agreed a little that senior official's leaders in the security sector capable of promoting security and stability in the country, 27 respondents agreed a little that they trust the SPLA military capabilities in contributing to the nation security as well as defending the nation from the external threats, 30 respondents agreed a

little that they trust the ability of defense and security committee in South Sudan parliament in overseeing the overall security operation in the country, 38 respondents agreed a little that they trust the ability of South Sudan Ministry of justice through the judiciary and the police in ensuring law, order, and public safety, 39 respondents did not agree at all that they trusted the ability of South Sudan Ministry of Finance and Economic Planning in managing the current economic shocks and poverty issues that may give rise to insecurity in the country.

53 respondents did not agree that South Sudanese trusted the ability of the national security leadership through the department of the economic security policy in reducing the negative impact of the current high inflation and poverty in the country, 32 respondents agreed a little while that most of security problems in the country were caused by the absence of the meaningful and effective security sector reform that promote security and stability.

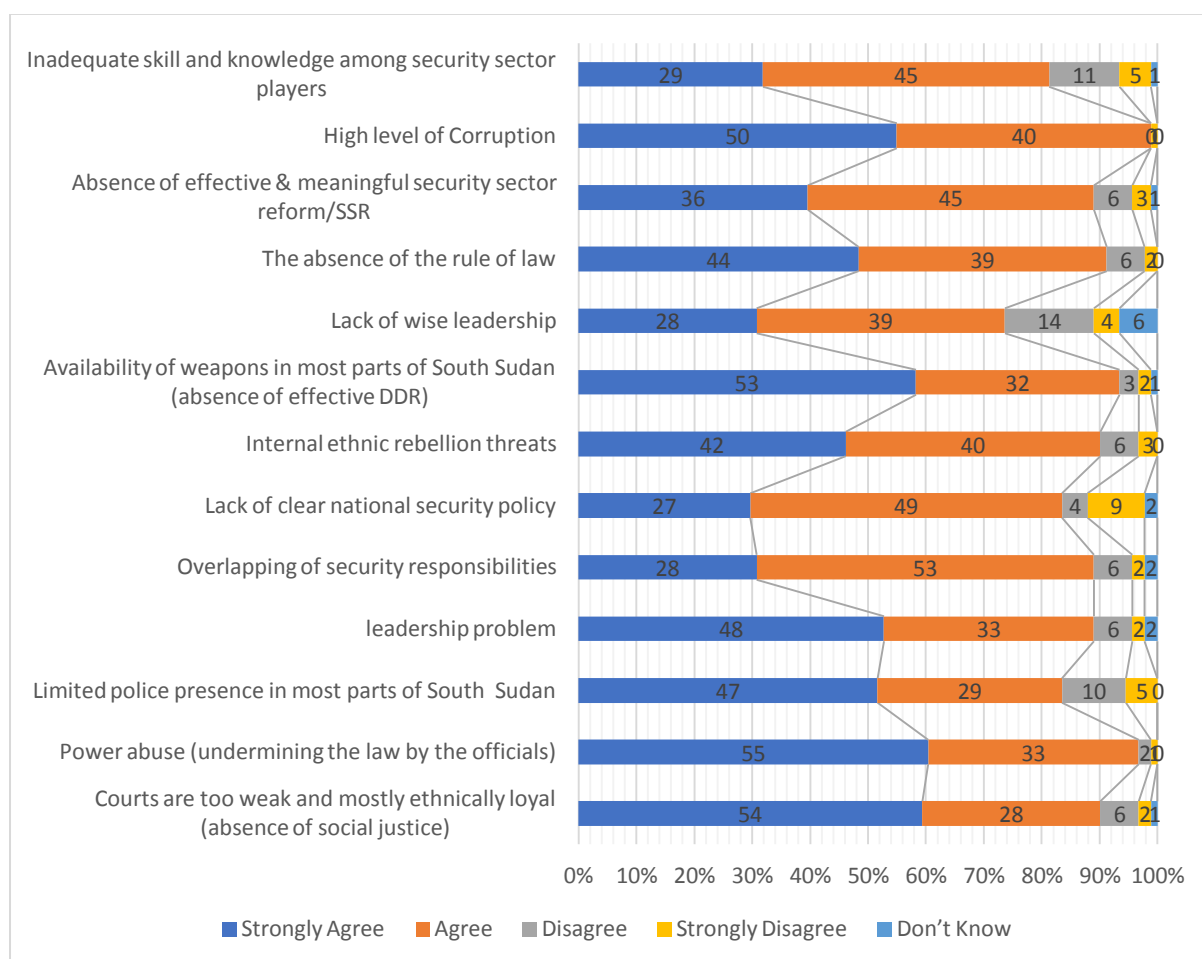
From the findings shown above, it showed that the majority of the respondents (53) were not agreeing that most South Sudanese trusted the ability of the national security leadership through the department of the economic security policy in reducing the negative impact of the current high inflation and poverty in the country. Secondly, the respondents (45) also agreed a little abet that the country leadership ability showed concern for people's views on public security issues. Finally, the respondents also pointed out a little concern that senior officials and leaders in the security sector were capable of promoting security and stability in the country.

The majority of the respondents pointed out that they did not trust the ability of the national security leadership through the department of the Economic Security policy in reducing the negative impact of the current high inflation and poverty in the country.

Therefore, more is needed to re-enforce the economic status of the country and to fight corruption on public funds.

