CONTRIBUTIONS OF PUBLIC SECTOR REFORMS TO THE PERFORMANCE OF NATIONAL SECURITY IN SOUTH SUDAN, 2011-2016

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DECLARATION

I, **PETER ROBERT MAYUK,** do hereby declare that this research is my original work and has never been presented to any educational institution for any award.

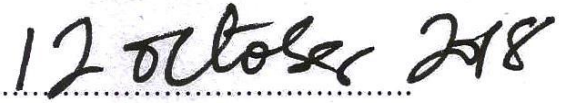Signature: …………………………… Date: 12/10/2018

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APPROVAL

I hereby certify that this dissertation by **PETER ROBERT MAYUK** was supervised by me, and submitted with my approval

Sign...................................... Date...12 October 2018

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DEDICATION

I dedicate this work to my father and mother, for their endless efforts and provision both financially and spiritually, which has greatly enabled me accomplish this study.

"Be blessed"

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I am indebted to all the respondents, especially leaders that readily availed themselves and key informants who participated in the study in spite of their busy schedules. I am grateful to my research assistants for the work well done and all the people out there that I have not been able to mention that assisted me all the way. I will remember you forever.

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ACRONYMS/ ABBREVIATIONS

CSOS	CIVIL SOCIETY ORGANIZATIONS
ECR	EMIGRATION CHECK IS REQUIRED
G2C	GOVERNMENT-TO-CITIZENS
G2E	GOVERNMENT-TO-EMPLOYEES
G2G	GOVERNMENT-TO-GOVERNMENT
GDP	GROSS DOMESTIC PRODUCT
ICT	INFORMATION AND COMMUNICATION TECHNOLOGY
IMF	INTERNATIONAL MONETARY FUND
IPPD	INTEGRATED PAYROLL AND PERSONNEL DATABASE
ISMS	INTEGRATED SECURITY MANAGEMENT SYSTEMS
NGO	NON GOVERNMENT ORGANIZATION
NPM	NEW PUBLIC MANAGEMENT
OECD	ORGANIZATION FOR ECONOMIC COOPERATION AND DEVELOPMENT
PSR	PUBLIC SECTOR REFORM
SSG/R	SECTOR GOVERNANCE AND REFORM
SSR	SECURITY SECTOR REFORM
SPSS	STATISTICAL PACKAGE OF SOCIAL SCIENCE
SAPS	STRUCTURAL ADJUSTMENT PROGRAMS
TQM	TOTAL QUALITY MANAGEMENT
TSA	TREASURY SINGLE ACCOUNT
UN	UNITED NATIONS
UNMISS	UNITED NATIONS MISSION IN THE REPUBLIC OF SOUTH SUDAN
WB	WORLD BANK

ABSTRACT

The study assessed the contributions of public sector reforms on performance of national security in South Sudan The study focused on the following objectives: (i) To identify the public sector reforms implemented by national security in South Sudan; (ii) To identify the public sector activities that have enhanced national security in south Sudan; (iii) To assess ways through which the performance of the security sector can be enhanced. The study employed a descriptive research design. It adopted both quantitative and qualitative approaches of data collection were used. Simple random and purposive sampling techniques were employed to select the respondents for this study. The study used a sample of 111 respondents, selected using Slovin's (1967) formula for determining sample size. Questionnaires, and interviews, were the major tools for primary data collection. Primary data was analyzed using descriptive statistics, such as frequency tables and percentages. The finding revealed challenges related to the implementation of democracy and good governance practices and inability to control armed and security forces in South Sudan. The results also identified limited capacity to professionalism of security services, high corrupt rate, poorly trained security officers. Findings noted limited political dimension at national level due to lack of freedom of speech, accountability and human rights. The finding also revealed that service delivery quality is still low, cost and efficiency system is poor. Ineffective policies affected coherence and policy coordination. Red tape affected implementation of services, unequal distribution of national services and unfair treatment of citizens led to lack of morale to work, and diminishing trust in government by citizens. This was due to harsh civil military relationship with masses. The study recommended that; for effective security service, there is need to enhance professional training for security personnel, need for public awareness as key stake holders in national security reforms. Government should timely allocation of resources to facilitate fruition security services. There is need to reduce red tape and enhance political leadership for successful security reforms. Agent legal framework to address the problem of corruption in the country. However security personnel should ensure that they effectively get involved in community settings while involving them in the security reform planning process.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter presents the background to the study, statement of the research problem, purpose of the study, specific objectives of the study, research questions, scope of the study, significance of the study, theoretical frame work, conceptual framework and operational definition of terms.

1.1 Background to the study

The study assessed the contributions of public sector reforms on the performance of national security in South Sudan. Public sector reform is a mechanism that introduces innovations in terms of modernization, transformation, and professionalism for the improvement of institutions and processes. These innovations as areas of reform are the common theme of every government's agenda. As pointed out by the Hong Kong government, "public sector reform is a program of financial and management reforms aimed at bringing about long-term productivity improvements in the public sector and better service to the community" (Scott, 1994:5).

Public sector reform has become an important subject in the last two decades in many developed and developing countries. It became important because it tried to improve the effectiveness of government in response to the changing demands of society. Peters and Savoie (1998) noted "historians may well look back fifty years from now and declare that the 1980s and early 1990s constituted a watershed in public sector reforms, at least in several countries. It seems that governments introduced every conceivable measure possible to fix their operations". Problems, such as the deteriorating financial situations of governments and increased demand for better

services made the subject relevant and important. And, now, it is claimed that the way governments operate has changed.

A country's public sector effectiveness and efficiency is imperative to the success of development. Reform in the public sector at present is a commonly used expression because it has become a global phenomenon. Without public sector reform, good governance and efficient administration can be looked upon as wishful thinking. In the past, reform programs have had 'piecemeal and also fragmented' implementation which has often shown to be ineffective and the outcomes unsustainable. Examples of such unsustainability include: 'downsizing exclusive of capacity building; Capacity building with no pay reform, capacity building without focus on service delivery (Kiragu, 2002).

In the last 30 years, governments all over the world have made fundamental changes to the way they are run (OECD; 2005). Public service financial reforms have been at the heart of this process of modernization. Despite different administrative cultures, political circumstances and priorities, the level of convergence is striking. This convergence reflects the prevalence of a shared governing philosophy that has underpinned many of the recent reforms: the new public management (NPM). Lodge and Hood (2003) argues that NPM has been a dominant force shaping market based reform agenda in many countries of the world under different labels.

In 2011 the Republic of South Sudan constituted a legal and formal public sector on its inauguration as an independent state. It is part of the economy composed of public services and public enterprises. Public services include public goods and governmental services such as the military, police, infrastructure (i.e., public roads, bridges, tunnels, water supply, sewers, electrical grids, and telecommunications), public transit, public education, health care and others.

The public sector also provides services that a non-payer cannot be excluded from (such as street lighting), services which benefit all of society rather than just the individual who uses the service. Public enterprises or state-owned enterprises are self-financing commercial enterprises that provide various private goods and services for sale. In this context, the concepts of Security Sector Governance and Reform (SSG/R, or SSG and SSR) generally refers to a process in Western-based international development and democratization to amend the security sector of a state towards good governance and its principles, such as freedom of information and the rule of law (Report of the Secretary-General on South Sudan, United Nations, 2015).

The objective of security sector reform (SSR) is to achieve good security sector governance (SSG) where security actors are effective and accountable to their people. For example, SSR should guide decision-making on what form should prevail in armed forces such as causing transparence in intelligence agencies in line with the law in force of South Sudan.

In May 2011 the Secretariat of United Nations (UN) published a report which quoted the UN Secretary-General as stating that the organization set out various SSR issues that needed to be addressed by the UN Mission in the Republic of South Sudan (UNMISS). These included strengthening security within the framework of the rule of law and the creation of a national security policy. The mandate's underlying resolution explicitly states that UNMISS is authorized to "support the Government of the Republic of South Sudan, in accordance with the principles of national ownership, and in cooperation with the UN Country Team and other international partners, in developing its capacity to provide security, to establish rule of law, and to strengthen the security and justice sectors" and "[to support] the development of strategies for security sector reform (Liebig, Stefan 2008).

In Africa, most of the public sector security reform programs that have taken place during the last two decades were introduced as part of the Structural Adjustment Programs (SAPs) of the World Bank in the 1980s. The more recent reforms, however under the influence of the New Public Management (NPM), were driven by a combination of economic, social, political and technological factors, which were triggered by the quest for efficiency and for ways to cut the cost of delivering public services. Additional factors, particularly for Africa, included lending conditionality and the increasing emphasis on good governance (ECR, 2000).

Many developing countries, low-income and middle-income countries (World Bank, 1997), started reform programs in an organized way in the 1980s under the Structural Adjustment Program (SAP) with support from donor agencies, particularly from the World Bank and International Monetary Fund. For example, Tanzania started their economic recovery program with support from The World Bank and IMF in mid 1980s (Bigsten, A.; Matalemwa, Det al., 1999). These countries first concentrated on macro-economic stabilization, and then concentrated their efforts on ensuring good governance. Management gurus, consultants and the factors associated with globalization helped in the transfer of knowledge across the boundaries, and as such, the reform principles and practices applied by developed countries, have become a subject of interest to many developing countries, including South Sudan. There are also arguments that NPM may not be applicable to developing countries based on the a priori assumption that the bureaucratic, social and political systems of developing countries are not supportive to NPM style reforms (Nunberg, 1995).

Doherty and Horne (2002), argue that the period from 1980-2000 saw changes in patterns of ownership and in the forms of organizational structure and systems in most of the public service of the developed world and the developing ones. It is obvious that every citizen and stake holders

in the public sector where public sector reforms took place in one way or the other and at different levels has been deeply implicated by changes in public social service delivery, wellbeing and economic development. The New Public Management (NPM), which gained popularity in the 1990s, advocates the redefinition of the size, scope and role of the state in society and its relationship with the market alongside reforms for improving competence of public bureaucracy (Pollitt; 2000). It is largely supportive of effective and efficiency public service delivery. Therefore, it has become a major element of governmental attempts to reshape and improve the performance of public institutions in terms of public service delivery for sustained economies.

Overall a narrow conception of SSR has been used by the GoSS, decoupling reforms of the military, police, judiciary, and corrections, with the first being regarded as SSR, while all others have been attributed to a 'rule of law sector' (African Good Governance Network, 2010).

In a bid to address the lackluster security performance, the government of South Sudan introduced security reforms such as; disarmament, demobilization, and reintegration (DDR) which were aimed at improving security management and improve service delivery. Despite the reforms, service delivery at local government level is still poor (Bashasha, Mangheni & Nkoya, 2008). The current study thus seeks to assess the contribution of public sector reforms on performance of National security in South Sudan.

1.2 Statement of the research problem

Public sector reforms were expected to improve performance at national level by ensuring proper allocation of scares resources, transparency and proper accountability. In a bid to improve the performance of security management at national the government of South Sudan embarked on a

number of security reforms like the introduction upgrading of the Integrated Security Management Systems (ISMS); Improvement of the security network and implementation of the Treasury Single Account (TSA).

Regardless of the existence of competent constitutional law of the Republic of South Sudan to enforce public sectors reforms as is required by national and international policy frameworks, there are numerous reports which indicate persistence of inefficiency and failures in the public sector. The government has since found difficulties in maintaining internal cohesion while ethnic tensions continue to mount. Civil society organizations (CSOs) have continued to advocate the need for SSR, but the focus has shifted towards containing the violence and protecting the population, particularly from famine. Therefore, while some reform programs in the security sector have continued, most of the SSR programs have been halted until some form of peace and stability can be achieved.

For this reason, this research was set out to investigate the contributions of public sector reforms to the performance of national security in the period 2011-2016.

1.3 Purpose of the Study

The study examined the contributions of public sector reforms to the performance of national security in South Sudan.

1.4 Specific Objectives of the Study

The study was guided by the following objectives

    (i)   To identify public sector reforms implemented by national security in South Sudan

(ii)   To identify the public sector activities that have enhanced national security in South Sudan

(iii) To assess ways through which the challenges to the performance of the security sector be enhanced.

1.5 Research Questions

The study was guided by the following research questions:

(i)   What are the public sector reforms being implemented by national security in South Sudan

(ii)   How have the public sector activities enhanced national security in South Sudan?

(iii) What are the ways through which the challenges to the performance of the security sector be enhanced?

1.6 Scope of the Study

The study was carried out focusing on mainly the content scope, time scope and geographical scope.

1.6.1 Content Scope

The research content focused on examining the contributions of public sector reforms to the performance of national security in South Sudan, 2011-2016. It objectively concentrated on the public sector activities that have enhanced national security in South Sudan, the impact of public sector reforms on performance of National security in south Sudan and ways through which the performance of the security sector can be enhanced. This study focused on security reforms

1.6.2 Time scope

Time scope of six-years (2011 – 2016) was selected because most of the projects for public sector reforms were launched in the year 2011. Normally, a period of five (5) years is the standard time of evaluating the performance of any project. For, it is exhaustive enough to enable the researcher get credible findings for the study.

1.6.3 Geographical scope

The Republic of South Sudan was constituted into an independent state in 2011, making it the youngest country in Africa; South Sudan has confronted numerous political, economic and social/ethnic struggles. Economically, the majority of South Sudanese have been reliant on subsistence agriculture; however the main source of government revenue is derived from oil which provides up to 60 % of GDP. A breakdown in cooperation with Sudan in 2012 rendered the oil industry temporarily non-functional, resulting in a complete economic collapse that the country is still recovering. Subsequently, in 2014 South Sudan was considered one of the least developed countries. In addition to economic conflicts, border issues and ethnic tensions continue to strain ties. Home to over 12 million people and 64 ethnic groups, these clan rivalries have spilled over into the political arena driving a number of political crises, most recently the 2013 crisis which erupted in violent conflict between the two largest ethnic groups in the country, the Dinka and the Nuer. Longstanding grievances with Sudan, a result of the 22 year civil war, have further exacerbated instability. Besides, the researcher interested in South Sudan because is familiar with the country.

1.7 Significance of the Study

This study was of benefit to many people who deal with work which relate to public sector reforms and their relevance to the performance of national security in South Sudan. These include:

The study might help the researcher in understanding more about the public sector reforms and performance. The study might also help the researcher to gain skills in conducting research for instance interviewing, making questionnaire, observing, and data collection, widen the knowledge and improve on career and career development. The research could be used as a future carrier and done as a business in order to earn some income.

It might benefit the public service commission in using professional strategies of managing reforms and conflicts in public service.

The findings of the research might be useful particularly in identifying common causes of best practices in the public sector.

The study might benefit academicians, researchers and government bodies such as the United Nations, World Bank, International Monetary Fund (IMF), police force, the military, judiciary and others

The study might help government departments to ensure proper and efficient service delivery and the study highlights the impact of public sector reforms on performance.

1.8 Operational Definition of Terms

    (i) Public Sector Reforms

Public reforms refer to the formal and legal implementation of strategies which enables state organs to efficiently and effectively deliver public services satisfactorily.

(ii) Performance National Security

Performance of national security refers to levels by which the state sustains the national capacity to protect its self from real and perceived threats such as hunger, corruption etc.