4.2.5 Section 4: Objective Three: The Leadership Challenges in Promoting Security and Stability

Figure 6: Illustrates the rating of, the Leadership challenges in promoting security and stability



In Figure 7 above, the highest number 55(60%) of respondents strongly agreed that Power abuse undermining the law by the officials, 54(59%) number of respondents strongly agreed Courts are too weak and mostly ethnically loyal absence of social justice, 53(58%) number of

respondents strongly agreed that availability of weapons in most parts of South Sudan absence of effective DDR, 48(53%) number of respondents strongly agreed that there is leadership problem, 49(54%) number of respondents agreed that lack of clear national security policy is the issue, 47(52%) number of respondents agreed that limited police presence in most parts of South Sudan is a problem, 42(46%) respondents agreed that internal ethnic rebellion threats is hampering development, 53(58%) respondents strongly agreed that availability of weapons in most parts of South Sudan (absence of effective DDR) is a security threat, 39(43%) respondents agreed that there is lack of wise leadership, 44(48%) respondents strongly agreed that there is absence of rule of law, 45(49%) respondents out of the total agreed that there is absence of effective and meaningful security sector reform/SSR, 50(55%) respondents strongly agreed that there is inadequate skill and knowledge among security sector players.

From the findings shown above, it shown that the majority of the respondents 55(60%) strongly agreed that power abuse undermining the law by the officials, secondly, the respondents 54(59%) also strongly agreed that courts are too weak and mostly ethnically loyal (absence of social justice), 53(58%) respondents agreed that overlapping of security responsibilities and finally 50 number of respondents also pointed out strongly that high level of corruption. The majority of the respondents pointed out that power abuse undermining the law by the officials, and the courts are too weak and mostly ethnically loyal (absence of social justice).

Therefore, government institutions need to be re-enforced to fight corruptions and to strengthen the rule of law in the country.

4.3 Discussion and Interpretation of Findings

In addition to the findings from the literature review, leadership has the overall effect on security and stability through the organization of others to work together and accomplish

common task without or minimal threats. This is totally different from the main findings of this study which has shown the leadership failure in providing security and stability in South Sudan. This provides a discussion of the main findings from the research and also links the literature to the research outcomes.

4.3.1 Objective One: The Vital Role of Leadership in the Security Promotion and Stability

The first research objective investigated the vital role of leadership in the security promotion and stability in South Sudan. A number of conclusions can be drawn from the results presented in Chapter Four and which pertained to the first research objective. The findings revealed that most of the security problems has been created by the top leadership by putting their personnel interests above the nation.

The based on the findings in the previous chapter, the study discovered that the majority of the respondents 50(55%) strongly agreed that most of the security problem arises because of political leadership instability in the country, as noted in the research problem (Hutton, 2014:10) this crisis is the military and security spaces which are once again dominating the narratives with a lack of a broad-based domestic political agenda. (Maxwell, 2011:271) states that one of the most important roles of a leader is conflict resolution, in the absence of clear leadership, conflicts always last longer and inflict more damage. This statement is also reflected in the literature review as (Anyadike, 2013) writes that security is the requirement for the role of the leaders in government to maintain the survival of the state through the use of economic policies, diplomacy (in various dimensions), power projection and political power. This has even rejected the concept of autocratic leadership style which is the right hand of traditional concept of the state security and stability. As it has been described in the

literature review by (Cherry, 2017) authoritarian leaders, also known as autocratic leaders, provide clear expectations for what needs to be done, when it should be done, and how it should be done. This style of leadership is strongly focused on both command by the leader and control of the followers. This result indicates that there was a total state leadership failure in its role in providing, promoting security and stability of the state, since there was a face of autocratic leadership style that the leaders of South Sudan have even failed to succeed on it application.

The study discovered that the respondents 43(47%) agreed that South Sudan National Security Service had always prepared security personnel for the potential security threats. These findings cannot be ignored because of they did not support the expectation of the research objective. The researcher undertaking his research the observation discovered that some of the respondents feared to tell the truth about the role of leadership in promoting security and stability while they are aware that their leaders have failed to secure and stabilize the country. This has been as one of the research limitations. And finally, the respondents also pointed out by strongly agreeing that most of security problems in the country are caused by the absence of the meaningful and effective security sector reform that promote security and stability. This is also another dimension of the leadership failure in the process of promoting security and stability as in the literature review (Maxwell, 1993) pointed out that, everything rises and falls on leadership.

Therefore, there was a need for the overall political leadership to recognize the fact of the total leadership role failure in the security promotion and stability in the country. Then the new generation of fresh leadership should be given a chance to practice their management ability as the findings showed in Chapter Four that the employees were the most respondents who had participated in term of numbers of 34(37%), as well as 33(36%) of respondents in term of the age distribution of respondents were 35 - 44 Years. This meant they had found

their voices in the research findings that the problem of insecurity in the country was lack of adequate leadership.

4.3.2 Objective Two: The Level of the Leadership Ability in the Security Promotion and Stability in South Sudan

From the findings in Chapter Four, it showed that the majority of the respondents 53(59%) were not agreeing that most South Sudanese trusted the ability of the national security leadership through the Department of the Economic Security Policy in reducing the negative impact of the current high inflation and poverty in the country. Secondly, economic security policy was the function of security policy making in order for the state to be secure, strong and stable as it is noted by (Enahoro, 2004) that it is the ability of a country leadership to maintain its security, stability and sovereignty, protect its political, economic, social and other interests in a sovereign manner and both internally and in relations with other states. Economic prowess was a backbone of the state political stability and security of its people. Therefore, when the state leadership failed to secure its economic then the security and stability was not possible to be achieved. It was a positive response to the research problem in Chapter One that the consequences of 2013 civil war as well as the renewed conflict in July 2016 had been serious; it had created a political and security gap between the people and the government, brought about more ethnic tensions among the citizens of South Sudan. Many people had been killed, some had been displaced and took refuge in the neighbouring countries. The impacts of insecurity included large numbers of displaced persons, continuing food insecurity, disruption to social services and increased poverty (South Sudan Development Plan, 2011:105).