(iii)Public sector

The public sector consists of governments and all publicly controlled or publicly funded agencies, enterprises, and other entities that deliver public programs, goods, or services

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter aimed at examining the theoretical approaches, public sector reform concept, literature from other scholars in relation to the types of public sector reforms implemented, the actors and activities performed by the security sector and the ways through which the performance of the security sector can be enhanced. It further examined the conceptual framework in relation to the relationship between public sector reforms and performance of National security in South Sudan.

2.1 Theoretical Approaches to National Security

According to Santayana (n.d) usually what qualifies as "theory" is "strategy" or more precisely, grand strategy (which can be defined as the integration of military, political, and economic means to pursue states' ultimate objectives in the international system (Hart 1954; Kennedy 1991). Each nation usually has an explicit or implicit strategy for how it will deal with the rest of the world.

For what qualifies as theory, the study follows Moore & Turner's (2005) synthesis, and identify six (6) different approaches to national security, include: Balance of Power approach; Collective Security approach; World Federalist approach; Functionalist approach; Democratic Peace approach; and Incentive approach.

The **balance of power approach** has been the most influential and popular approach in the field. The phrase goes back to 1740 when Frederick the Great (1712-1786) first coined it in his book, *Anti-Machiavel*, but the idea that a balance of power exists when there is "a parity or

stability between competing forces" is as old as history. The theory posits, more or less, a "just equilibrium" doctrine or axiom which is intended to prevent any one nation from becoming sufficiently strong so as to enable it to enforce its will upon the rest. The world is seen as made up of rational state actors who do what comes naturally by uniting in alliances or coalitions with one another to counter a threat. Within the *realist tradition* of international relations e.g., Waltz (1979) or any way of seeing international relations solely in terms of power), when nations join a weak coalition to fight a stronger enemy, this is called *balancing*. When they join the strong coalition, this is called *bandwagoning*. Balancing can occur internally or externally. Internal balancing is when a state strengthens itself via greater mobilization of resources within its own borders, and external balancing occurs by forming coalitions with allies to pool resources against a common enemy. Historically, power transitions brought on by the rapid growth of a challenger to a great power have often spurred threatened hegemons or great powers to strike before the challenger becomes too strong, and for this reason, sometimes the criticism is made that the mere existence of a benign hegemonic or great power is an invitation to war. Independent, non-aligned states can also exist, and theoretically prosper, under balance of power approaches, but what is more likely to happen are: (a) regional alliances (such as the struggling African Unity or Union movement); (b) informal alliances (such as the loose alliance between China and Pakistan or the anti-Israel alignment in the Middle East); and (c) *hegemony*, where one state becomes predominant and attempts to provide world stability, but with drawbacks. Hegemony is the quickest way to reduce anarchy, but the drawbacks for a *hegemon* state include overextending itself militarily and being perceived as unjust in almost everything it does. Wars are not supposed to happen in balance of power theory because each state is constantly vigilant and attentive to each others' alliances. However, the claim that balance of power is a peace theory

forms the basis for the most fundamental criticism of it (other than the rational actor assumption), and something called *power transition theory* has led to the discovery that wars often result from rather mild shifts in the international distribution of power.

The **collective security approach** was devised in 1914 during World War I as a substitute for the balance of power approach, although historically the origins of the idea go back to Immanual Kant (1724-1804) who first proposed an alternative to just war theory based on an ethical obligation toward mutual disarmament and renunciation of aggression. " The basic idea is to relieve nations from the burden of having to provide national security by themselves because weaker nations cannot possibly defend themselves, and stronger nations often become involved in never-ending arms races which usually detract from their security over the long term. It tries to encourage cooperation and peaceful change, and as such, is a peace theory that can be distinguished from the notion of "*collective defense*" which it is often confused with. Organizations like NATO are collective defense institutions while organizations like the U.N. are collective security institutions. A fundamental collective security principle, as Claude (2005) points out, is that violence in pursuit of change should be a last resort, and any demands for change should first have their perceptions of interest and *claims of justice* expressed peacefully in some kind of world forum. If this peace process doesn't work or proves impossible, the status quo must be respected, and far more important is the pledge that nations make to one another in the name of collective security.

The **world federalist approach** advocates a democratic system of coequal provinces, regions, or communities of global citizens to replace nation-states as the predominant form of government in

the world. The word federal comes from the Latin *foedus*, meaning covenant, signifying a binding partnership among co-equals in which the parties retain their individual identity (indigenous rights) while creating a new entity, such as a body politic, which has its own identity as well. The spirit of the law rather than the letter of the law is believed to have more power in being respectful of diversity and distinctiveness both within and between nations. The basic principles of federalism include the ideas that all decisions in society should not be made on a higher level than necessary, and that each and every individual has the right to exercise maximum influence over all matters which concern them (Santayana, n.d).

The **functionalist approach**, in the field of global politics, aims at establishing a steady, predictable pattern of growth and development in the world by creating a series of necessary and sufficient international organizations which address critical needs or important tasks which need to be carried out in certain sectors or regions of the world in the name of human welfare. Common needs unite people across boundaries ((Santayana, n.d).

The **democratic peace approach** is a theory of "*responsible government*" based on the idea that democracies almost never go to war with one another, a statement first expressed by the philosopher Immanual Kant (1795) in an essay entitled *Perpetual Peace*. Scholar Jack Levy (1988) has called this idea the closest thing we have to a law in the field of international relations. Moore (2005) goes further and says that democracies are not only good at preventing war, but they are good at achieving various peacetime goals too -- things such as human rights, economic development, environmental protection, famine avoidance, control of terrorism, corruption avoidance, and ending mass refugee flows. However, the data showing democracies

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don't go to war is disputed by some (called neorealists who also often take issue with neoliberals advocating federalist or functionalist approaches), and these neorealists argue over what defines a democracy and what counts as war. Usually some liberalism like frequent elections and constitutional rights count in defining a democracy, but there are many control variables. On the other hand, a war can be rather arbitrarily defined as anything over 1000 dead.

The **incentive approach** is the name Moore (2005) gives to his democratic governance (or state failure) theory that the best foreign policy consists of a focus on *rule of law* (not necessarily free elections, but a certain mix of principles mostly having to do with freedom of expression), bilateral *trade agreements*, and the *wealth of nations* (i.e., enhanced economic growth and concomitant environmental standards). Not all nondemocracies are seen as a threat to peace, but democracies usually go to war as defenders rather than aggressors against the illegal acts perpetrated by dictators in nondemocratic regimes who capitalize on the incentive that democracies provide in not having a tendency to go to war. The concept of *deterrence* (as externally supplied incentives against war and terrorism) plays a key role in this theory, at least for the explanation of where, geographically and strategically, democracies go to war. Deterrence alone is never a good idea as the sole basis for an overall foreign policy, however. The basic idea is that there are settings where democracies have failed to deter a potential aggressor, either through *sanctions*, diplomatic actions, or otherwise. Wars are predicted to occur precisely when and where a potential nondemocratic regime sees an opportunity to take advantage of an absence of deterrence on the part of democracies (Santayana, n.d).

2.2 Public sector reforms

The provision of utilities and services by public organization to the community is seen as essential to the fabric of our society (Broadbent & Guthrie: 1992). The composition of the public sector is made up of government departments in charge of making available goods and services that each and every citizen values, where the market forces will not provide at all and if they will under-provide (Wulf, Herbert. 2004). Broadbent and Guthrie also view the public sector as an encompassing organization which provides services to the public that are publicly funded, owned and operated (Wyler, Liana Sun. 2008.).

Reform means changing established bureaucratic structures, behavior and practices. As Caiden (1991) noted administrative reform means "the artificial inducement of administrative transformation against resistance". Pollitt and Bouckaert (2000) argued that "public management reform consists of deliberate changes to the structures and processes of public sector organizations with the objective of getting them (in some sense) to run better". The key word for reform is 'change'; a change for improvement compared with before. Public management reforms mean questioning everything that government does. It is asking about why governments do this work, whether there is a need to do this work, can somebody else do this work better, can it be done in a different way, and can it be done more efficiently and less expensively. The underlying philosophy of reforms is to improve the level and quality of services to the people of the country in a cost-effective manner. It is to do more with less, and to improve the effectiveness of the government machinery. It is bringing about 'change' to achieve better results.

Armstrong (1997) noted that reform could be viewed at three different levels: (a) instrument settings, *adaptation and fine-tuning of accepted practices,* such as introducing or improving a performance measurement process; (b) instruments themselves, *adoption of reform instruments*

or techniques, such as providing services electronically; and (c) comprehensive or fundamental reform, *the hierarchy of goals behind policy and ideas which comprise the framework and guide action,* such as devolution of employment services to another jurisdiction or autonomous agency. Brunsson and Olsen (1993) suggested that reform could be: rationalization (streamlining, downsizing); power shift (change in leaders, political parties, ideologies); and democratization (empowerment, decentralization, deregulation). Reform could be at macro and micro levels. Macro reform may include major restructuring, whereas micro reform includes improvement and fine-tuning of existing systems and procedures. It could be concluded that public management reform covers all aspects of government functions, including its roles towards the private sector and civil society.

Public sector reform is about improving how government departments or agencies function internally; how they interact with each other, with their political bosses, and with the citizens they purport to serve, and ultimately how they deliver public goods and services. It is in this latter sense that public sector reform is a key element of the development agenda, as the public sector plays a crucial role in promoting sustainable development. Reforming a country's public sector is a long term process (Wodzicki, 2007).

According to Schacter, public sector reform (PSR) is about strengthening the way that the public sector is managed. The public sector may be overextended, attempting to do too much with too little resources. It may be poorly organized; its decision-making processes may be irrational; staff may be mismanaged; accountability may be weak; public programs may be poorly designed and public services poorly delivered and so Public sector reform is the attempt to fix these problems. Schacter argued that, Public sector reform is a political and social phenomenon driven by human behaviour (Schacter 2000).

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According Manning in his study on Reforms in Developing and Transitional Countries, he argued that at the end of the day on a formal or explicit side, reforms in the public sector are carried out, in order to reduce government expenditure by retaining aggregate costs, improve policy responsiveness, attract skilled workers and build public and private sector confidence in government as regulator/service providers. On the informal or implicit side, reforms are undertaken to achieve or strengthen public sector discipline. That is to say equal access and equal treatment thus no impartiality in relation to employment in the public sector where it should be representative of society (Manning, 2003).

A reform is seen as a process of change which takes place within a timeframe. Taking a look at public sector reforms, its objective is to ensure that the public service continues to serve its purpose to the best of its ability. Issues that affected performance in the public sector are identified and actions to address these issues are determined, planned and implemented in a logical manner (Peters, 2008)

2.3 Public sector reform implementation in developing countries

The objective of public management reform program is to make government more effective and efficient. The OECD survey revealed that the goals of reform in most countries were to increase economy and effectiveness (OECD, 1999b). It may include improving organizational performance, improving job satisfaction, clarifying personal and organizational responsibility, improving accountability and transparency, making government more responsive to the need of the public, and improving the quality of service of the government. The goals could be to raise the quality of the public services delivered to the people and enhance the capacity of the

government machinery to carry out the core functions of the government in a cost-effective manner. The objective of reform may differ from one country to another. For some it could be reducing the role of state whereas for others it could be to improve financial management. It all depends upon each country's needs, priorities, opportunities and capabilities. It is imperative to have a clear vision of objectives, plans and programs as the success of a reform program is normally measured against established objectives.

Furthermore, the new pressures generated by social, political, economic changes in the international markets demanded a new role of government (OECD, 2000a). The global factors, such as privatization, development of information technology, urbanization, a rapidly growing the culture of self-interest, individualism, socio-economic inequalities, deteriorating environmental situations and most importantly the threats and opportunities brought by globalization warrant governments to make changes in their traditional administration.

Weber (2003) stressed the need for a systematized bureaucracy, as society was getting more complex than before. He stressed the shift from personal and informal organization to a bureaucracy that was distinguished from a hierarchical organization, staffed by trained employees who had official duties to carry out, applying the specified rules and regulations over a specific function to be performed within the given authority. Max Weber's theory of bureaucracy, reforms in South Sudan after the Northcote-Trevelyan Report, and Woodrow Wilson's theory of separation of administration from politics were combined together to form a strong and acceptable public administration system in South Sudan and other countries for the most part of the twentieth century.

2.4 The public sector activities that have enhanced national security

Public sector reform is a mechanism that introduces innovations in terms of modernization, transformation, and professionalism for the improvement of institutions and processes. These innovations as areas of reform are the common theme of every government's agenda. As pointed out by the Hong Kong government, "public sector reform is a program of financial and management reforms aimed at bringing about long-term productivity improvements in the public sector and better service to the community" (Scott 1994).

Administrative reforms introduced procedures and various institutions such as district councils, district development committees and development planning departments while political reforms "introduced processes of decentralization and participatory or community development, as well as various forms of state direction of political, economic and social processes (including the introduction of one-party systems)" (Kaunda, 2004). Even though the reforms in most African countries used to focus mainly on the economic sphere, they now encompass democratic imperatives of good governance, participatory forms of policy making, accountability, and transparency.

At the same time as structural adjustment was promoted, civil service reforms were put in place. At its most basic, civil service reform consists of setting up the elements of a Weberian bureaucracy: 'establishment control': finding out who does what, writing job descriptions, setting up payroll systems so that people who are paid both exist and turn up for work, making organisation charts to establish lines of accountability; in short, If a civil service was previously functioning as a source of patronage, such basics constitute a serious reform: if people who

occupied civil service positions and drew salary were also engaged in business or doing another job, being accountable for their civil service time could be a major impediment; ghost workers are themselves an important source of patronage, that would need to be replaced if the ghosts are eliminated.

The market reforms introduced the use of market transactions, rather than hierarchical instructions into the public sector. The organisations would be split: 'purchasers' were created, whose job was to define what needed to be produced and set up procurement arrangements; providers were to deliver services under contract to the purchasers and could either be public or private employees. The politicians were to define their policies in terms that could be translated into 'purchases' of services. In both South Sudan budgets are expressed as payment for outputs purchased, for example. The split enables competition to be organized between public and private and NGO sector service providers. This competition is supposed to reduce cost, improve quality, make managers focus on outputs etc. The pressure on cost also changes the bargaining position of managers and workers over pay, conditions, productivity.

Governments that adopted New Public Management early have pursued further reforms to correct the problems of fragmentation, poor policy coherence and lack of central direction that resulted. The 'third generation' reforms are designed to restore coordination and coherence. Such reforms are required where the 'managerialist' approach has tipped the balance of reform effort too far towards a narrow definition of efficiency and away from the achievement of policy objectives through coordinated efforts by multiple departments and agencies

Civil Service reforms and New Public Management were both concerned mainly with economy (spending less) and efficiency (improved productivity). Early adopters of these policies found that some problems resulted from the reforms: while individual specialized organisations

improved efficiency, the capacity to formulate policy that crossed the specialized boundaries was reduced; the skills of the civil servants on the 'purchaser' side of the transactions developed more slowly than those of the service providers; government policy and service delivery became fragmented.

2.5 Enhancing the performance of the security sector

To improve the functioning of the public sector, the government seems to be addressing capacity issues at all interrelated levels of individuals, organizations and institutions. The government seems to be adopting the WB's advice by adopting the two fold strategy of: comprehensive reforms of key national institutions, and; addressing the generic problems of the public sector. It would not be possible to include all the actions taken by the government on both the accounts, however, I will briefly discuss the actions more relevant to this study.