The respondents 45(49) also agreed a little bit that the country leadership ability showed concern for people views on public security issues. Finally, the respondents also pointed out a

little concern that senior official leaders in the security sector capable of promoting security and stability in the country. There was another leadership failure of the state to implement the concept of Social Contract Theory as described in the theoretical review of social contract by Thomas Hobbes that argued that life without security by the state would be solitary, poorer, nasty, and cruel and short (Asiimwe, 2017:56). In the concept of the Minimal State Theory John Lock states that the minimal state arises out of John Locke's concept of a social contract which provides us with a view of the state very much oriented towards the individuals who make it up (Buzan, 1983:21).

So, in summary, the majority of the respondents pointed out their views that they did not trust the ability of the national security leadership through the department of the economic security policy in reducing the negative impact of the current high inflation and poverty in the country. Therefore, there was need for the state to reconsider its leadership ability in managing its internal issues and more was needed to reinforce the economic status of the country and to fight corruption on public funds.

4.3.3 Objective Three: The Challenges Facing the Top Leadership in the Promotion of Security and Stability in South Sudan

From the findings in Chapter Four as it shown that the majority of the respondents 55(60%) strongly agreed that power abuse undermining the law by the officials. Secondly, the respondents 54(59) also strongly agreed that courts were too weak and were mostly ethnically loyal (absence of social justice). 53(58%) of respondents agreed that there were overlapping security responsibilities. And, finally, 50(55%) number of respondents also pointed out strongly that high level of corruption. The study has exposed that the majority of the respondents pointed out that power abuse was undermining the law by the officials, and the courts were too weak and mostly ethnically loyal hence, absence of social justice.

As noted by (Miamingi, 2018) in the Literature Review above, any effort to stabilize the security situation in South Sudan had to contend with the following key challenges. There was an absence of effective leadership that created an environment for promoting security and stability in the country; and there were overlapping security responsibilities. Therefore, government institutions needed to be reinforced to fight corruption and to strengthen the rule of law in the country.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes, draws conclusions and offers recommendations from the study findings. This study which was based on the purpose of analyzing the effect of leadership in the security promotion and stability in South Sudan describes and explains the overall effect on security and stability using a relationship perspective. The summary of the research findings was based on the three research objectives. Then the chapter will suggest areas for further research.

5.2 Summary of Major Findings

This summary reflects the whole purpose of this study. It was guided by the three research objectives. The study categorised the findings according to the objectives as follows:

5.2.1 Objective One: The Vital Role of Leadership in the Security Promotion and Stability

According to the results presented in Chapter Four and which pertain to the first research objective. The study discovered that the majority of the respondents have pointed out that the absence of the effective leadership role of the country has created most of the security problem in South Sudan which was also resulted in the rise of the political leadership instability in the country. This showed that the role of the leaders in making security policies that sought for people security and the state political leadership stability had failed. So, there had been failure of leadership from the top up to the lower level in its role to secure and stabilize the nation. Therefore, the overall country leadership had to carry the blame for the continued civil war.

5.2.2 Objective Two: The Level of Leadership Ability of South Sudanese Leaders in Their Promoting Security and Stability

The majority of the respondents pointed out that they did not trust the ability of the current leadership to provide security for all people and establish the stability of South Sudan. In addition to the inability of South Sudanese leaders to secure the basic needs including the food security, the findings revealed that the current level of the security leadership ability in South Sudan, through the Department of the Economic Security Policy, had been too weak to reduce the negative impact of the high inflation and poverty that the country was facing. That was another dimension of the ineffectiveness of South Sudan political leadership in responding to economic security threats.

5.2.3 Objective Three: The Challenges Facing the Leadership in the Process of the Security Promotion and Stability

The study, through the majority of the respondents, pointed out that it was difficult for the security in the country to be promoted because of the following security challenges: Courts were too scrawny and mostly ethnically loyal; there was power abuse which undermined the

rule of law by the officials; there was limited police presence in most parts of South Sudan; there was an overlapping of security responsibilities; there was lack of clear national security policy; there were internal ethnic rebellion threats; there were many weapons among people in most parts of South Sudan due to the absence of effective DDR; there was lack of wise leadership; there was absence of the rule of law; and absence of effective and meaningful security sector reform/SSR. The High level of corruption was evident coupled with inadequate skills and knowledge among security sector players. Therefore, those challenges could be summarized as reflecting the power abuse or undermining the law by the officials. Most of the government officials consider themselves as important people in the society so, they have to be protected before anybody else or even they seem to be considered as the people above the law. The findings also discovered another security challenge that the current courts are too weak and mostly ethnically loyal which actually led to the absence of social justice in South Sudan. Therefore, government institutions need to be re-enforced to fight corruptions and to strengthen the rule of law in the country.

5.3 Conclusion

In conclusion, the research interpretation of the study outcomes was based on the overall purpose of the study. The objectives of this research had been identified and the findings of the data collected discussed. It has been concluded that the effect of leadership in overall security promotion and stability in South Sudan has been so weak and poor and that had resulted in the overall security problem and instability of the political leadership in South Sudan. The 2013 and July 2016 civil wars were caused by the inability of the top country leadership to unite the ruling party as one party under one vision, the absence of the vital leadership role, leadership ability, the unjustified security challenges and the absence of clear leadership direction of the country were the main cause of the continued violence in South Sudan. Those were the leadership challenges which had created the gap between the people

and the government. The findings revealed that the key problems were: leadership problem, high level of corruption, power abuse and undermining the law by the officials, absence of effective and meaningful DDR and absence of social justice. These leadership and security gaps were in urgent need to be resolved for the security and safety of the nation.

5.4 Recommendations

Based on the research findings, there were number of strategies to the major identified problems, gaps or challenges of the study which were indicating what needed to be done, how, by who, when and the possible outcomes.