Taylor's Scientific Management emphasized standardizing the workplace by establishing systematic management principles to manage work. Taylor emphasized that managers must perform key duties, i.e., develop a scientific basis for each element of men's work rather than applying the 'rules-of-thumb' and 'traditional knowledge' methods; tram, teach and develop each employee rather than leaving them to learn themselves; classify the managerial and subordinate's work based on the principle of division of work and responsibility; and make sure that all the work has been performed in accordance with the principle of science which has been developed. It was a shift from an unplanned to a planned system, in which managers have to systematically and scientifically plan the work the way it should be carried out effectively. Work is classified in terms of tasks, which Taylor (Taylor, 1911) called "perhaps the most prominent single element in modern scientific management"; and the task must specify not only what is to be done but also

how it is to be done and the exact tune allowed for doing it. Defining such tasks is the responsibility of management. The scientific management paradigm suggested the establishment of many rules, laws and formulas, which replaced the judgment of the individual worker. It was believed that the adoption of scientific management would increase the productivity of each individual industrial worker and the 'principles' were equally applicable m other areas, including government departments.

Henery Fayol (1841-1925) made a significant contribution to the theory of management. He addressed the elements necessary for organizing and managing an organization. While his work. While Fayo's theoretical contribution was guided by six major principles - technical, commercial, financial, security, accounting and managerial - the major emphasis was on the managerial principle (Shafritz and Russeli, 2000). The managerial principle addressed the importance of variables, i.e., division of work, authority and responsibility, discipline in organization, unity of command, remuneration of personnel, centralization, scalar chain of command, equity, order, stability of personnel tenure, initiative, and *esprit de corps* in the organization (Fayol, 1916).

In the developing countries, Grindle (1997) states that public sector reforms in these countries have been embraced mainly because public organizations perform poorly and barely function in some cases. This situation is compounded by the economic and political crisis engulfing some countries, corruption, the collapse of the state and organizations charged with the responsibility of carrying out routine and development oriented functions. Although more attention has been given to the efforts made during the 1980s and 1990s, Kaunda (2004) indicates that public sector reforms in the developing countries date back to the post-independence era. Kaunda (2004)

argues that in an attempt to reorient "colonially-bequeathed systems that were perceived to be inimical to the rapid political, economic and social development of the newly independent states"

Even though public sector reforms have been undertaken in countries throughout the world, Hou et al (2003) hold that, "Efforts to improve performance have foundered on different shoals". According to Hou et al (2003), the main difficulty is that of "determining what improved performance would really be and which trade-offs might be acceptable to attain it". They go further to argue that despite the fact that improved efficiency and productivity are usually stated as the main goals of the reforms, "linking improvement in either one to specific changes in government – or to attributes of government - is difficult" (Hou et al, 2003). Hence, questions such as: "Has performance improved? And "Why" are rarely answered to the satisfaction of all stakeholders.

It is the quest for efficiency and effectiveness within the public sector that has without any doubt resulted in performance management systems being embraced in both the developed and developing countries. As Davies (1999) observes, "That governments should apply themselves to continuously improving their performance, particularly with respect to the management of public funds and the stewardship of public assets, appears now to be a generally accepted principle of good governance". Similar sentiments were expressed by Behn (2003) when he states that, "Everyone is measuring performance. Public managers are measuring the performance of their organizations, their contractors, and the collaborative in which they participate. Congress, state legislatures, and city councils are insisting that executive-branch agencies periodically report measures of performance".

The need to monitor and manage performance within public organizations has been emphasized by Wholey and Hatry (1992) when they state that, "elected officials and citizens are entitled to regular reports on the performance of major public programs – not only information on program costs and the amount of work completed but also information on the quality of service delivery and on program outcomes". Wholey and Hatry (1992) go further to argue that, "In the absence of adequate attention to service quality and program outcomes, government too often becomes wasteful, ineffective, and unresponsive – and government credibility sinks ever lower". They contend that since performance monitoring should be done on quarterly or annual basis, such an exercise must cover the medium and long term outcomes of program activities as well as "compare the performance of different units, compare current performance with prior performance, or compare actual results to targeted performance levels" (Wholey and Hatry, 1992).

Heinrich (2002) goes further to indicate that program performance reports are meant to provide political accountability for the results and the opportunity for increased responsiveness to the target beneficiaries or constituents. According to Heinrich, these changes were part of the Clinton administration's early pledge to find out "what works, and what doesn't work" among the multitude of federal programs with overlapping objectives and target populations".

In line with the foregoing, Kaboolian (1998) is of the view that, "While the New Public Management encourages public managers to be entrepreneurial and to use incentives to guide and to enhance the performance of people and systems, public managers have been excluded from the political arena". She argues that public managers are given more discretion in deciding on "how" public organizations will achieve their performance goals rather than in defining "what" is preferred by the public. Thus she opines that the private sector model is problematic

for democratic governance more especially that it is premised on the belief that public managers are motivated by self-interest as well as act opportunistically.

Smith (1990) is of the view that most leaders and analysts usually make a mistake of looking at performance at a particular time without taking into consideration the fact that some organizations pursue long-term objectives. Using education as an example, Smith argues that it is wrong to assess the performance of schools by simply looking at the examination results for a given year as that may only reflect a snapshot rather than a holistic view of the organization. As he puts it, "the fruits of years of investment in the education of pupils" (Smith, 1990) may not be captured if assessment focuses only on the results of only one year.

The concept of e-government entails establishing an environment wherein the Government and all its partners and stakeholders can interact digitally. The roots of this initiative can be traced just a decade back when the Government approved the National IT Policy and Action Plan in 2000. The Federal Government attributed this initiative as well towards economic development and competitiveness as it provides transparent, effective and economical environment for citizens and businesses to access public services. To proceed and accomplish this, four areas were focused on: Government-to-Government (G2G) to increase efficiency between different levels of government i.e. between Federal and Provincial and between Provincial Governments; Government-to-Business (G2B) to promote partnership with entrepreneurs and business communities: Government-to-Citizens (G2C) for greater contact and facilitation of general masses and Government-to-Employees (G2E) for effective and efficient communication between Government and its employees.

Even though performance within public organizations has been done for purposes of improving productivity and accountability, the results attained throughout the world are mixed. Scholars and practitioners still argue over the success and failures of attempts geared towards monitoring and measuring the performance of public organizations. The following section sheds light on the difficulties that the reformers in the public sector face.

There is also the issue of what is being managed which brings in the three "Es", namely; Economy, Efficiency and Effectiveness. Norman (1997) refers to economy as the cost of the inputs used economically. He refers to effectiveness as producing results, while efficiency is concerned with the cost of producing results. Equity has also to be considered as it imputes the quality of results in the whole scheme of performance measurement. All round measurement may be impossible if it is not focused. Nevertheless, reporting of measurement efficiency is an essential part of public accountability. It is also important to recognize that managers operate in a political, social, and economic environment that should not be ignored.

According to the World Bank (2002), performance indicators are measures of inputs, processes, outputs, outcomes and impacts for development projects, programmes, or strategies. The indicators enable managers to track progress, demonstrable results and take corrective action to improve service delivery and management decision-making by key stakeholders. Performance indicators assist to set up key targets and assessing progress, identification of problems for corrective action and indicating levels of reviews of performance. On the positive side, performance indicators are an effective means to pursue progress towards objectives and also facilitation of benchmarking comparisons between different areas and activities, something that has been hitherto difficult in the public sector. On the other hand, poorly clarified or even too many performance indicators without accessible data, may not be practical and therefore time

consuming. The relevant data collection and data analysis skills are therefore necessary in the conceptualization and use of performance indicators.

Developing a medium term budgetary and expenditure management system meant replacing the existing annual budgetary system with a 3-5 years (normally) budgetary framework on a rolling basis. The importance of this model of budgeting came from the belief that governments must be more strategic m their operations; and it also helps governments to maintain aggregate fiscal discipline. It required a government to have a macro-economic framework, entailing comprehensive expenditure details along with the resource envelope for the budget period; a hard approach to budget ceilings and a balanced budget framework; formal sanctions and accountability mechanisms; and a fully transparent process of budgeting and reporting (Allan, 1997; Campos and Pradhan, 1996; Parry, 1997).

Decentralization of management authority is one way of introducing professional management m the public service. It aims at letting the manager manage so that they could be made accountable for the responsibilities entrusted to them. It is argued that performance improves when managers are given flexibility in using resources and operational authority to carry out assigned responsibilities (OECD, 1995). Where this could be argued, such as that in developing countries the decentralization of management authority may increase corruption (McCourt, 1998b), and that the OECD member countries are different in use (Haligan, 2001), the overall importance of decentralization to public management reform is generally accepted (Poilitt, et al, 1998).The bottom one is that decision-making power should be given to people at the level where a service is delivered so that organizations can respond quickly to the changing needs of society. Ratter organizations encourage innovations at work; clarify accountability for the work and save tune,

cost and resources compared to tall hierarchical organizations. These principles have emerged from the vast management literature of Total Quality Management (TQM), Quality Circles, and Learning Organizations (Armstrong, 1998a).

2.6 Conceptual Framework

Public sector reform was the independent variable and was examined through public sector reform implementations, activities, and challenges. The dependent variable was performance. The following is the model of the study was further discussed and justified.

Figure 2. 1: Conceptual framework

Independent variable   **Dependent variable**

Public sector reforms	**Performance of National security**
• Implementations	• Attendance to duty
• Activities	• Efficiency
• Challenges	• Satisfactory service delivery
	• Innovations

Intervening variables
- Legislation;
- Cultural Environment; and
- Political Levels of Awareness.
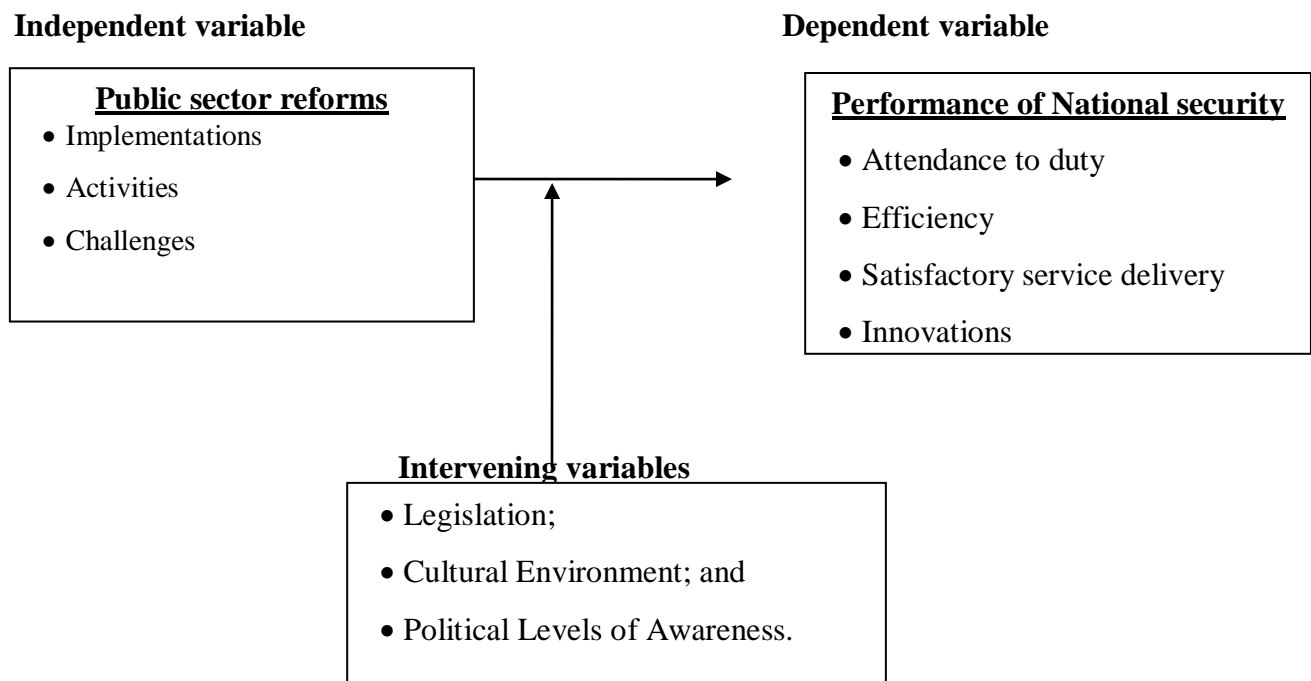
Source: Sekaran (2003)

This study made four assumptions through which the excesses in the failure of public sector in South Sudan can be contained. First, it assumed that if South Sudan develops substantive monitoring systems of violence at work, professional ethics and the rule of law can prevail over

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the incompatible characters which were the common cause of failures and conflicts in the public sector. The second assumption was that failures and conflict (violence) begun with the human heart and since man cannot easily, strict administrative measures must be adhered to. The third assumption was that conflicts such as corruption and others could be contained through rationality and awareness that condemns it as a vice.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter explained the methodology used in the study of the contributions of public sector reforms to the performance of national security in South Sudan. It presents the research design, sample size, data collection, research instruments, documentary reviews, interviews and data quality control and limitations of the study.

3.1 Research design

The study employed a cross-sectional survey design based on the study variables (Robson, 2003).

The thesis used a qualitative and critical inquiry to collect data following the objectives the study from purposively selected respondents and documentary reviews. The researcher retrieved qualitative data from primary and secondary records namely: official reports, books, articles, maps, pictures. In addition to this, the researcher used the instrument of a questionnaire to gather relevant information from interviewees. The researcher used an adequate sample size of 111 respondents who were purposively gave their experience, knowledge and willingness to contribute to the study. Data was processed, analyzed and presented in forms of tables, simple summary statistics, statements, words.

This study took place as a snapshot and a representation of events over a given period of time. Cross section research design was used in the study, this helped to gather data required from the managers, and the staff at large, as indicated under the research schedule covered years between 2011-2016.

The study used primary research method, and focused on face to face settings because it could offer preliminary insight into hidden organizational phenomena. Face to face setting helped the researcher to distinguish the differences between symptoms and problems by revealing several unexpected factors of the problem. It directly helped the researcher to determine what specific data to be collected. Face to face interviews enabled the researcher to ask questions on a wide variety of topics on public sector reforms. The question and answer process gave the researcher the flexibility to collect data and not only on the subject's activities and behavior pattern, and also on the attitudes (Robson, 2003).

3.2 Area of the study

The study was carried out in South Sudan, located in the continent of Africa, South Sudan covers 644,329 square kilometers of land, making it the 42nd largest nation in terms of land area. The study focused on departments in charge of national security.

3.3 Study population

According to Bell (2009), study population is a group of individuals taken from the general population who shared a common characteristic, such as age, sex, or health condition. The group of 170 respondents was selected from offices, concerned with National security operations in South Sudan. These included; Office of the President (5), Office of the Minister of Cabinet Affairs (35), National Security Advisory Bodies (60), Ministry of Security (25), Ministry of Labour and Public Service (15), Ministry of Interior (15), Judiciary (15), Ministry of Finance and Economic Planning (15) and Auditor General Office (10). These purposively selected respondents were identified to be familiar with the subject matter of public sector reforms and

national security matters. Besides, the respondents expressed interest in participating in the research.

3.4 Sample Size

Sample size is the act of choosing the number of observations or replicates to include in a statistical sample. The sample size is an important feature of any empirical study in which the goal was to make inferences about a population from a sample. In practice, the sample size was used in a study is determined basing on the expense of data collection, and the need to have sufficient statistical power. The sample size for this study was selected basing on the criteria set according to Roscoe's rule of thumb (cited in Sekaran, 2003). I.e. a sample size larger than 30 and less than 500 is appropriate for most research. A sample size of 119 respondents was selected, because it was manageable in that it minimized costs and time by the use of Slovin's formula which is used to calculate an appropriate sample size from a population. However 111 respondents filled and returned the questionnaires represented by 93.3% response rate

Slovin's (1967) sample size formula;

$$n= \frac{N}{(1+Ne^2)}$$

Where:

n= Sample Size

N = Population

e = degree of error 0.05

Table 3. 1: Distribution of respondents

Category of respondents	Sample size	Techniques of sampling
Office of the President	4	Purposive sampling
Office of the Minister of Cabinet Affairs	32	Random sampling
National Security Advisory Bodies	28	Purposive sampling
Ministry of Security	21	Purposive sampling
Ministry of Labour and Public Service	5	Random sampling
Ministry of Interior	5	Random sampling
Judiciary	5	Random sampling
Ministry of Finance and Economic Planning	6	Random sampling
Auditor General Office	5	Random sampling
Total	111	

Source: primary data 2018

3.5 Sampling methods

Sampling methods were classified as either probability or non -probability. The study used random and purposive sampling methods

3.5.1 Random sampling

Random sampling involved organizing the units in the population into strata using common characteristics, in this way every person in the selected strata has an equal chance of being represented. Random sampling was applied to ensure that the units in the population were organized into stratus and every member in the selected strata had a chance of being selected. This sampling method was used because it ensured that significant sub-groups of the population are represented in the sample (Creswell, 2012.)

3.5.2 Purposive sampling

According to Kish, (2005), purposive sampling involved selecting a certain number of respondents based on the nature of their occupation. This method was appropriate because the sample selected comprised of informed persons, from the office the president (4), National security advisory board (28), and Ministry of security (21) who possessed vital data that was comprehensive enough to allow gaining a better insight into the problem.

3.6 Data collection methods

The researcher employed both primary and secondary methods of data collection as discussed below;

3.6.1 Primary data

In the data collection, the survey method was used as it employed the use of a questionnaire to collect primary data. The questionnaire design consisted of structured questions. This data is firsthand information collected directly from the field. According to Bartlett, et al; (2005), primary data included data from experts in the field of the study, personal experience in the field through interviews and making observations on which conclusions were made on this study and the information collected through data collection instruments like the questionnaire and interviews were also a form of primary data, since its source was direct from the field.

3.6.2 Secondary data

According to Kish, (2005), secondary data unlike primary data is second hand information. This type of data exists inform of writing of other people and not the researchers. This data included information from text books, newspapers, and magazines, previous research work of others like

dissertation, internet and scholarly journals among others were all forms of secondary data, hence secondary data information was compiled by other people that could be referred to by others for knowledge.

3.7 Data collection instruments

Data for this study was collected and analyzed through using qualitative techniques such as document analysis. The primary data was collected from the respondents in financial based situations, secondary data comprised of reference concerning research subject as the use of existing National security of South Sudan information was realized within the overall research structure.

3.7.1 Self-administered Questionnaire

Robson (2003), asserts that, a questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. The researcher used the pre-tested and self-administered structured questionnaire (Appendix A) to collect data from the primary respondents. The self-administered structured questionnaires contained questions on which variables like: personal profile; and effectiveness of staff among others. This instrument was administered to all valid respondents. These questionnaires captured socio demographic characteristics of respondents, and their attitudes towards public sector reforms. This method was used because it collected a lot of data in little time.

3.7.2 Interview guide

The researcher conducted interviews and generated information from purposively selected stakeholders who were familiar with the topic of public sector reforms. These included officials from the Ministry of Security. The respondents were probed on the contributions of public sector

reforms to the performance of national security in South Sudan, 2011-2016. The researcher made arrangements with respondents for the face to face interviews. The respondents provided valuable information on public sector reforms and national security performance.

3.7.3 Documentary Reviews

The researcher retrieved records on the contributions of public sector reforms to the performance of national security in South Sudan, 2011-2016 from Public Libraries (Parliamentary Libraries in Uganda, the Main Library of Makerere University), official and research reports from the Ministry of security and public service of South Sudan, books and articles from the internet. These included among others: Ministerial Policy Statements of the Ministry of Security and Public service, Legal Notices and Judicial Commission of Inquiry into Allegations of Corruption. (2011-2016).

3.8 Data Quality Control

3.8.1   Validity

Reliability of an instrument refers to the ability of an instrument to give uniform responses/answers each time it is used on the same phenomenon. To ensure the appropriateness of the research instruments, content validity index was determined at 0.80 a value that exceeded the threshold of 0.7 suggested by Neuman et al (2006) and Amin (2005), for instruments acceptance (as cited in Soita, 2012:56). A panel of judges including the supervisor attested to the content validity of the instrument (Sekaran 2003:206).

3.8.2 Reliability

According to Aron et al, (1999), the validity of a measure refers to whether it actually measures what it claims to measure. Content validity refers to the test which actually measures or is

specifically related to the traits for which it was designed. It shows how adequately the instruments sample the universe of knowledge, skills, perceptions and attitudes that the respondents are expected to exhibit.

3.9 Data processing

According to French, (2006) Data Processing is the collection and manipulation of items of data to produce meaningful information. For case of reporting and interpretation, the data obtained were checked, edited, coded and reduced into tables and figures for validation before processing for the presentation of the findings. The questionnaire data was converted into numbers for each of value, so that analysis that only accepted numerical data was used. Frequencies, percentages and correlation analysis were also used to determine the contribution of public sector reforms to the performance of National security in South Sudan, 2011-2016.

3.10 Data analysis

The data was analyzed using the descriptive statistics, with the aid of the statistical package of social science (SPSS) which besides being user friendly, is appropriate for handling standard deviation, inferential statistics like correlations which were used to measure the relationship between the variables plus regressions in the study.

3.11 Ethical considerations

The nature of this research study indicated the existence of some potential ethical problems in the areas that were related to the maintenance of confidentiality, disclosures, avoidance of false or deceptive statements, institutional approval, informed consent to research inducements for

research participation and reporting of research results. All responsible precautions were taken regarding the collection of primary data and reporting of the results. In addition, the study focused on the limits of the confidentiality pursuant to an ethical code of conduct that made every attempt to keep private and confidential the identities of all the respondents. As a result, the researcher stated in all its instruments (questionnaire and interview guide) that all information that was provided by the respondents was for research purposes only, and was treated with strict confidence. Clearance was sought from the university research coordinator where a letter was provided from the Dean of school, School of Social sciences, while consent of the respondents was also sought from them before administering to them the questionnaire and interview guide.

3.12 Limitations to the study

Some respondents pretended not to have enough time to respond to the question or attend the interviews because of the nature of their work; however the researcher explained the gist of the study to them or adjust on the data collection time which favored their time.

The language used in questionnaire tool was great barrier to many respondents, since most of the participants in Arabic, others local languages. To avoid biases from data collection, the researcher translated the questionnaire into Arabic for those who do not know English language, and used the voice recorder for the interview guide.

Some respondents returned unanswered questionnaires while others delayed to return them which rendered it hard to analyze data in time that is why a minimal sample size of 111 was selected.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0. Introduction

This chapter presents the findings of the fieldwork while clustering of raw data, discussing on clustered raw data, presenting of different tables and interpretation of the results based on analyzing the existing the contributions of public sector reforms to the performance of national security in South Sudan..

The chapter begins with a brief introduction of the gender, age group, office representative and the level of education of the respondents. The analyses of the report in this chapter are derived from observations of the respondents and documentary evidences on the contributions of the contributions of public sector reforms to the performance of national security in South Sudan. A sample of 119 respondents were contacted through questionnaires and interviews but only 111 (93.3%) responded positively as discussed in this chapter

The chapter addresses the following research questions:

  (iv)   How are public sector reforms being implemented by national security in South Sudan

  (v)   How have the public sector activities enhanced national security in South Sudan?

  (vi)   In which ways can the performance of the security sector be enhanced?

And the findings on each objective was discussed below;

4.1. Bio data of respondents

The basic socio-demographic characteristics of respondents were probed, key among them included the following; gender, age, marital status current, level of education, and years of work experience.

4.1.1. Responses on gender

The gender of the respondents was necessary in order to the contributions of public sector reforms to the performance of national security in South Sudan. The study asked respondents about their sex/gender. The results are indicated in table 4.1 below:

Table 4. 1: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	79	71.2	71.2	71.2
Valid	Female	32	28.8	28.8	100.0
	Total	111	100.0	100.0	

Source: Primary data 2018

According to the table above, majority of the respondents 71.2% were generally male and 28.8% were female. This implies that more male participated in the sturdy than the female respondents. It happens often that men participate more in security jobs compared to women.

4.1.2. The age group of respondents

The study also considered the age characteristic to be very essential in examining the contributions of public sector reforms to the performance of national security in South Sudan, 2011-2016. The study asked respondents about their age groups. The results are indicated in table 4.2 below:

Table 4. 2: Age group

		Frequency	Percent	Valid Percent	Cumulative Percent
	20-29	21	18.9	18.9	18.9
	30-39	43	38.7	38.7	57.7
Valid	40-49	30	27.0	27.0	84.7
	50+	17	15.3	15.3	100.0
	Total	111	100.0	100.0	

Source: primary data 2018

According to the table above, 38.7% of the respondents were between 30-39 years, 27% were between 40-49 years, 18.9% were between 20-29 years, and 15.3% were of 50 and above years when asked about their age groups. This represents those years when people are most active and with enormous experience in terms of engagement in security. This therefore implies that majority of the respondents were mature and energetic thus provided valid information regarding the contributions of public sector reforms to the performance of national security in South Sudan.

4.1.3. Responses on office represented

The study sought the responses on office represented to be relevant, and the results are indicated in table 4.3 below:

Table 4. 3: Office represented

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Office of the President	4	3.6	3.6	3.6
	Office of the Minister of Cabinet Affairs	32	28.8	28.8	32.4
	National Security Advisory Bodies	28	25.2	25.2	57.7
	Ministry of Security	21	18.9	18.9	76.6
	Ministry of Labour and Public Service	5	4.5	4.5	81.1
	Ministry of Interior	5	4.5	4.5	85.6
	Judiciary	5	4.5	4.5	90.1
	Ministry of Finance and Economic Planning	6	5.4	5.4	95.5
	Auditor General Office	5	4.5	4.5	100.0
	Total	111	100.0	100.0	

Source: primary data 2018

According to the table above, majority of the respondents 28.8% generally were from the office of the Minister of Cabinet affairs, 25.2% were from National Security Advisory Bodies, 18.9% were from the Ministry of security, 5.4% were from the Ministry of finance and economic planning, 4.5% were from the Ministry of Labour and public service, ministry of interior Judiciary, and Auditor General office respectively and 3.6% were from the office of the president. This implies that the respondents were holding prominent positions/jobs in the

government of South Sudan, hence providing relevant information on the contributions of public sector reforms to the performance of national security in South Sudan.

4.1.4. Responses on the level of education

The study considered education level to be relevant in examining the contributions of public sector reforms to the performance of national security in South Sudan. Therefore the results on the education of respondents are as indicated in table 4.4 below:

Table 4. 4: level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
	PHD	3	2.7	2.7	2.7
	Masters	8	7.2	7.2	9.9
Valid	Bachelors	47	42.3	42.3	52.3
	Diploma	29	26.1	26.1	78.4
	Certificate	24	21.6	21.6	100.0
	Total	111	100.0	100.0	

Source: primary data 2018

According to the table above, majority of the respondents 42.3% had attained bachelors as their highest level of education, while 26.1% were diploma holders, 21.6% were certificate holders, 7.2% were Masters holders and 2.6% were PHD holders. This implies that the respondents to the study had attended school and could understand the questionnaire and interview guide effectively, hence providing relevant information necessary to the study.

4.2. Public Sector Reforms Implemented

Public sector reform is a mechanism that introduces innovations in terms of modernization, transformation, and professionalism for the improvement of institutions and processes. These innovations as areas of reform are the common theme of every government's agenda. As pointed

out by the Hong Kong government, "public sector reform is a program of financial and management reforms aimed at bringing about long-term productivity improvements in the public sector and better service to the community" (Scott, 1994).

At the same time as structural adjustment was promoted, civil service reforms were put in place. At its most basic, civil service reform consists of setting up the elements of a Weberian bureaucracy: 'establishment control': finding out who does what, writing job descriptions, setting up payroll systems so that people who are paid both exist and turn up for work, making organisation charts to establish lines of accountability; in short, If a civil service was previously functioning as a source of patronage, such basics constitute a serious reform: if people who occupied civil service positions and drew salary were also engaged in business or doing another job, being accountable for their civil service time could be a major impediment; ghost workers are themselves an important source of patronage, that would need to be replaced if the ghosts are eliminated. This section therefore aims to find out the public sector reforms implemented at National security of South Sudan

Table 4. 5: Public sector reforms implemented

Descriptive Statistics N=111									
STATEMENT	Still Poor		Below Expectation		Improved		Satisfactory		Total
	FRQ	%	FRQ	%	FRQ	%	FRQ	%	111
State democratization	42	37.8	56	50.5	12	10.8	1	0.9	111
Established good governance practices	36	32.4	51	45.9	12	10.8	12	10.8	111
Economic development	21	18.8	71	64.0	7	6.3	12	10.8	111

Internal & regional conflict prevention	26	23.4	19	17.1	10	9.0	56	50.5	111
Post-conflict recovery	53	47.7	39	35.1	13	11.7	6	5.4	111
Professionalization of armed & security forces	72	64.9	23	20.7	8	7.2	8	7.2	111

Source: Primary data, 2018

4.2.1. State democratization

According to the table above, majority of the respondents 50.5% argued that state democratization is below expectation, 37.8% said it is still poor, 10.8% stated that it has improved and 0.9% argued it to be satisfactory. This implies that South Sudan does not concentrate and use power, while law and democracy constrain the exercise of power, indicating that there is an inherent tension between them. It is widely argued that ruling parties help sustain authoritarian regimes. One of the most influential arguments for why this is the case centers on party cadres' will to power. "The preferences of party cadres are much simpler than those of [military] officers," Geddes persuasively argues. "Like democratic politicians, they simply want to hold office." Beyond having institutional capabilities that militaries lack, authoritarian ruling parties typically have stronger inherent incentives than their military counterparts to cling to power.

4.2.2. Established good governance practices

According to the table above, majority of the respondents 45.9% argued that established good governance practice is below expectation, 32.4% said it is still poor, and 10.8% argued that it has improved and satisfactory respectively. During documentary review, it was discovered that

"In the beginning of the 2005 South Sudan faced severe economical, functional and political challenges. As a response and consequence, a number of changes have been characterized by increasing productivity, cuts in personnel and in all forms of municipal expenditure and modernization of service systems. Increased local autonomy, decentralization of authority and externalization has also been key features in these developments". At the same time, the Finnish system of industrial relations has been in transition. Centralised incomes policy has disappeared and there has been a resurgence of local bargaining. New procedures of participation have been developed.'