1. Stable Leadership through Vision

The study recommends new leaders who pursue a vision that guide the whole state functions and all the security sector functions how can be achieved? By creating a safe and secure political environment that allow people to elect their leaders in a democratic way; who can do it and implement it? It required elected, strong and stable political leaders. When is can be achieved? During the campaign of the election; What are the possible outcomes of this stable and vision?

The possible results are: people security; state security and stability because this is one of the most importance leadership responsibilities that the next future political leaders should have in providing security and stability of the nation state. And this should be based on the clear vision that guide the whole nation.

The beautiful thing about stable leaders is they provide a stabilizing influence on others based on their personal power. The researcher recommends stable leaders whom the people can trust and build a strong nation. Therefore, the researcher recommends that there is an urgent need of stable visionary leadership in South Sudan.

2. Formulating and Implementing Clear National Security Strategy/Policy

The study recommends a clear national security strategy that serve the whole nation not government individuals as in it is practices in South Sudan now. It can be formulated and implemented through the process of the political and environmental security assessment. This could be done by the security experts, business leaders, stakeholders and it must be guided by the political leaders. It should be executed after the report of political and security environment of the country is being issued out. This is because national security strategy is a document that guarantees the security of a whole nation state, including its citizens, economy, and institutions, and is regarded as a duty of government. The researcher recommends that South Sudan as a new nation should start scanning its political context and its security environment toward formulating a national security strategy that reflect the entire South Sudan as a nation – a state based on these four principles: (1) the national interests (2) aversion of threats (internal and external) (3) considering the opportunities, strengths and weaknesses, and (4) the national goals and objectives of achieving those interests. These national interests should not addressed by the government on behave of the people or citizens, it should come from the people in other wards everything in the national security strategy or policy document must be based on the agreed social contract.

The means (resources) of achieving the ends (objectives) should also be used effectively and efficiently. The outcomes of the national security policy as a strategy that affect the internal security and the region, it has to be evaluated by the elected parliament; external actors; non-state actors; public and the media. The national security strategy should be characterized by the following outcomes: Effective Integration of former combatants into civilian live (Effective DDR); Minimize Corruption at all levels of public and Private Institutions; adequate skill and knowledge among security sector plyers; government security sector programmes; effective and meaningful security sector reform/SSR related to the rule of law;

principles of check and balance or separation of powers; and finally a transitional democratic state that lead to Good Governance that reflect the following These security outcomes : protection against military attack, non-military dimensions, including economic security, energy security, environmental security, food security, cyber security.

3. Institutional Leadership

Government institutions in South Sudan are very poor specially security sector. From that angle the researcher has suggested that government is required to build public institutions including security institution equally without neglecting other intuitions. How? Through The real vision which pursued by the political leaders. By who? By the elected political leaders, when? When the leaders are elected by the people then there is a need for crating principles of the institutional leadership across the country.

The outcomes should be seen in the effectiveness of those institutions by increasing the Institutional capacity building programmes that work for the provision of security, education and training of professionals at all levels. This programmes it aims to enhance the capacity of governments, business, non-governmental groups and communities to plan and manage the coast efficiently and effectively. It also aims to improve institutional arrangements for coastal management. This implies addressing Capacity Building on a long-term, strategic level. Concepts such as leadership, awareness, and constituency building are part and parcel of institution building reform.

4. Mentoring and Preparing Young People for the Future Leadership

The study is recommending that South Sudan has to engage in the process of mentoring and preparing young leaders for any potential leadership position. How can a young leader be mentored? It is through a clear programme that is aim to produce more leaders in the future, and by who? Good leaders are the people who always have passion for such programme, so is

required good leaders on the ground. When this can be implemented? When the country has become more economically and politically stable, then it is easier to initiate and implemented it. The outcome of the programme are new good leaders who have been discovered through mentoring and coaching; another outcome is the discovering the talented leaders, The Leaders at the top level of the country can't just sit back and wait for new leaders to arrive, fully developed. They must actively identify staff or employees with leadership potential and then find ways to nurture and develop their talents. Talented people should be identified by giving responsibility to them then it be discovered through a process of mentoring. Leader's preparation is a good option for South Sudan to be a secure and safe in the future. Talent development requires a serious commitment of both time and resources. Another important element in future leadership is coaching and mentoring which are very powerful components that play vital, and slightly different, roles in growing employees into leaders.

5. Social Justice

South Sudan is required to make policies that support social justice as a concept of fair and just relations between the individual and society. This is measured by the explicit and tacit terms for the distribution of wealth, opportunities for personal activity, and social privileges. Social justice assigns rights and duties in the institutions of society, which enables people to receive the basic benefits and burdens of cooperation. The relevant institutions often include taxation, social insurance, public health, public school, public services, labour law and regulation of markets, to ensure fair distribution of wealth, and equal opportunity.

5.5 Areas for Further Research

This study did not cover many areas that need other researchers to investigate. This may encourage other researcher to find out new guidelines and principles that leaders in the

security sector can apply in the process of promoting human security toward social justice, development and prosperity.

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APPENDICES

Appendix A: Dissertation Expenses incurred:

Here is the expense report for the Research.