4.2.3. Economic development

According to the table above, majority of the respondents 64% argued that established economic development is below expectation, 18.8% said it is still poor, 10.8% argued it is satisfactory and 6.3% said that it has improved. This implies that economic change has produced pressures which have upset the balance between contribution to and benefit from a range of services. During interviews, it was discovered that, there have been increases in structural unemployment rates, and these have been particularly difficult to manage in developing countries which already have high unemployment or where the increases were especially abrupt.

In an interview with Ministry of Security officials in regard to this, it was stated that;

"Country data on unemployment might not be reliable and comparable, since they are based on evidence provided by governments and according to different definitions".

4.2.4. Internal & regional conflict prevention

According to the table above, majority of the respondents 50.5% argued that internal and regional conflict prevention is satisfactory, 23.4% said it is still poor, 17.1% said that it is below

expectations and 9% stated that it has improved. The study noted that, it is important to realize that regional organizations do not operate in a vacuum. In fact, their success in preventing conflicts is directly dependent on cooperation between nations (their member states) and international entities such as the WTO, the UN and NATO. There is no doubt that conflict prevention, both as a theoretical concept and an instrumental tool, is increasingly becoming important as it enhances the possibilities for peaceful development at a low cost for the international community and individual states. Early intervention in conflicts, even before they have erupted, makes prevention easier and militarized disputes or open conflicts can be avoided. At the early stages of conflict, the disputed issues are less politicized and therefore fewer resources, both political and economic, need to be invested

4.2.5. Post-conflict recovery

According to the table 4.5, majority of the respondents 47.7% 50.5% argued that post conflict recovery is still poor, 35.1% said it is below expectation, 11.7% stated that it has improved and 5.4% argued it to be satisfactory. Hoeffler et al, (2011) during post-conflict recovery, countries face extraordinary development and security challenges as they move toward economic recovery. As most countries experience increased growth after the end of the war, external aid helps them to make the most of this peace dividend; however, aid is only growth enhancing when the violence has stopped, so in violent post-war societies aid fails to create a growth enhancing effect. Good governance is robustly correlated with growth; however, whether aid increases growth conditional on good policies is unclear. Likewise it is unclear which types of aid and policy should be prioritized.

4.2.6. Professionalization of armed & security forces

In table 4.5 above, majority of the respondents 64.9% argued that professionalization of armed and security forces are still poor, 20.7% said that it is below expectations and 7.2% said that it has improved and satisfactory respectively. In regards to professionalism of the armed security forces, one of those interviewed examined the need to have professional military force, by saying:

"A more professional army is better trained and disciplined, less politicized and parochial and therefore less likely to take sides in an internal conflict or to engage in rights abuses which provoke internal opposition. A military disengaged from politics is less apt to be involved in internal repression, to provoke external conflicts or to resort to adventurism in foreign policy to increase domestic legitimacy. A more professional military should demand a smaller share of the budget, freeing up competition for resources that can aggravate internal conflict. At the same time, a stronger and more loyal military can assist post-conflict transition by supporting reforms or by controlling violently unleashed popular demands or the old order's resistance".

Professionalizing the military should reduce the incidence of military coup attempts and of misappropriation of resources for use in internal disputes. It should also increase the military's power and organization while reducing its resistance to downsizing. Successful reforms and a more professional military are likely to remove a common source of internal conflict as well as a factor which may have aggravated conflicts driven by other causes. Military professionalism efforts can therefore help prevent internal conflicts in the long term, especially if accompanied by political restructuring. Professionalizing a country's military may also bolster its forces'

deterrent value and thereby dissuade military actions by countries who otherwise might be inclined to attack.

4.3. Activities to Improve on National Security Management

Protecting the security of a nation, people, territory and way of life is the foremost mission and constitutional duty. There is an unprecedented opportunity to make a nation safer and more prosperous. The military might is unparalleled; a dynamic global economy offers increasing opportunities for jobs and investment; and the community of democratic nations is growing, enhancing the prospects for political stability, peaceful conflict resolution and greater hope for the people of the world (National Security Strategy for A New Century, 1997).

At the same time, the dangers faced are unprecedented in their complexity. Ethnic conflict and outlaw states threaten regional stability; terrorism, drugs, organized crime and proliferation of weapons of mass destruction are global concerns that transcend national borders; and environmental damage and rapid population growth undermine economic prosperity and political stability in many countries.

Basiago, (1999) the definitions and connections may be unclear, but the security elements have economic, social, and political impacts on the surrounding world. There are social components to both economic and homeland security. If a country invests too much on one area, then other sectors may suffer a decrease, which can create income disparity and foster social unrest. Maintaining a social standard that supports citizens' feeling of overall security is complicated when there is an increasing wealth gap. In addition, economic disparity and globalization are disrupting this social balance leading to violent activity in some areas. Therefore, this section examines the activities used to improve on National security management in South Sudan.

Table 4. 6: Activities to improve on National security

Descriptive Statistics N= 111							
STATEMENT	**Poor**		**Unsatisfactory**		**Satisfactory**		**Total**
	Frq	%	Frq	%	Frq	%	111
Capacity and professionalism of the South Sudan Security services	52	46.8	39	35.1	20	18.0	111
Public evaluation of security performance	53	47.7	42	37.8	16	14.4	111
Future expectations about the role and capacity of the various security services	44	39.6	49	44.1	18	16.2	111
The direction of change in the role and performance of the security services	43	38.7	63	56.8	5	4.5	111
Trust in the security establishment and its individual components	40	36.0	69	62.2	2	1.8	111
Measures to fight corruption in the South Sudan	51	45.9	51	45.9	9	8.1	111
Evaluation of security officers including role in training	29	26.1	68	61.3	14	12.6	111

Knowledge of the missions and tasks of various security services,	40	36.0	55	49.5	16	14.4	111
Political dimension: relations with neighboring states as it related to South Sudan national mission, state building, and security coordination	45	40.5	43	38.7	23	20.7	111
The political dimension of South Sudan at national level	47	42.3	38	34.2	26	23.4	111
Evaluation of the role of the security sector in enforcing law and protecting public freedoms	47	42.3	61	55.0	3	2.7	111
Evaluation of the role of the security sector in fighting crime	58	52.3	50	45.0	3	2.7	111
Perception on personal safety and security	37	33.3	57	51.4	17	15.3	111
Public evaluation of the system of justice and the functioning of the courts	47	42.3	52	46.8	12	10.8	111
Perceptions of prevailing levels of freedoms, accountability, and human rights	56	50.5	50	45.0	5	4.5	111
Valid N (listwise)	111						111

Source: Primary data, 2018

4.3.1. Capacity and professionalism of the South Sudan Security services

According to the table above, majority of the respondents 46.8% considered capacity and professionalism of South Sudan security services to be poor, 35.1% said it is unsatisfactory and 18% said it is satisfactory. This implies that people in prominent positions in South Sudan government lack the necessary skills to ensure maximum security in the country. During interviews, the respondents stated that:

> *"The costs for not having established strong professional militaries are high: persistent instability, chronic poverty, deterred investment, and stunted democratization".*

According to Mathew (2010), a professional is distinguished by certain characteristics including: mastery of a particular intellectual skill, acquired by education and training; acceptance of duties

to society in addition to duties to clients and employers; an outlook that is essentially objective; and the rendering of personal service to a high standard of conduct and performance.

4.3.2. Public evaluation of security performance

According to the table above, majority of the respondents 47.7% considered public evaluation of security performance to be poor, 37.9% said it is unsatisfactory and 14.4% said it is satisfactory. In regards to public evaluation, respondents stated that,

> *"As the incidents of the security breach and the personal information leakage in public institutions and the major information/communication infrastructure have increased, the importance of the development and training of human resources specialized in cyber-security, who can immediately respond to this are emphasized".*

During documentary review, it was discovered that the government of South Sudan has announced policies for the development of human resources, established and operated public sector cyber-security training centers; however, there is no method for understanding the investment performance and effect of the present cyber-security education/training in the public sector. For the establishment of a training system and the quality control of continuing education, a method for evaluating the performance of the training is needed, and this can prove the justification of the promotion of the training program and the sustainability of the training center. The goal of this study is to analyze the outcome of education and training in the field of information security and economic return on investment. For this purpose, through literature research on the outcome of the domestic and overseas education and training, this study drew a model that can apply.

4.3.3. Future expectations about the role and capacity of the various security services

According to the table above, majority of the respondents 44.1% considered Future expectations about the role and capacity of the various security services to be unsatisfactory, 39.6% said it is poor and 16.2% said it is satisfactory. During interviews, the respondents stated that:

> *"Not all security services receive the same rating from the public: civil police and National Security Forces (i.e., army) tend to have more positive evaluation than those in intelligence/preventive security".*

During documentary review, it was confirmed that public evaluation of the sector's capabilities does not necessarily determine perception of the sector's performance. Indeed, in the South Sudan case, the public tends to give higher rating to performance and lower rating to capacity. This should be seen as a positive outcome as it indicates that the public does not view capacity as a threat; to the contrary, it might indicate that greater capacity would be welcomed.

4.3.4. The direction of change in the role and performance of the security services

According to the table above, majority of the respondents 56.8% considered the direction of change in the role and performance of the security services to be poor, 38.7% said it is unsatisfactory and 4.5% said it is satisfactory. This implies that South Sudan is still insecure. This implies that security officers of South Sudan have not adopted training of new security tactics and techniques. During interviews, some of the respondents claimed that:

> *"Security officers have failed to turn to advanced training – in everything from the latest high-tech CCTV system to anti-terrorism – in order for their officers to be ready for whatever corporate and government security assignments come their way".*

Another respondent claimed that:

"Many organizations in South Sudan are calling on the security service providers to design and implement emergency preparedness plans".

During documentary review, it was discovered that South Sudan is planning to provide additional training to include being alert to surveillance and possible terrorist activities. There is a greater use of technology and faster notification of suspicious activity. There will be an increase in reception/concierge coverage for commercial high-rise buildings and increased training and drills for emergency evacuation of commercial high-rise buildings.

4.3.5. Trust in the security establishment and its individual components

According to the table above, majority of the respondents 62.2% considered Trust in the security establishment and its individual components to be unsatisfactory, 36% said it is poor and 1.8% said it is satisfactory. This implies that Sudanese have less trust and confidence in the current government. During interviews, the respondents claimed that:

"Consecutive political scandals, rampant corruption and the sometimes overrated focus of the media on these issues have also contributed their fair share to the decline of trust in government institutions and political leaders".

Another respondents claimed that:

"Trust is generally hindered by corruption as well as political radicalism and postmaterialism".

In support to the above, Espinal and Hartlyn (2006) maintain that security and corruption are much more important for trust in government in the developing world as opposed to the industrialized countries, political performance on issues of security and corruption are associated with increasing trust ubiquitously.

Krahn and Harrison (2006) to argue that governments today would be better off applying programs and policies that enhance trust in government directly, such as reforms towards rendering politics more transparent and dispersing the power of political decision-making to foster accountability, rather than proposing reforms of economic efficiency or neo-populist solutions like recalls or referenda that promote trust indirectly.

4.3.6. Measures to fight corruption in the South Sudan

According to the table above, majority of the respondents 45.9% considered the Measures to fight corruption in the South Sudan to be poor and unsatisfactory respectively and 8.1% said it is satisfactory. This implies that laws on corruption are not followed by nationals of south Susan. During interviews, the respondents said that:

> *"The government has created pathways that give citizens relevant tools to engage and participate in their governments – identify priorities, problems and find solutions.*

In order to fight corruption in South Sudan, one of the respondents suggested that:

> *"The government should bring together formal and informal processes to change behavior and monitor progress".*

Rose-Ackerman (1998) recommends a two-pronged strategy aimed at increasing the benefits of being honest and the costs of being corrupt, a sensible combination of reward and punishment as the driving force of reforms. This is a vast subject. We discuss below six complementary approaches.

4.3.7. Evaluation of security officers including role in training

According to the table above, majority of the respondents 61.3% considered Evaluation of security officers including role in training to be unsatisfactory, 26.1% said it is poor and 12.6%

said it is satisfactory. This implies that the role and value of private security officers has always been clear to those in the security business. During interviews, one of the respondents stated that:

> *"Security officers work in partnership with local law enforcement, and some security officers have previously served in law enforcement and military positions".*

Another respondent commented and said that:

> *"State-of-the-art training is crucial in keeping the flourishing physical security workforce ready and able to take on the daily challenges they face. Nowhere is technology's power more visibly demonstrated than with training that educates, empowers and connects the vital security officer sector."*

4.3.8. Knowledge of the missions and tasks of various security services,

According to the table above, majority of the respondents 49.5% considered the Knowledge of the missions and tasks of various security services, to be unsatisfactory, 36% said it is poor and 14.4% said it is satisfactory. This implies that the public has no right of accessibility of government and security documents. In regards to this, one of the respondents reported that:

> *"Citizens, businesses and civil society organisations are constantly pressuring government organisations to provide better access to information and emulate many countries that have enacted legislation which provides for a right for access to information".*

However, another respondent stated that:

> *"In 2011, the Parliament adopted the Access to Information Act to implement citizens' right to access information held by a government organisations. Further*

> *Regulations were adopted in 2015 to clarify procedures and provide for access to information in electronic form".*

In relation to the above, another respondent reported that:

> *"When making a request for access to information, one has to follow certain procedures. One must comply with certain conditions, including amongst other things that certain forms have to be used".*

The right of access to information in South Sudan covers all information held by government bodies and agencies. Nevertheless, certain types of information or information held by certain government bodies are exempted where access to that information could infringe on other important interests (Salau, 2017).

4.3.9. Political dimension: relations with neighboring states

According to the table above, majority of the respondents 49% considered Political dimension: relations with neighboring states as it related to South Sudan national mission, state building, and security coordination to be poor, 38.7% said it is unsatisfactory and 20.7% said it is satisfactory. This implies that the instability in South Sudan affects it neighbors politically, socially and economically. In regards to interview, respondents stated that;

> *"The Sudan is a somewhat unpredictable part of a larger regional security complex in which other countries play important roles. It is imperative for Egypt to have a government in Khartoum that is, at a minimum, not openly hostile, but preferably friendly and allied in regional processes. These are closely related to management of the Nile, but issues of mutual interest also go beyond water politics".*

The study noted that; 'an independent Southern Sudan and the separation process itself undoubtedly constitute a potential threat to Egypt. An independent Southern Sudan would be further removed from Egypt's sphere of influence. As a new Southern state might feel less inclined to turn to the Sudan's northern Arab neighbor for political support, so Ethiopia and the East African countries would gain influence over developments in the South in ways not necessarily consonant with Egyptian interests (International Crisis Group, 2010).

4.3.10. The political dimension of South Sudan at national level

According to the table above, majority of the respondents 42.3% considered the political dimension of South Sudan at national level to be poor, 34.2% said it is unsatisfactory and 23.4% said it is satisfactory. In regards to the above, the respondents commented by saying that:

> *"The situation in Sudan is a tragedy in every sense of the word, first of all for the people who are suffering and those who have already lost family members and friends; second because the independence for which South Sudanese fought for so many years is being wasted on internal warfare rather devoted to the needs of the people".*

In relation to the above one of the respondents reported a news reporter who Expressing its deep alarm at the situation in South Sudan, the Security Council today renewed its condemnation of fighting in that country, stressing that '*there was no military solution to the conflict*'.

4.3.11. Evaluation of the role of the security sector in enforcing law and protecting public freedoms

According to the table 4.6, majority of the respondents 55% considered Evaluation of the role of the security sector in enforcing law and protecting public freedoms to be unsatisfactory, 42.3%

said it is poor and 2.7% said it is satisfactory. This implies that human rights and freedom are not respected in South Sudan. In relation to the above one of the respondents stated that

> *"The advantage of a broader security agenda is that it provides a more comprehensive understanding of the threats to security and the responses needed. The disadvantage is that security services, which include all organisations that have the legitimate authority to use force, to order force or to threaten the use of force in order to protect the state and citizens, can become too powerful if they become active in non-military areas of society. Moreover, the security sector may not have the necessary expertise to respond to these new challenges".*

United Nations (2005) claims that, a strong rule of law, protects human rights , helps prevent and mitigate violent crime and conflict by providing legitimate processes for the resolution of grievances and disincentives for crime and violence. Conversely, weak economic development and inequality can be a trigger for crime and violence. In this context, the principle of the responsibility to protect, adopted by the General Assembly in the 2005 World Summit Outcome, is relevant. It highlights the importance of supporting national rule of law and human rights institutions to ensure that Governments have all the tools necessary to comply with their obligations to protect their populations from genocide, crimes against humanity, war crimes and ethnic cleansing, and calls upon the international community to support such efforts.

4.3.12. Evaluation of the role of the security sector in fighting crime

According to the table 4.6, majority of the respondents 52.3% considered evaluation of the role of the security sector in fighting crime to be poor, 45% said it is unsatisfactory and 2.7% said it is satisfactory. This implies that the government and ministry of security does not involve other security sectors in fighting crime. In relation this one of the respondents said that:

> *"The importance of cooperation between law enforcement and private security in South Sudan has never been greater, yet the difficulties in establishing effective cooperation between the two areas, particularly in the areas of crime prevention and response, remain a major obstacle".*

In regards to the above, one of the respondents suggested that:

> *"Each environment being protected should ideally be protected against a full range of risks. It is therefore essential that a crime prevention strategy be designed and developed to address the range of risks confronting the environment being protected".*

4.3.13. Perception on personal safety and security

According to the table above, majority of the respondents 51.4% considered perception on personal safety and security to be unsatisfactory, 33.3% said it is poor and 15.2% argued it to be satisfactory. This implies that citizens mostly rely on themselves when it comes to their personal safety. The perception of safety as being dependent on a person's immediate environment is more prominent among South Sudan citizens. However, respondents do not see that state institutions contribute to this situation, and they are mostly dissatisfied with the performance of security institutions. Even when disaggregated by ethnic groups, discipline and unity among the people of the community was the second most popularly chosen factor driving safety and security. This indicates that respondents value community integration and realize a need for unity among community members. Some respondents also felt that protection provided by various organisations in the community was a contributing factor to the general sense of safety and security. Although the percentage of such respondents was lower than for other factors, there may yet be room for intervention from such organisations. The survey responses also point to the

need to reach out to more groups of people in the communities because many may not yet be aware of the organisations that offer such protections.

4.3.14. Public evaluation of the system of justice and the functioning of the courts

According to the table above, majority of the respondents 46.8% considered public evaluation of the system of justice and the functioning of the courts to be unsatisfactory, 42.3% considered to be poor and 10.8% said it is satisfactory. The rapid changes in the operating environment have led to a situation where the requirements for the courts' quality, efficiency and cost-effectiveness are becoming ever stricter. The expectations are growing, which means that there is a constant need to develop the activities of the courts. During interviews the respondents reported that:

> *"In south Sudan, there are few lawyers in relation to the size of the population and these lawyers are mainly concentrated in urban areas. It is not unusual for the number of lawyers in a given State to number just a few hundred. The traditional justice system consequently constitutes an essential component of the justice sector and may in fact solve most disputes".*

United Nations (2016) 'traditional authorities tend to be community-based, hierarchical and organized, and may govern a specific territory either de jure or de facto, although frequently with some limitations. Indigenous peoples in South Sudan tend not to have well-defined hierarchical organizations and to be among the most marginalized groups. This has limited their political influence and legal recognition, particularly compared with the relatively well-organized traditional communities located within specific geographic areas and which may have legal and political representation.

4.3.15. Perceptions of prevailing levels of freedoms, accountability, and human rights

In table 4.6, majority of the respondents 50.5% argued that perceptions of prevailing levels of freedoms, accountability and human rights to be poor, 45% considered it to be unsatisfactory and 4.5% said it is satisfactory. South Sudan government authorities use laws not to safeguard national security, but rather to stifle speech.

According to international standards as set out by the Johannesburg Principles on National Security, Freedom of Expression and Access to Information (1996), adopted by a group of experts in international law, national security, and human rights and endorsed by the UN Special Rapporteur on Freedom of Opinion and Expression, governments should permit and tolerate these types of speech. Both international and African standards on freedom of expression, including rulings by the African Commission on Human and Peoples' Rights, recognize that the threshold for restricting criticism of public officials, who are accountable to citizens, is higher than for private individuals.

4.4 Assessment of Ways Public Sector Reforms Enhance National Security Performance

The standard responses to public sector management deficits in developing countries have focused largely on a combination of technical efficiency-enhancing reforms based on neoliberal market models and New Public Management (NPM) principles and tools. The dominant academic, policy, and practitioner discourses sometimes appear locked in endless loops, repeating variations on the same problem diagnoses and solutions. Yet public sector management in developing countries, and arguably in the industrialized world as well given the blurred boundaries between the global North and South, is under increasing pressure to perform (Brinkerhoff and Brinkerhoff, 2015).

The growing ascendancy of function-focused performance improvements informed by deep understanding of political economy drivers has led to renewed attention to the process side of public sector reform: problem classification jointly undertaken by donor agencies and country actors; ongoing consultation and constituency building with key stakeholders during design and implementation; and iterative cycles of experimentation, adaptation, and learning. These features are the hallmarks of what is termed problem-driven iterative adaptation (PDIA), an approach to public sector reform that engages country teams of reformers in pursuing an iterative process of problem identification and testing of solutions, supported by external facilitators (Andrews et al., 2012; Andrews, 2013). This section therefore aims to assess the ways public sector reforms have performed to enhance national security dimensions.

Table 4. 7: Assessment of ways public sector reforms have performed to enhance national security dimensions

Descriptive Statistics N= 111							
Statements	**Disagreements**		**Not Sure**		**Agreements**		**TOTAL**
	FRQ	**%**	**FRQ**	**%**	**FRQ**	**%**	
Cost and efficiency	82	73.8	15	13.5	14	12.6	111
Service quality	85	76.5	10	9.0	16	14.4	111
Innovations	71	63.9	22	19.8	18	16.2	
Policy effectiveness	78	70.2	12	10.8	17	15.3	111
Policy coherence and coordination	98	88.3	13	11.7	0	0	111
External transparency and openness	64	57.8	30	27.0	17	15.3	111
Citizen participation and involvement	98	88.3	13	11.7	0	0	111

Social cohesion	67	60.3	11	9.9	33	29.7	111
Internal bureaucracy reduction / cutting red tape	77	69.4	12	10.8	22	19.8	111
Ethical behaviour among security & public officials	75	67.5	13	11.7	23	20.7	111
Equal access to services	97	87.3	5	4.5	9	8.1	111
Fair treatment of citizens	89	80.1	10	9.0	12	10.8	111
Staff motivation and attitudes towards work	62	55.8	34	30.6	15	13.5	111
Citizen trust in government	82	73.8	20	18.0	9	8.1	111
Civil Military Relations	82	73.9	15	13.5	14	12.6	111

Source Primary data

4.4.1 Cost and efficiency

According to the table 4.7, majority of the respondents 73.8% generally disagreed that cost and efficiency are some of the ways public sector reforms have performed to enhance national security dimensions. This implies that there is poor performance of the National security of South Sudan, as they are not efficient and cost effective. However, 13.5% of the respondents were not sure and 12.6% agreed. During documentary review, it was discovered that, the employees of National security of South Sudan have changed their expectations in regards to public service. Changing expectations have helped to drive demands for greater efficiency, effectiveness and quality of service.

4.4.2 Service quality

According to the table above, majority of the respondents 76.5% generally disagreed that service quality is one of the ways public sector reforms have performed to enhance national security dimensions. This implies that there is no improvement in the responsiveness of public sector institutions by requiring and encouraging a greater emphasis on performance or results. However, 13.3% of the respondents agreed and 9% were not sure. During interviews, the respondents stated that:

"A focus on service quality is part of the general direction of public sector management reforms being pursued by National security force of South Sudan. There is a general consensus that the previous orientation towards administration of rules must be replaced by an orientation towards results generally, of which the needs of the client are an important aspect".

Focusing on service quality is fundamentally simple and uncontroversial. Its basic theme is that public sector institutions exist primarily to deliver a service or product to a client. There is a general acceptance of greater empowerment of the public, rather than having all key decisions made by the organization

4.4.3 Innovations

According to the table above, majority of the respondents 63.9% generally disagreed that innovations are some of the ways public sector reforms have performed to enhance National security dimensions. This implies National Security of South Sudan has been under pressure to innovate in the range of services they provide and the way in which they provide them. However, 19.8% of the respondents were not sure and 16.2% agreed. During interviews, the respondents stated that,

"The necessity for innovation is also stimulated by its possibility. the rapid development of information technology has transformed the way in which services, both public and private, can be supplied, and this and other factors have also stimulated change in structure and methods of service delivery".

Public sector innovation takes root when the knowledge of a problem and its potential solutions come together with people who are able and motivated to do something about it. These people also need the opportunity and the resources to innovate and this suggests the need to consider

how the rules, laws, and bureaucratic processes that regulate the public sector can be designed to encourage public sector innovation to flourish.

4.4.4   Policy effectiveness

According to the table 4.7, majority of the respondents 70.2% generally disagreed that policy effectiveness is one of the ways public sector reforms have performed to enhance national security dimensions. This implies that there are no clear guidelines followed by National security of South Sudan. However, 15.3% of the respondents agreed and 10.8% were not sure. During interviews, it was discovered that:

> *"Reforms proceed only when a country's leaders are committed and in the driver's seat. But changing the internal rules of government is usually not enough to achieve reform".*

In regard to the above, one of the respondents stated that:

> *"To be effective, we need to work with our partners to understand and address the broad range of incentives and pressures both inside and outside of government that affect public sector performance".*

4.4.5   Policy coherence and coordination

According to the table 4.7, majority of the respondents 88.3% generally disagreed that policy coherence and coordination are some of the ways public sector reforms have performed to enhance national security dimensions. This implies that the available policies on security reforms are not consistent. However, 11.7% of the respondents agreed and 9% were not sure. In order to ensure consistency of the policy, one of the respondents suggested that;

> *"We need to start with a thorough understanding of what exists on the ground and emphasize "good fit" rather than any one-size-fits-all notion of "best*

practice." And we need to work with our clients and other partners to develop

and apply analytic tools to do this effectively".

OECD (2015) Policy Coherence and coordination aims to support governments and stakeholders in their efforts to design, promote, implement and assess coherent and mutually supporting policies to contribute to sustainable development. It aims therefore to help adapt and strengthen current policy coherence efforts to support the implementation of the SDGs. It is intended to facilitate constructive dialogue between policy makers and key stakeholders from different parts of the government, parliamentarians, civil society, business and industry, philanthropists, among others to enhance synergies and reduce conflicts between interacting policy domains.

4.4.6   External transparency and openness

According to the table 4.7, majority of the respondents 57.8% generally disagreed that external transparency is one of the ways public sector reforms have performed to enhance national security dimensions. This implies that there is confidentiality among the nationals of South Sudan and the National security. Human rights to privacy is attained by the government of South Sudan. However, 27% of the respondents were not sure and 15.3% agreed. In regards to the above, in an interview one of the respondent stated that:

> *"Citizens have a right to privacy and governments have a duty to arrive at as*
>
> *good policies as possible. These can easily conflict with transparency and*
>
> *openness. When this is the case, a value judgment is necessary on how much of*
>
> *transparency and openness to sacrifice as against privacy and policy quality".*

To apply correctly the principles of transparency and openness, another respondent stated that;

> *"The nature of transparency and openness as values and as instruments must be*
>
> *clarified, some pathologies of transparency and openness must be diagnosed in*

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order to be prevented, some pre-conditions of moving towards more transparency and openness need exploration and increasing transparency and openness must be considered and reconsidered within upgrading of capacities to govern and moving towards "quality democracy as a whole".

House of Commons Library (2006) assert that, in order to prevent arbitrariness in such value judgments and protect them against misuse, legislation should set down criteria and determine who shall exercise discretion in applying the criteria to specific cases. Judicial oversight is essential, but it may well be that it should be put into the hands of administrative tribunals that have expertise in governance and not only in law and that have access to internal governmental material without necessarily putting it on the public record. It should be noted that transparency and openness are also an instrument making for more efficiency and effectiveness, by forcing governance to be more careful so as to stand public scrutiny

4.4.7 Citizen participation and involvement

According to the table above, majority of the respondents 88.3% generally disagreed that citizen participation and involvement are some of the ways public sector reforms have performed to enhance national security dimensions. This implies that the people of South Sudan are not involved in decision making on matters concerning security. However, 11.7% of the respondents were not sure. In regards to citizens' involvement and participation, one of the respondents claimed that:

> *"Citizens make the future of the country. Many things depend on us, citizens. In my mind, every citizen can do something useful for the development of the country. It really doesn't matter what sphere we work in, it is our duty to do everything we can to live in better conditions".*

During interviews, one of the respondents commented that:

> *"Citizen also been demanding more say in the way in which some services are run, which has given rise to new forms of participation and 'direct democracy'. This has been a challenge in itself, as well as stimulating other pressures, such as increasing interest in measuring performance and making results of such measurement public so that comparisons can be made and the public better informed about standards and trends".*

In regards to the above, Cogan & Sharpe, (2006) asserts that, citizen participation is a process which provides private individuals an opportunity to influence public decisions and has long been a component of the democratic decision-making process.