SL No	Budget Items	Cost in USD
1.	Reproducing questionnaires	\$15.40
2.	Fieldworker remuneration	\$18.51
3.	Internal Transportation	\$90.22
4.	Communications	\$10.00
5.	Respondents incentives	\$150.20
6.	Coding and capturing responses in an electronic format	\$100.60
7.	Fees of statistical consultants or data analysts	\$100.00
8.	Research Fees	\$100.00
9.	Travel (Juba-Kampala, Kampala- Juba)	\$750.11
10	Specialized software and focus group facilities	\$100.14
11	Preparing the final research report (Typing, Printing and Binding)	\$150.00
12	Data access	\$50.00
13	Purchase of data, periodicals, books	\$150.23
14	Research assistants	\$100.00
15	Editorial assistants, proofreading and editing	\$150.00
16	Administrators	\$100.00
17	Cost of Living increases	\$200.43
	<i>Total</i>	<i>\$2,234.81</i>

Appendix B: Research Work done (August 2016 to September 2018)

No.	Work Activity	Time				
		Year 1, Sem. 1 Aug – Dec, 2016	Year 1, Sem. 2 Feb– June,2017	Vacation July,2017	Year 2, Sem. 1 Aug – Dec ,2017	Year 2, Sem. 2 Feb - Sept, 2018
1.	Research Methods Course					
2.	Topic identification					
3.	Topic Approval and Allocation of Supervisor					
4.	Training in Research					
5.	Submission and Assessment of Proposals					
6.	Preparation for field Research					
7.	Field Research (Data Collection, Data Processing and Analysis)					
8.	Format for Presentation and analysis of research findings					
9.	Supervision					
10.	Submission of Dissertation					
11.	Assessment of Dissertation					

Appendix C: Field Research Instruments

1. Questionnaire

Target group: Security Scholars, defence leadership strategists, military thinkers, observers and researchers are committed to ensuring human security, safety of properties as well as the state security.

This questionnaire was intended to collect information about the role of leadership in promoting security and stability in South Sudan. Please do not indicate your name in the questionnaire. The information collected will be treated with strict confidentiality and shall not be used against the respondent. It is purely for the purpose of assisting security promotion and help the security sector leadership in setting security strategies and priorities for continuous improvement in overall security provision in the country.

Section 1: The Respondent Personal Information /Demographics

(Please tick the right option)

1. What is your Gender?

Male

Female

2. What is your age range/age?

18-24 Years

25-34 Years

35-44 Years

45-54 Years

55-64 Years

Above 65 Years

3. What is your current position/Career/Job designation?

- Senior Official
- Political leader/MP
- Senior Military Leader
- Managing Director
- Director General
- Director
- Head of Department
- Junior Officer
- Manager/ Supervisor
- Staff/Employee
- Worker/Personnel/NCOs and Men

4. What is the highest level of formal education that you have completed?

- Primary Education
- Secondary Education
- Diploma
- Bachelor degree
- Postgraduate diploma
- Masters
- PhD

Section 2: The Vital Role of Leadership in Promoting Security and Stability in South Sudan

5. Do you consider the security sector leadership in South Sudan is playing a vital role toward security promotion and stability?

Strongly Agree

Agree

Disagree

Strongly Disagree

Don't Know

6. Do you think that South Sudan Defence Forces (SSDF) or the SPLA leadership as part of the security sector is playing a lead role in managing strategic military intelligence information that can contribute to the Security and stability of South Sudan?

Strongly Agree

Agree

Disagree

Strongly Disagree

Don't Know

7. Do you think that most of security problems in the country are caused by the absence of the meaningful and effective security sector reform that promote security and stability?

Strongly Agree

Agree

Disagree

Strongly Disagree

Don't Know

8. The leader communicates the firm's vision and strategies and helps their team (security team) to better understand how they contribute to the achievement of the national security strategy goals? Do you think that South Sudan security leaders are capable of communicating the firm's vision of national security strategy as a vital leadership role?

Strongly Agree

Agree

Disagree

Strongly Disagree

Don't Know

9. In South Sudan security sector, leaders generate high levels of motivation and commitment toward the security stability.

Strongly Agree

Agree

Disagree

Strongly Disagree

Don't Know

10. In South Sudan, Security leaders review and evaluate overall country security sector's progress toward meeting its Goals and objectives.

Strongly Agree

Agree

Disagree

Strongly Disagree

Don't Know

11. Creativity and imagination are traits that fall under the category of defence intelligence. Do you think that defence and security leaders carefully develop contingency plans and assess potential threats and risks to the state security like South Sudan?

Strongly Agree

Agree

Disagree

Strongly Disagree

Don't Know

12. South Sudan national security service strategy / policy is guided by the policy that all Citizens, Employees/Staff, personnel are protected from all forms of threats.

Strongly Agree

Agree

Disagree

Strongly Disagree

Don't Know

13. Staff have a feeling of personal empowerment with respect to work processes in South Sudan security sector institutions.

Strongly Agree

Agree

Disagree

Strongly Disagree

Don't Know

14. Security Managers/officers communicate the goals and priorities of the security sector in South Sudan.

Strongly Agree

Agree

Disagree

Strongly Disagree

Don't Know

15. South Sudan national Security service has always preparing for the security personnel for the potential security threats.

Strongly Agree

Agree

Disagree

Strongly Disagree

Don't Know

16. South Sudan political and security leaders with regard to the attitude, vision, integrity, and Professionalism are effectively and efficiently managing the overall security sector in the Country.

Strongly Agree

Agree

Disagree

Strongly Disagree

Don't Know

17. The current political instability, insecurity, economic and social suffering in the country are just part of the process of the nation building.

Strongly Agree

Agree

Disagree

Strongly Disagree

Don't Know

18. South Sudan political leaders are playing their vital roles on fairness in dealing with security threats.

Strongly Agree

Agree

Disagree

Strongly Disagree

Don't Know

19. Most of the security problems arises because of political leadership instability

Strongly Agree

Agree

Disagree

Strongly Disagree

Don't Know

Section 3: the level of the Leadership ability in the Security Promotion and Stability.

20. To what extent do South Sudan defence strategists together with the national security policy makers are able to move the country toward promoting security and stability?

Not at all

A little

Somewhat

A lot to a great extent

21. To what extent do the country leadership ability show concern for people views on public security issues?

Not at all

A little

Somewhat

A lot to a great extent

22. To what extent do the country leadership ability show concern for Non- State actor's (stakeholders) views on national security issues?

Not at all

A little

Somewhat

A lot to a great extent

23. To what extent are senior official's leaders in the security sector capable of promoting security and stability in the country?