4.4.8 Social cohesion

According to the table above, majority of the respondents 60.3% generally disagreed that social cohesion is one of the ways public sector reforms have performed to enhance national security dimensions. This implies that the Government of South Sudan does not involve other stake holders in decision making policies. However, 29.7% of the respondents agreed and 9.9% were not sure. In relation to the social cohesion in particular, one of the respondents commented that:

> *"Social cohesion has recently had to consider new subject matters. Policy issues range from the implications of ageing populations for social and health services with rising costs and the need to find optimum care arrangement solutions, to the acceleration of the de-institutionalisation movement with the accompanying need to establish new forms of care, the growing emphasis on the rights of years, the consequences of high levels of unemployment and social exclusion, gender and ethnic inequalities, financial problems leading to attempts to reduce costs",*

During documentary review, it came to my notice that:

> *Social cohesion is enhanced by an inclusive, coordinated policy-making process: it brings in the views of all stakeholders – from those involved with their implementation to the final beneficiaries. Implementing a social cohesion policy agenda requires effective administration and coordinated action across multiple policy domains. Strong institutions and a quality public service are the foundation for successful public action. Besides, the involvement of multiple actors across different levels of government requires negotiated roles to ensure accountability.*

Social cohesion calls for the establishment of labour market institutions that can facilitate the wage-setting, distributional and allocative roles of labour markets. Reforms setting out guarantees for workers and collective bargaining systems can begin to establish institutions that will assist markets in adjusting prices to the new labour market regime more smoothly, while ensuring that wages reflect productivity increases (OECD, 2011).

4.4.9   Internal bureaucracy reduction / cutting red tape

According to the table above, majority of the respondents 69.4% generally disagreed that internal bureaucracy reduction/cutting red tape is one of the ways public sector reforms have performed to enhance national security dimensions. This implies that the public sector is too bureaucratic in nature. National security of South Sudan has specific procedures and guidelines it follows when doing work. However, 19.8% of the respondents agreed and 10.8% were not sure. During interviews, one of the respondents stated that:

> *"Often bureaucracy happens when people focus on processes and forget about what the end result should be".*

In order to overcome the above, the former respondent stated that

"Find the shortest route to get there, rather than making things complicated. Visualize your desired result, and keep the focus on that".

National Audit Office (2009) asserts that; there are many drivers of bureaucracy, both positive and negative. Despite previous streamlining work there is scope for improving overall efficiency and value for money in the public sector, with Departments estimating that efficiency savings across government for public sector workers could lead to cost savings .The public sector strategy has highlighted one important area in which there is great potential to improve public service delivery. But the public sector strategy has intentionally not received the same level of attention as the work to reduce administrative burdens on business through the Administrative Burdens Reduction Programme.

4.4.10 Ethical behavior among security & public officials

According to the table 4.7, majority of the respondents 67.5% generally disagreed that ethical behavior among security and public officials are some of the ways public sector reforms have performed to enhance national security dimensions. This implies that public officials of south Sudan are ill mannered. There is loss in trust and confidence in public institutions and loss in precious resources which are meant to support the economic and social development of nations and peoples.   However, 20.7% of the respondents agreed and 11.7% were not sure. During interviews, it came to my notice that:

"The demand for greater transparency has also been related to insistence on higher ethical standards on the part of politicians and public servants and reflected in user demands for redress when things go wrong. These shifts have been expressed in the emergence of various types of public service charters in a number of AU countries".

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United Nations (2000) the perception of a fall in public standards is linked to the shifting role of the state, which is undergoing tremendous reform. Globalization, technological advances, spreading democratization and fiscal crises are challenging states to deal with strong external forces, be smart in serving its citizenry, devolve power, and divest it-self of obsolete activities. As a result, the public service, as an institution, is under pressure to transform itself to respond to these changes. As public servants are asked to take on new and sometimes conflicting roles, there is a need for a cost-effective structure and an encouraging culture to enforce standards and guide their behavior.

4.4.11 Equal access to services

According to the table 4.7, majority of the respondents 87.3% generally disagreed that equal access to services is one of the ways public sector reforms have performed to enhance national security dimensions. This implies that the people of South Sudan are faced with high risks of poverty and social exclusion (e.g. people with disabilities, people living in poverty, poorer households, single parent households, migrants, ethnic minorities, older people, children, chronically ill, etc). However, 8.1% of the respondents agreed and 4.5% were not sure. In regards to the above, some respondents suggested that:

> *"Special attention should be given to services of general interest (i.e. large network industries such as energy, telecommunications, audiovisual broadcasting and postal services, water supply, waste management, education, health and social services), which are essential for the daily life and ensure social, economic and territorial cohesion".*

The issue of equal access to services is related to the proximity of the services and facilities to the locations where people live and work, the ease with which services and facilities can be

accessed, including the length and convenience of opening hours, to the availability of the services and to their affordability.

4.4.12 Fair treatment of citizens

According to the table 4.7, majority of the respondents 80.1% generally disagreed that fair treatment of citizens is one of the ways public sector reforms have performed to enhance national security dimensions. This implies that human rights are not respected and protected by the National security of South Sudan. However, 10.8% of the respondents agreed and 9% were not sure. In regards to fair treatment of citizens, during documentary review and interviews, it was discovered that,

> *"Humans right is the belief that everybody should be treated equally and with dignity no matter what their circumstances which means nobody should be tortured or treated in an inhuman or degrading way".*

One of the respondents commented that:

> *"Everybody have the right to protection from all forms of violence caused by reason of their race, color, language, sex, religion, political, national or social origin, property, birth or other status. We born free so all the people have an equal right to freedom but freedom does not mean we can do anything nor can freedom for some mean limiting the freedom of others. Though we are born free we live in a community that functions because there is an understanding among its members",* she said.

During interviews, it was emphasized that

> *"Citizens have rights to services of many kinds. Civil servants are expected to concentrate primarily on serving the community, and the government, and in so*

doing to put possibilities for personal advantage to one side. Unnecessary administrative impediments to effective service delivery, ('bureaucracy', or 'red tape-ism'), should be identified and removed".

4.4.13 Staff motivation and attitudes towards work

According to the table 4.7, majority of the respondents 55.8% generally disagreed that staff motivation and attitudes towards work are some of the ways public sector reforms have performed to enhance national security dimensions. This implies that employees of National Security of South Sudan are not satisfied with their jobs. The working conditions are poor, the pay is low, working environment is not conducive and there is poor employee-employer relationship. However, 30.6% of the respondents were not sure and 13.5% agreed. In order to motivate employees so as to perform highly, one of the respondents stated that:

> *"We need to continue to develop the skills to do better institutional, governance, and capacity building work in the Bank and fine-tune our organizational setup as needed to enhance responsibility, accountability, and quality assurance. Collaborating closely with partners is critical in this area of work".*

Another respondent argued that:

> *"Attitude can make or break you and your workplace team. While a bad attitude can sap energy and create conflict, a positive attitude can motivate co-workers to shine. Since attitude is a personal choice and expression, only you can control your reactions and beahvior. A few strategies can help you maintain the right attitude in certain situations at work".*

The study discovered that, the workplace can be a stressful place when the economy is down. Job cuts, layoffs and even the threat of an entire company going out of business can put your

employees on edge. These stressful times can make it more difficult for employers to motivate their employees. Workers may take on negative attitudes as they fear for their jobs. And some workers may even forget their basic morals as they take whatever steps they can to hold onto their positions.

4.4.14 Citizen trust in government

According to the table 4.7, majority of the respondents 73.8% generally disagreed that citizen trust in government is one of the ways public sector reforms have performed to enhance national security dimensions. This implies that people of south Sudan does not trust the government in power to do what is right most of the time or just about always. However, 18% of the respondents were not sure and 8.1% agreed. During documentary review and interviews, it was discovered that Civil servants and public officials are expected to maintain and strengthen the public's trust and confidence in government, by demonstrating the highest standards of professional competence, efficiency and effectiveness, upholding the Constitution and the laws, and seeking to advance the public good at all times.

4.4.15 Civil Military Relations

In table 4.7, majority of the respondents 73.9% generally disagreed that civil military relations is one of the ways public sector reforms have performed to enhance national security dimensions. This implies that the military does not relate well with the citizens of South Sudan. However, 13.5% of the respondents were not sure and 12.6% agreed. Civil–military relations describe the relationship between civil society as a whole and the military organization or organizations established to protect it. More narrowly, it describes the relationship between the civil authority of a given society and its military authority.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

In this chapter, the study, summarized, drew conclusions and provided recommendations to relevant areas that needed more attention and further research.

5.1 Summary of findings

The study focused on the contributions of public sector reforms to the performance of national security in South Sudan, and focused on the following objectives: (i) To identify the public sector reforms implemented by national security in South Sudan; (ii) To identify the public sector activities that have enhanced national security in south Sudan; (iii) To assess ways through which the performance of the security sector can be enhanced.

5.1.1 Public sector reforms implemented to enhance national security

Reforming public sector has been an on-going process in South Sudan. The impulse for such reforms came as a result of combination of a number of factors. These included: insecurity, market determination; public dissatisfaction with service delivery; growing demand for citizen participation in decision making; and disillusion with the standard of public sector resource management (Njunwa, 2005). Other concerns like cost effectiveness, efficiency, accountability, focus on results, contestability of advice and services, better performance management and decentralization of service delivery also contributed significantly to create pressure for change and reform.

A close analysis of the findings of this study, point out that these reforms have been a favorable step on national security in South Sudan. Data showed that public sector reforms were effected in many areas though with varied impact. In the area state democratization, the findings show that there is little improvement as indicated that 37.8% poor democratic levels and 50.5% below expectation. This has been attributed to on-going civil wars.

The findings on the issue of governance practices showed unsatisfactory levels at 78.3% and slow economic development at 82.9% of the respondents. However it should be noted that the question on the internal and regional conflict prevention had generally improved and respondents rank it satisfactory as represented by 59.5% rate by respondents. However post-conflict recovery was unsatisfactory at 82.8% response rate, and professionalization of armed and security forces was still poor at 85.6%.

5.1.2 Public sector activities on performance of National security

Generally the findings revealed that the reforms in South Sudan have not improved on national security as anticipated. The data indicate that 46.8% of the respondents noted that capacity and professionalism of the South Sudan security services are still poor, while 35.1% noted services are unsatisfactory. Public evaluation of security performance was unsatisfactory 85.5% due to a lot of deaths from civil wars. 83.7% of the respondents also noted that little future expectations about the role and capacity of the various security services, and the direction of change in the role and performance of the security services was unsatisfactory indicated by 56.8%. This shows limited trust in the security forces.

Respondents also reacted on measures to fight corruption in the South Sudan. The prevailing and outstanding problem encountered as indicated in the analysis was corruption. It is clear that 91.8% of the respondents mentioned the Government has not defined clear measures to fight corruption. Respondents also had a view that security officers lack training in effective security management as indicated by 87.4%. The findings revealed that 76.5% of the respondents noted low political dimension of South Sudan at national level, evaluation of the role of the security sector in enforcing law and protecting public freedoms was low at 97.3% response, and 84.7% noted poor perception on personal safety and security of citizens. Public evaluation of the system of justice and the functioning of the courts was generally unsatisfactory at 89.1% and 95.5% poor perceptions of prevailing levels of freedoms, accountability, and human rights.

5.1.3 Ways through which public sector reforms have enhanced National security performance

According to the statistics given in Table 4.7, it was noted that 72.2% of the respondents disagreed that, the government of South Sudan was cost effective. However in order to improve national security under the ongoing reforms there is a need for training public servants and security personnel on reforms. The quality of services of offered are poor was indicated by a disagreement rate of 76.5%. This was also affected innovations and policy effectiveness as shown by 63.9% and 70.2% respectively. The findings also revealed poor policy coherence and coordination at 88.3% and external transparency and openness at 57.6%. There is limited citizen participation and low social cohesion as shown by 88.3% and 60.3% respectively. It was also noted that, there is a lot of red tape indicated by 69.4% response rate. 67.5% of the respondents were of the view that ethical behaviour of security and public officials were poor, and the study noted unequal access to services indicated by 87.3% and unfair treatment of citizens at 80.1%.

It was also revealed that there was low staff motivation and attitudes towards work and unattractive public sector as an employer as indicated by 55.8% and 66.7% respectively. There is also limited trust in government at 73.8% and also low civil military relationship with citizens indicated by 74.9%.

5.2 Conclusions

The study was about the contributions of public sector reforms to the performance of National security in South Sudan. A descriptive and cross-sectional survey design were adopted with a purposive sample of 111 representatives at national security sector. The data collected was analyzed and the main findings at a final analysis established that that the public sector reforms

at national security level have not contributed to improved effective service delivery, and there are some aspects of civil wars elusive far from being realized and pose as a challenge to improved security services.

From the findings of the research derived from the data presented and analyzed, it may be concluded that the adoption and implementation of public sector reforms in South Sudan for improved national security in general has had many negative challenges. These results have therefore achieved to a great extent that; public sector activities that have not enhanced national security in South Sudan. This was majorly due to the challenges related to the implementation of democracy and good governance practices and inability to control armed and security forces in South Sudan.

The results also identified activities to improve on national security management, it was revealed that, there is limited capacity to professionalism of security services, no significant measures to fight corrupt, including poor trained security officers, among is limited political dimension at national level and lack of freedom of speech, accountability and human rights. The results also assess ways through which the performance of the security sector can be enhanced. It was revealed that service delivery quality is still low, cost and efficiency system is poor. Ineffective policies affected coherence and policy coordination. Red tape affected implementation of services, there is unequal distribution of national services and unfair treatment of citizens. Public servants lack morale to work, and limited trust in government by citizens. This is due to harsh civil military relationship with masses.

The findings of this study justifies that, currently the contribution of public sector reforms in South Sudan has had significant weak positive impact in security service. The findings of the study were in agreement with the literature that reforms are relevant and necessary for improved

security service. However; the implementation came with challenges that needed to be addressed if the fruition and benefits of the reforms are to be enjoyed and cerebrated by the public. Respondents argued that instituting community involvement in planning process would lead to an increased ownership of security projects, accountability, sustainability, effectiveness and efficiency of the public reform process.

5.3 Recommendations

Based on the findings of this study and overview of the implementation process of the reforms and its impact on national security in South Sudan, the researcher makes the following recommendations:

There is a need to enhance DDR and good governance training to both security personnel and local authority employees so as to improve the impact of the reforms on security services. Further, there is need for the policy on local government to state clearly on the importance of under- going training to the security matters.

There is a need for improved public awareness through media as key stake holders in national security reforms.

There is a need to increase funding of public reforms and hence bearing fruition on security services.

There is a need for more commitment and political will from both bureaucratic and political leadership for successful security reforms.

There is a need for a clear separation between the government and the ruling party to avoid political linkage and administrative overlaps between political leaders and government officials.

There is a need for a reviewed legal frame work and institutional frame work to address the problem of corruption in the country.

There is a need to have integrated reforms which cut across all sectors due to interdependence nature of public institutions in their operations. The reforms should target political and administrative, economic as well as social cultural arena.

For that matter, security personnel should ensure that they effectively involve the community in setting their priorities and develop their own plans involve them in the planning process; the available human resources at the level should also be well and effectively utilized for fruitful implementation of the plans and projects identified, this will at the end facilitate solving of their socio-economic services and enhance the availability, accessibility and quality of services.

Security Reforms should be comprehensive to cover both systems, structures, processes and the people that are involved in the adoption and implementation.

5.4   Area of further research

Another research can conduct to find out how public sector reforms and functioning between underdeveloped nations, it can also be conducted to find out how sector reforms have effected private organizations.