Not at all

A little

Somewhat

A lot to a great extent

24. To what extent do you trust the SPLA military capabilities in contributing to the nation security as well as defending the nation from the external threats?

Not at all

A little

Somewhat

A lot to a great extent

25. To what extent do you trust the ability of defence and security committee in South Sudan parliament in overseeing the overall security operation in the country?

Not at all

A little

Somewhat

A lot to a great extent

26. To what extent do you trust the ability of South Sudan Ministry of justice through the judiciary and the police in ensuring law, order, and public safety?

Not at all

A little

Somewhat

A lot to a great extent

27. To what extent do you trust the ability of South Sudan ministry of finance and economic planning in managing the current economic shocks and poverty issues that may give rise to insecurity in the country?

Not at all

A little

Somewhat

A lot to a great extent

28. To what extent do you trust the ability of the national security leadership through the department of the economic security policy in reducing the negative impact of the current high inflation and poverty in the country?

Not at all

A little

Somewhat

A lot to a great extent

29. To what extent do you trust the ability of the ministry of defence through its army (SPLA) leadership in playing a lead role of setting the defence strategy/policy that can respond to the current and the future internal and external military threats?

Not at all

A little

Somewhat

A lot to a great extent

Section 4: The Leadership Challenges in Promoting Security and Stability

30. In your opinion how much have the following factors contributed to overall security problem in South Sudan over the past 5 years? Please circle the one answer that best applied to each question.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
i. Courts are too weak and mostly ethnically loyal (absence of social justice)	1	2	3	4	5
ii. Power abuse (undermining the law by the officials)	1	2	3	4	5
iii. Limited police presence in most parts of South Sudan	1	2	3	4	5
iv. leadership problem	1	2	3	4	5
v. Overlapping of security responsibilities	1	2	3	4	5
vi. Lack of clear national security policy	1	2	3	4	5
vii. Internal ethnic rebellion threats	1	2	3	4	5
viii. Availability of weapons in most parts of South Sudan (absence of effective DDR)	1	2	3	4	5
ix. Lack of wise leadership	1	2	3	4	5
x. The absence of the rule of law	1	2	3	4	5
xi. Absence of effective and meaningful security sector reform/SSR	1	2	3	4	5
xii. High level of Corruption	1	2	3	4	5
xiii. Inadequate skill and knowledge among security sector plyers	1	2	3	4	5

Appendix D: Interview Guide (Unstructured)

Purpose of the Study

1. The vital role of the security leadership in prompting security in the country
2. Political leaders have a direct impact on the security stability in South Sudan
3. Developing a new security framework for security and stability that will describe the relationship between political leadership on overall security and stability.
4. Leadership and Security in South Sudan

Objective of the Study

1. The extraordinary role of the leadership in promoting security and stability.
2. The factors confronting a country leadership in promoting security and stability.
3. The strategies of the effective leadership in promoting security and stability.

Significance of the Study

Forming and building a safe, secure and strong state - nation through the effective role of leadership in the Country.

Checklist for the Documentary Review of Five Selected Institutions in Juba

Institution	Documents Reviewed
--------------------	---------------------------

<ol style="list-style-type: none"> 1. The SPLA GHQs 2. Ministry of Defence 3. Ministry of Finance and Economic Planning 4. Legislative Assembly 5. African Union Commission in Juba 	<ul style="list-style-type: none"> • Institution strategies/ Policies • Journals • subordinates attendance registers book • senior staff attendance daily book • website • Directives, • Resolutions • different report or records of institutions meetings • official documents • newspapers • books • Institution profile • annual report • orders
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Appendix E: Coding of Questionnaire

Section 1: The Respondent Personal Information /Demographics

Question Number	Variable	Coding Pattern
1	Gender	Male = 1 Female = 2
2	Age	18-24 Years = 1 25-34 Years = 2 35-44 Years = 3 45-54 Years = 4 55-64 Years = 5 Above 65 Years = 6
3	Education	Primary school = 1 Secondary school = 2 Diploma = 3 Bachelor degree = 4 Postgraduate = 5 Master = 6 PhD = 7

4	Job Category	Senior leaders = 1 Middle Managers = 2 Supervisors = 3 Staff/ Employees = 4 Non – Managerial/Workers/Personnel/ = 5
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Section 2: The Vital Role of Leadership in Promoting Security and Stability in South Sudan

Question Number	Variable	Coding Pattern
5	The security sector leadership in south Sudan is playing a vital role toward security promotion and stability	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5
6	South Sudan Defence Forces (SSDF) or the SPLA leadership as part of the security sector is playing a lead role in managing strategic military intelligence information that can contribute to the Security and stability of South Sudan	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5
7	Most of security problems in the country are caused by the absence of the meaningful and effective security sector reform that promote security and	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5

	stability	
8	South Sudan security leaders are capable of communicating the firm's vision of national security strategy as a vital leadership role	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5
9	In South Sudan security sector, leaders generate high levels of motivation and commitment toward the security stability.	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5
10	In South Sudan, Security leaders review and evaluate overall country security sector's progress toward meeting its Goals and objectives	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5
11	Defence and security leaders are carefully develop contingency plans and assess potential threats and risks to the state security like South Sudan	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5
12	South Sudan national security service strategy / policy is guided by the	Strongly Agree = 1 Agree = 2 Disagree = 3

	policy that all Citizens, Employees/Staff, personnel are protected from all forms of threats.	Strongly Disagree = 4 Don't Know = 5
13	Staff have a feeling of personal empowerment with respect to work processes in South Sudan security sector institutions.	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5
14	Security Managers/officers communicate the goals and priorities of the security sector in South Sudan.	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5
15	South Sudan national Security service has always preparing for the security personnel's for the potential security threats.	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5
16	South Sudan political and security leaders with regard to the attitude, vision, integrity, and Professionalism are effectively and efficiently managing the overall security sector in the Country.	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5

17	The current political instability, insecurity, economic and social suffering in the country are just part of the process of the nation building.	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5
18	South Sudan political leaders are playing their vital roles with fairness in dealing with security problems	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5
19	Most of the security problems arises because of political leadership instability	Not at all = 1 A Little = 2 Somewhat = 3 A lot to a Great Extent = 4

Section 3: The level of the Leadership Ability in the Security Promotion and Stability

Question Number	Variable	Coding Pattern
20	To what extent do South Sudan defence strategists together with the national security policy makers are able to move the country toward promoting security and stability?	Not at all = 1 A Little = 2 Somewhat = 3 A lot to a Great Extent = 4
21	To what extent do the country leadership ability show concern	Not at all = 1 A Little = 2

	for people views on public security issues?	Somewhat = 3 A lot to a Great Extent = 4
22	To what extent do the country leadership ability show concern for Non- State actor's (stakeholders) views on national security issues?	Not at all = 1 A Little = 2 Somewhat = 3 A lot to a Great Extent = 4
23	To what extent are senior official's leaders in the security sector capable of promoting security and stability in the country?	Not at all = 1 A Little = 2 Somewhat = 3 A lot to a Great Extent = 4
24	To what extent do you trust the SPLA military capabilities in contributing to the nation security as well as defending the nation from the external threats?	Not at all = 1 A Little = 2 Somewhat = 3 A lot to a Great Extent = 4
25	To what extent do you trust the ability of defence and security committee in South Sudan parliament in overseeing the overall security operation in the country?	Not at all = 1 A Little = 2 Somewhat = 3 A lot to a Great Extent = 4
26	To what extent do you trust the ability of South Sudan Ministry of justice through the judiciary and the police in ensuring law, order, and public safety?	Not at all = 1 A Little = 2 Somewhat = 3 A lot to a Great Extent = 4

27	To what extent do you trust the ability of South Sudan ministry of finance and economic planning in managing the current economic shocks and poverty issues that may give rise to insecurity in the country?	Not at all = 1 A Little = 2 Somewhat = 3 A lot to a Great Extent = 4
28	To what extent do you trust the ability of the national security leadership through the department of the economic security policy in reducing the negative impact of the current high inflation and poverty in the country?	Not at all = 1 A Little = 2 Somewhat = 3 A lot to a Great Extent = 4
29	To what extent do you trust the ability of the ministry of defence through its army (SPLA) leadership in playing a lead role of setting the defence strategy/policy that can respond to the current and the future internal and external military threats?	Not at all = 1 A Little = 2 Somewhat = 3 A lot to a Great Extent = 4

Section 4: The Leadership Challenges in Promoting Security and Stability

30		
Question	Variable	Coding

Number		Pattern
i.	Courts are too weak and mostly ethnically loyal (absence of social justice)	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5
ii.	Power abuse (undermining the law by the officials)	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5
iii.	Limited police presence in most parts of South Sudan	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5
iv.	leadership problem	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5
v.	Overlapping of security responsibilities	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5

vi.	Lack of clear national security policy	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5
vii.	Internal ethnic rebellion threats	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5
viii.	Availability of weapons in most parts of South Sudan (absence of effective DDR)	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5
ix.	Lack of wise leadership	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5
x.	The absence of the rule of law	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5

xi.	Absence of effective and meaningful security sector reform/SSR	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5
xii.	High level of Corruption	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5
xiii.	Inadequate skill and knowledge among security sector plyers	Strongly Agree = 1 Agree = 2 Disagree = 3 Strongly Disagree = 4 Don't Know = 5

RELEVANT DOCUMENT FOR UNDERTAKING THE RESEARCH



Nkumba University

CHARTERED SINCE 2008 BY THE GOVERNMENT OF UGANDA

SCHOOL OF SOCIAL SCIENCES

The mission of the University is to provide an environment that enables the cultivation of Competence, Confidence, Creativity, and Character, in the academic, professional and social interactions.

Date: 16 May 2018

TO WHOM IT MAY CONCERN

RE: MR. JUAC LUBA THAI

This is to introduce **MR. JUAC LUBA THAI** who is a student at Nkumba University pursuing a Master of Arts in Security and Strategic Studies.

As part of the requirements for the fulfilment of the award of a Masters Degree, he is required to undertake a research project in an area of interest and submit a report.

His area of research is: **EFFECT OF LEADERSHIP IN THE PROMOTION OF SECURITY AND STABILITY**. A Case study of South Sudan, Juba.

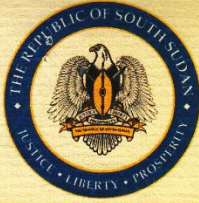
The purpose of this letter is to kindly request you to accord him the necessary assistance.

Yours Sincerely

Dr. Charles Edaku
Director Kampala Campus
Email: charisedaku@gmail.com
Tel: 0772 629066/0759 009006

Entebbe Highway • P. O. Box 237, Entebbe, Uganda • Tel: +256 (0)41 432 0268 • E-mail: dean_soss@nkumbauniversity.ac.ug

Vice-Chancellor: +256 (0)41 437 4996 • University Secretary: +256 (0)41 432 0134 • Academic Registrar: +256 (0)41 432 0283 • University Bursar: +256 (0)41 437 4991 • Dean of Students: +256 (0)41 437 4998
School of Postgraduate Studies & Research: +256 (0)41 432 0283 • School of Business Administration: +256 (0)77 259 4457 • School of Education, Humanities & Sciences: +256 (0)41 437 0999
School of Social Sciences: +256 (0)41 432 0268 • School of Sciences: +256 (0)41 437 4989 • School of Commercial, Industrial Art & Design: +256 (0)41 432 0269 • School of Law: +256 (0)41 437 0997
University Library: +256 (0)41 437 6113 • Directorate of Quality Assurance: +256 (0)41 469 0120 • General Inquiry: +256 (0)41 432 1448
General Tel / Fax Lines: +256 (0)41 432 1448/437 4288
Website: www.nkumbauniversity.ac.ug



Republic of South Sudan
MINISTRY OF DEFENCE



Office of the Undersecretary

RSS/MOD&VA/US/J/16/1

Wednesday, May 30, 2018

To: All Directorate & Independence Unit in MODVA

To whom it may concern

This is to certify that **Capt. Juac Luba Thai**, an officer from Directorate of supply SPLA GHQs, who is undertaking a research project in the area of Leadership and security, is here granted permission to go ahead with his research.