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APPENDIX I: QUESTIONNAIRE

I am Peter Robert Mayuk a student of Nkumba University pursing the Degree of Masters of Arts in Security and Strategic Studies on the TOPIC: **CONTRIBUTIONS OF PUBLIC SECTOR REFORMS TO THE PERFORMANCE OF NATIONAL SECURITY IN SOUTH SUDAN, 2011-2016**. You are therefore kindly requested to provide answers to the following questions by either ticking or briefly explaining where applicable. The information will only be used for academic purposes and shall be treated with utmost confidentiality. Thank you

SECTION A: BIO DATA OF RESPONDENTS

1. **Gender**
   a) Male
   b) Female

2. **Age group**
   a) 20-29

b) 30-39

c) 40-49

d) 50+

3. Office Represented

a) Presidents' office

b) Office of the Prime Minister

c) National Security Advisory Bodies

d) Ministry of Defence

e) Public Administration

f) Interior, Justice and Foreign Affairs

g) Judiciary

h) Ministry of Finance

i) Local Governments

j) Office of Auditor General

k) Others specify…………………………………………

4. Level of education

a) Diploma

b) Degree

c) Masters

d) Others specify..

NB. *In the following sections mark/tick the variables provided to your satisfaction. You are also requested to provide your opinions and views where necessary*

SECTION B: PUBLIC SECTOR REFORMS IMPLEMENTED

N0.	Statements	Still poor	Under expectation	Generally improved	Satisfactory
1	State democratization				
2	Established good governance practices				
3	Economic development				
4	Internal & regional conflict				

	prevention				
5	Post-conflict recovery				
6	Professionalization of armed & security forces				

Comment on how South Sudan government can improve on the security sector reforms

1…………………………………………..

2…………………………………………..

3……………………………………………

4…………………………………………..

5……………………………………………

SECTION C: ACTIVITIES TO IMPROVE ON NATIONAL SECURITY MANAGEMENT

N0.	Statements	Poor	Unsatisfactory	Satisfactory
1	Capacity and professionalism of the South Sudan Security services			
2	Public evaluation of security performance			
3	Future expectations about the role and capacity of the various security services			
4	The direction of change in the role and performance of the security services			
5	Trust in the security establishment and its individual components			
6	Measures to fight corruption in the South Sudan			
7	Evaluation of security officers including role in training			
8	Knowledge of the missions and tasks of various security services,			
9	Political dimension: relations with neighbouring states as it			

	related to South Sudan national mission, state building, and security coordination			
10	The political dimension of South Sudan at national level			
11	Evaluation of the role of the security sector in enforcing law and protecting public freedoms			
12	Evaluation of the role of the security sector in fighting crime			
13	Perception on personal safety and security			
14	Public evaluation of the system of justice and the functioning of the courts			

Comment on the challenges South Sudan faces on its role to improve National Security Management

1……………………………………………………………

2……………………………………………………………

3…………………………………………………………….

4…………………………………………………………….

SECTION D: ASSESSMENT OF WAYS PUBLIC SECTOR REFORMS HAVE PERFORMED TO ENHANCE NATIONAL SECURITY DIMENSIONS

		Deteriorated Significantly						Improved Significantly
N0.	Statements	1	2	3	4	5	6	7
1	Cost and efficiency							
2	Service quality							
3	Innovations							
4	Policy effectiveness							
5	Policy coherence and coordination							
6	External transparency and openness							
7	Citizen participation and involvement							

8	Social cohesion							
9	Internal bureaucracy reduction / cutting red tape							
10	Ethical behaviour among security &public officials							
11	Equal access to services							
12	Fair treatment of citizens							
13	Staff motivation and attitudes towards work							
14	Attractiveness of the public sector as an employer							
15	Citizen trust in government							

Suggest any other ways South Sudan Government can improve on National Security Management

1…………………………………………………………

2…………………………………………………………

3………………………………………………………….

APPENDIX II: INTERVIEW GUIDE

1. How effectively these reforms have made the security of south Sudan more responsive to the public needs?
2. What changes did you felt in organizational processes, enhancing its efficiency after the implementation of reforms?
3. How these changes have affected your work?
4. What direct changes these reforms have brought to your work?
5. Have these reforms made your duty easier or harder to perform?
6. How these reforms have changed your feelings about the Country?

APPENDIX III: MAP OF SOUTH SUDAN

APPENDIX IV: FREQUENCY TABLES

BIO DATA OF RESPONDENTS

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	79	71.2	71.2	71.2
	Female	32	28.8	28.8	100.0
	Total	111	100.0	100.0	

Age group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	21	18.9	18.9	18.9
	30-39	43	38.7	38.7	57.7
	40-49	30	27.0	27.0	84.7
	50+	17	15.3	15.3	100.0
	Total	111	100.0	100.0	

Office Represented

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Office of the President	4	3.6	3.6	3.6
	Office of the Minister of Cabinet Affairs	32	28.8	28.8	32.4
	National Security Advisory Bodies	28	25.2	25.2	57.7
	Ministry of Security	21	18.9	18.9	76.6
	Ministry of Labour and Public Service	5	4.5	4.5	81.1
	Ministry of Interior	5	4.5	4.5	85.6
	Judiciary	5	4.5	4.5	90.1
	Ministry of Finance and Economic Planning	6	5.4	5.4	95.5
	Auditor General Office	5	4.5	4.5	100.0
	Total	111	100.0	100.0	

Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PHD	3	2.7	2.7	2.7
	Masters	8	7.2	7.2	9.9
	Bachelors	47	42.3	42.3	52.3
	Diploma	29	26.1	26.1	78.4
	Certificate	24	21.6	21.6	100.0
	Total	111	100.0	100.0	

SECTION B: PUBLIC SECTOR REFORMS IMPLEMENTED

State democratization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Still Poor	42	37.8	37.8	37.8
	Below Expectation	56	50.5	50.5	88.3
	Generally Improved	12	10.8	10.8	99.1
	Satisfactory	1	.9	.9	100.0
	Total	111	100.0	100.0	

Established good governance practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Still Poor	36	32.4	32.4	32.4
	Below Expectation	51	45.9	45.9	78.4
	Generally Improved	12	10.8	10.8	89.2
	Satisfactory	12	10.8	10.8	100.0
	Total	111	100.0	100.0	

Economic development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Still Poor	21	18.9	18.9	18.9
	Below Expectation	71	64.0	64.0	82.9
	Generally Improved	7	6.3	6.3	89.2
	Satisfactory	12	10.8	10.8	100.0
	Total	111	100.0	100.0	

Internal & regional conflict prevention

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Still Poor	26	23.4	23.4	23.4
	Below Expectation	19	17.1	17.1	40.5
	Generally Improved	10	9.0	9.0	49.5
	Satisfactory	56	50.5	50.5	100.0
	Total	111	100.0	100.0	

Post-conflict recovery

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Still Poor	53	47.7	47.7	47.7
	Below Expectation	39	35.1	35.1	82.9
	Generally Improved	13	11.7	11.7	94.6
	Satisfactory	6	5.4	5.4	100.0
	Total	111	100.0	100.0	

Professionalization of armed & security forces

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Still Poor	72	64.9	64.9	64.9
	Below Expectation	23	20.7	20.7	85.6
	Generally Improved	8	7.2	7.2	92.8
	Satisfactory	8	7.2	7.2	100.0
	Total	111	100.0	100.0	

SECTION C: ACTIVITIES TO IMPROVE ON NATIONAL SECURITY MANAGEMENT

Capacity and professionalism of the South Sudan Security services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	52	46.8	46.8	46.8
	Unsatisfactory	39	35.1	35.1	82.0
	Satisfactory	20	18.0	18.0	100.0
	Total	111	100.0	100.0	

Public evaluation of security performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	53	47.7	47.7	47.7
	Unsatisfactory	42	37.8	37.8	85.6
	Satisfactory	16	14.4	14.4	100.0
	Total	111	100.0	100.0	

Future expectations about the role and capacity of the various security services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	44	39.6	39.6	39.6
	Unsatisfactory	49	44.1	44.1	83.8
	Satisfactory	18	16.2	16.2	100.0
	Total	111	100.0	100.0	

The direction of change in the role and performance of the security services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	43	38.7	38.7	38.7
	Unsatisfactory	63	56.8	56.8	95.5
	Satisfactory	5	4.5	4.5	100.0
	Total	111	100.0	100.0	

Trust in the security establishment and its individual components

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	40	36.0	36.0	36.0
	Unsatisfactory	69	62.2	62.2	98.2
	Satisfactory	2	1.8	1.8	100.0
	Total	111	100.0	100.0	

Measures to fight corruption in the South Sudan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	51	45.9	45.9	45.9
	Unsatisfactory	51	45.9	45.9	91.9
	Satisfactory	9	8.1	8.1	100.0
	Total	111	100.0	100.0	

Evaluation of security officers including role in training

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	29	26.1	26.1	26.1
	Unsatisfactory	68	61.3	61.3	87.4
	Satisfactory	14	12.6	12.6	100.0
	Total	111	100.0	100.0	

Knowledge of the missions and tasks of various security services,

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	40	36.0	36.0	36.0
	Unsatisfactory	55	49.5	49.5	85.6
	Satisfactory	16	14.4	14.4	100.0
	Total	111	100.0	100.0	

Political dimension: relations with neighbouring states as it related to South Sudan national mission, state building, and security coordination

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	45	40.5	40.5	40.5
	Unsatisfactory	43	38.7	38.7	79.3
	Satisfactory	23	20.7	20.7	100.0
	Total	111	100.0	100.0	

The political dimension of South Sudan at national level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	47	42.3	42.3	42.3
	Unsatisfactory	38	34.2	34.2	76.6
	Satisfactory	26	23.4	23.4	100.0
	Total	111	100.0	100.0	

Evaluation of the role of the security sector in enforcing law and protecting public freedoms

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	47	42.3	42.3	42.3
	Unsatisfactory	61	55.0	55.0	97.3
	Satisfactory	3	2.7	2.7	100.0
	Total	111	100.0	100.0	

Evaluation of the role of the security sector in fighting crime

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	58	52.3	52.3	52.3
	Unsatisfactory	50	45.0	45.0	97.3
	Satisfactory	3	2.7	2.7	100.0
	Total	111	100.0	100.0	

Perception on personal safety and security

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	37	33.3	33.3	33.3
	Unsatisfactory	57	51.4	51.4	84.7
	Satisfactory	17	15.3	15.3	100.0
	Total	111	100.0	100.0	

Public evaluation of the system of justice and the functioning of the courts

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	47	42.3	42.3	42.3
	Unsatisfactory	52	46.8	46.8	89.2
	Satisfactory	12	10.8	10.8	100.0
	Total	111	100.0	100.0	

Perceptions of prevailing levels of freedoms, accountability, and human rights

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	56	50.5	50.5	50.5
	Unsatisfactory	50	45.0	45.0	95.5
	Satisfactory	5	4.5	4.5	100.0
	Total	111	100.0	100.0	

SECTION D: ASSESSMENT OF WAYS PUBLIC SECTOR REFORMS HAVE PERFORMED TO ENHANCE NATIONAL SECURITY DIMENSIONS

Cost and efficiency

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	41	36.9	36.9	36.9
	Disagree	41	36.9	36.9	73.9
	Not sure	15	13.5	13.5	87.4
	Agree	11	9.9	9.9	97.3
	Strongly Agree	3	2.7	2.7	100.0
	Total	111	100.0	100.0	

Service quality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	38	34.2	34.2	34.2
	Disagree	47	42.3	42.3	76.6
	Not sure	10	9.0	9.0	85.6
	Agree	11	9.9	9.9	95.5
	Strongly Agree	5	4.5	4.5	100.0
	Total	111	100.0	100.0	

Innovations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	33	29.7	29.7	29.7
	Disagree	38	34.2	34.2	64.0
	Not sure	22	19.8	19.8	83.8
	Agree	16	14.4	14.4	98.2
	Strongly Agree	2	1.8	1.8	100.0
	Total	111	100.0	100.0	

Policy effectiveness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	39	35.1	35.1	35.1
	Disagree	39	35.1	35.1	70.3
	Not sure	16	14.4	14.4	84.7
	Agree	12	10.8	10.8	95.5
	Strongly Agree	5	4.5	4.5	100.0
	Total	111	100.0	100.0	

Policy coherence and coordination

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	23	20.7	20.7	20.7
	Disagree	75	67.6	67.6	88.3
	Not sure	13	11.7	11.7	100.0
	Total	111	100.0	100.0	

External transparency and openness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	22	19.8	19.8	19.8
	Disagree	42	37.8	37.8	57.7
	Not sure	30	27.0	27.0	84.7
	Agree	17	15.3	15.3	100.0
	Total	111	100.0	100.0	

Citizen participation and involvement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	65	58.6	58.6	58.6
	Disagree	33	29.7	29.7	88.3
	Not sure	13	11.7	11.7	100.0
	Total	111	100.0	100.0	

Social cohesion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	19	17.1	17.1	17.1
	Disagree	48	43.2	43.2	60.4
	Not sure	11	9.9	9.9	70.3
	Agree	26	23.4	23.4	93.7
	Strongly Agree	7	6.3	6.3	100.0
	Total	111	100.0	100.0	

Internal bureaucracy reduction / cutting red tape

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	20	18.0	18.0	18.0
	Disagree	57	51.4	51.4	69.4
	Not sure	12	10.8	10.8	80.2
	Agree	1	.9	.9	81.1
	Strongly Agree	21	18.9	18.9	100.0
	Total	111	100.0	100.0	

Ethical behaviour among security & public officials

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	28	25.2	25.2	25.2
	Disagree	47	42.3	42.3	67.6
	Not sure	13	11.7	11.7	79.3
	Agree	10	9.0	9.0	88.3
	Strongly Agree	13	11.7	11.7	100.0
	Total	111	100.0	100.0	

Equal access to services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	48	43.2	43.2	43.2
	Disagree	49	44.1	44.1	87.4
	Not sure	5	4.5	4.5	91.9
	Agree	6	5.4	5.4	97.3
	Strongly Agree	3	2.7	2.7	100.0
	Total	111	100.0	100.0	

Fair treatment of citizens

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	54	48.6	48.6	48.6
	Disagree	35	31.5	31.5	80.2
	Not sure	10	9.0	9.0	89.2
	Agree	8	7.2	7.2	96.4
	Strongly Agree	4	3.6	3.6	100.0
	Total	111	100.0	100.0	

Staff motivation and attitudes towards work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	11.7	11.7	11.7
	Disagree	49	44.1	44.1	55.9
	Not sure	34	30.6	30.6	86.5
	Agree	6	5.4	5.4	91.9
	Strongly Agree	9	8.1	8.1	100.0
	Total	111	100.0	100.0	

Attractiveness of the public sector as an employer

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	49	44.1	44.1	44.1
	Disagree	25	22.5	22.5	66.7
	Not sure	8	7.2	7.2	73.9
	Agree	17	15.3	15.3	89.2
	Strongly Agree	12	10.8	10.8	100.0
	Total	111	100.0	100.0	

Citizen trust in government

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	52	46.8	46.8	46.8
	Disagree	30	27.0	27.0	73.9
	Not sure	20	18.0	18.0	91.9
	Agree	5	4.5	4.5	96.4
	Strongly Agree	4	3.6	3.6	100.0
	Total	111	100.0	100.0	

Civil Military Relations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	20	18.0	18.0	18.0
	Disagree	62	55.9	55.9	73.9
	Not sure	15	13.5	13.5	87.4
	Agree	5	4.5	4.5	91.9
	Strongly Agree	9	8.1	8.1	100.0
	Total	111	100.0	100.0	