Any services rendered to him will be highly appreciated.

Thanks.

Maj. Gen. "PSC" Simon Ananias Lako
Undersecretary for Defence & Veterans Affairs
RSS, Juba

Cc: File.

RSS/MOD/Bilpam/Juba

GENERAL HEADQUARTERS
Jebel Road, Nyakuron West
Tel: 0954883778
Email: isbghqs@gmail.com
Area Code: +211



OFFICE OF THE DIRECTOR GENERAL
Internal Security Bureau
National Security Service
P.O BOX 96
Juba South Sudan

REPUBLIC OF SOUTH SUDAN

In any correspondence on
this subject, please quote No.

02318
RSS/NSS/DG.ISB/J/----/18

Date:

26/6/2018

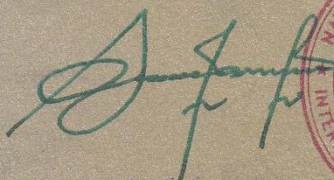
TO WHOM IT MAY CONCERN

Re: Request For Undertaking Research Project

This is to certify that the Internal Security Bureau (ISB) of National Security Service (NSS) has no any objection for CAPT. JUAC LUBA THAI who is an SPLA officer and a master's degree student at Nkumba University, Uganda, to undertake his research in the area of 'EFFECT OF LEADERSHIP IN THE PROMOTION OF SECURITY AND STABILITY. A case study of South Sudan, Juba.

All those concerned are hereby requested to render whatever assistance he might stand in need.

And thanks,


Lt. Gen. Akol Koor Kuc
Director General,
Internal Security Bureau
National Security Service



Cc: File

III DHC

Please attach him to Committee of Defense, security and Public Order,
Committee of Legislation and
Affairs, Committee of Foreign Affairs,
Committee of Humanitarian Affairs, Committee of Trade and Library

JUAC LUBA THAI
GUDELE, BLOCK FIVE - JUBA
Tel: +211921454138
Email: juacluba@gmail.com

JUNE 14, 2018

OFFICE OF THE CHAIRMAN OF THE DEFENCE & SECURITY COMMITTEE
SOUTH SUDAN LEGISLATIVE ASSEMBLY
JUBA

L. 23/6/2018

Re: Request for Undertaking Research Project

Dear Sir,

I am Captain, Juac Luba from the Directorate of Supply/ Logistics- SPLA GHQs - Bilpam, based on that I would like to bring to your kind attention that I am a student of masters of art in security and strategic studies at Nkumba University, Uganda- Entebbe. Currently I am doing research project under title: **Effect of Leadership in the Promotion of Security and Stability. A Case of South Sudan- Juba.**

The reason for writing this letter is to request your kindly assistance to grand me with a permission of going ahead with my research project at the parliament. I am sure this research will prove beneficial for my award of a Master of Arts degree in security and strategic studies of Nkumba University, it will also help in forming and building a safe, secure and strong state - nation through the effective role of national parliament as one of the government oversight bodies of the overall Security in the Country. I will be really obliged if you do the needful for me. For more details the letter of conducting the research from the University is attached as well as the permission research letter from the Ministry of Defence.

I look forward to have a favorable response from you.

With regards,

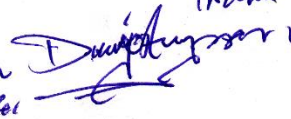


Capt. Juac Luba Thai

Department of Ration - Directorate for Supply- SPLA GHQs, Bilpam

IV Office Manager Committee of Security and Defense

This is passed to your office for necessary action as directed in para II and III.
25.06.2018

Chairperson
Security & Defense


25-06-2018

To the Clerk to the Assembly

The researcher

Capt. Juac Luba Thai
is permitted to conduct research as required
Thank you.

JUAC LUBA THAI
GUDELE, BLOCK FIVE – JUBA
Tel: +211921454138
Email: juacluba@gmail.com

JUNE 18, 2018

To: Wani Buyu Dyori

UNDERSECRETARY FOR ECONOMIC PLANNING
MINISTRY OF FINANCE & ECONOMIC PLANNING
SOUTH SUDAN – JUBA

Re: Request for Undertaking Research Project

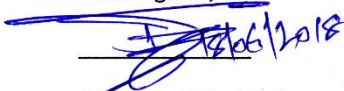
Dear Mr. Wani Buyu Dyori

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The reason for writing this letter is to request your kindly assistance to grant me with a permission of going ahead with my research project at your directorate. I am sure this research will prove beneficial for my award of a Master of Arts degree in security and strategic studies of Nkumba University; it will also help in forming and building a safe, secure and strong state - nation through the effective role of the economic security in the Country. I will be really obliged if you do the needful for me. For more details the letter of conducting the research from the University is attached as well as the permission research letter from the Ministry of Defence.

I look forward to have a favorable response from you.

With regards,



Capt. Juac Luba Thai

Department of Ration - Directorate for Supply- SPLA GHQs, Bilpam

*I have no ^{own} problem ^{for him} to conduct his research. however, I would like to know, how does he wants us to help him. is this research verbal or he has a formal questionnaire?
Emb 20/06/18*