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Transformation in the Ministry of Defence of South Sudan: an Organizational Change Management Approach.

By

Mayen Garang Malual Nyuon

Students Number: 200808093

Contacts: 0722913851/ +211955266752

E- mail: mgarang25@yahoo.com

Supervisor: Ogochukwu Iruoma Nzewi, PhD

Department of Public Administration

Faculty of Management and Commerce

University of Fort Hare

Bhisho Campus

Year: 2015

Declaration

I, the undersigned hereby declare that this Research Project **the Transformation in the Ministry of Defence of South Sudan: organizational change and change management approach** is my original work and it has never been presented to any University or high institution of Learning for academic credit. It was developed towards fulfilment of Master's Degree in the Public Administration, University of Fort Hare in South Africa.

Signature: _____ Date: September 2015

Student, Mayen Garang Malual Nyuon

Dedication

This work is a personal dedication to my lovely wife and three beautiful children for emotional support and courage I received during the course of this study.

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ACRONYMS AND ABBREVIATIONS

ANC	African National Congress
APLA	Azanian People's Liberation Army
AU	African Union
CANS	Civil Authority of New Sudan
CPA	Comprehensive Peace Agreement
DAHR	Directorate for Administration and Human Resource
DCOGS	Deputy Chief of General Staff
DIPR	Directorate for International and Public Relation
DGs	Director Generals
DPPR	Directorate of Policy Planning and Research
G/HQs	General Headquarters
GOSS	Government of Southern Sudan
HRs	Human Relations
IG	Inspector General
MCSL	Ministry of Civil Service and Labour
MEC	Military Economic Corporation
MOD	Ministry of Defence
MODVA	Ministry of Defence and Veteran's Affairs
MOFEP	Ministry of Finance, Economic and Planning
MOLPSHRD	Ministry of Labor, Public Service and Human Resource Development
MPSSDVTL	Ministry of Public Service, Skills Development, Vocational Training
NEEDS	National Economic Empowerment and Development Strategy
PFMA	Public Financial Management Audit
PFMAA	Public Financial Management and Accountability Act
RDP	Reconstruction and Development Programme
RSS	Republic of South Sudan
SPLA	Sudan People's Liberation Army
SPLM	Sudan People's Liberation Movement
SSLA	South Sudan Legislative Assembly
TS	Transformation Strategy
VA	Veteran's Affairs
UN	United Nations

ABSTRACT

The purpose of this study assessed Transformation Strategy of 2012 - 2017 of the Ministry of Defence, which was developed as a set of objectives and principles to facilitate effective transformation and change management approach. Further, the effectiveness of public service reforms, public institutions restructuring and management of transformation policy in the Ministry of Defence is examined. This is to establish areas of compliance with existing structures in the public institutions of the government of South Sudan. Furthermore, this study examined practical experiences from South Sudan and the international experience of the public service reforms in some leading countries in Africa such as South Africa and Nigeria and also Rwanda public sector reform is assessed. In this study, the strengths and weakness of transformation process in the Ministry of Defence was analyzed. It is revealed that human resource management in Ministry of Defence enhanced knowledge in transformation process.

The literature related to Transformation in the Ministry of Defence of South Sudan: organizational change and change management approach was reviewed, critically analyzing the knowledge gap that exists. Specifically the literature reviewed was in the areas of organizational change and importance of change management approach.

The study was mainly quantitative though qualitative research paradigm was also engaged. It was cross sectional in nature involving a number of respondents who were in the Ministry of Defence. This study used exploratory design with the intention to explore and describe the public service transformation processes in Ministry of Defence. However, the research involved structured interviews and an in-depth investigation to understand the effect of public service transformation and change management strategy and its impact on the management and the structures of the Ministry of Defence. This was achieved through vital techniques and research instruments such as mixed research design.

The findings of this study, the number shows that how transformation and reforms policies are formulated and implementation is the only problem facing the Ministry of

Defence. This required Ministry to change the strategy of non-implementation of policies and to adapt effective implementation to ensure accountability and transparency to materialize change in the SPLA and Ministry as a whole.

1.0 CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1 Introduction

In this piece of work, much focus was on the subject matter namely transformation of the organizational change and change management in the Ministry of Defence (MOD) of South Sudan. And as the research explored the evolution and process of transformation through investigates of achievements after the independence gained with referendum on the 9th July 2011, and also the challenges being forced along the path of transforming the Sudan People's Liberation Army (SPLA) into National army. This is aspect of public service transformation using public institutions of which Ministry of Defence is one. Therefore, the research will take into account organizational change management approach.

According to the speech of the President of the Republic of South Sudan on the Independence Day (the 9th July 2011), the Republic of South Sudan (RSS) is the youngest nation in the World and it is the number 193rd -member state of the United Nations (UN) and the 54th member of the African Union (AU). South Sudan gained independence on 9th July 2011 following the successful self-determination referendum that qualified the country to separate from the then Sudan. According to Salman (2013: 343) the right of self-determination was granted to South Sudanese, six years before the referendum, by the Comprehensive Peace Agreement (CPA) that was concluded between the government of the Sudan and the Sudan People's Liberation Movement/Sudan People's Liberation Army (SPLM/SPLA) on January 9, 2005. The referendum marked the end of Africa's longest civil wars, which destroyed many lives and resources. The decades of wars led to challenging management regimes in the country, which made the leadership to change management from time to time, searching for good governance and functional system.

However, this research was interested in the assessment of transformation in the Ministry of Defence, and to recommend the possible solutions that would assist the managers in the Ministry without compromising organizational development goals. The process of assessing transformation would take an organizational change management approach. This chapter further provides a background of the Ministry of Defence towards providing the statement of the problems. The objective of the study

was to clarify the issues that the research was to look at in terms of what it wants to achieve. This research also identified the guiding questions that aim at answers, which would contribute to finding solutions to the problem. Further, it also gave a layout of the significance of the study in terms of adding to knowledge of organizational change process in the Ministry of Defence and in South Sudan public service in the Government of South Sudan Institutions.

1.2 Historiographical context of the study

The Republic of South Sudan is an independent, democratic nation, which has passed a long and difficult struggle before its independent. The Constitution guarantees the right of South Sudanese people to live in peace and prosperity. However, there are continued threats to peace due to political instability and maladministration.

1.2.1 The Location

South Sudan is a landlocked country, located in East – Central Africa. It is bordering the Republic of Sudan to the North, Federal Republic of Ethiopia to the East, Republic of Kenya to the Southeast, Republic of Uganda to the South, the Democratic Republic of the Congo to the Southwest and Central Africa Republic to the West (Part One Article 1 (3) of the Transitional Constitution of the Republic of South Sudan, 2011: 2). South Sudan is covered in tropical forest, swamps, and grassland. The River Nile passes through the country, starting from Nimule to Joda on ward to the north border to Sudan.

According to Part One Article 1 (4) of the Transitional Constitution of 2011, the Republic of South Sudan is governed on the basis of a decentralized democratic system and is an all-embracing homeland for its people. It is a multi-ethic, multi-cultural, multi-lingual, multi-religious and multi-racial entity where such diversities peacefully co-exist. Chapter 1 Article 161 (1) of the Transitional Constitution provide the legal framework to the states, Local Government and Traditional Authority to formed ten states, counties and payams which correspond to the three historical regions, Greater Bahr el Ghazal, Greater Equatoria, and Greater Upper Nile region (the Transitional Constitution of the Republic of South Sudan, 2011: 57). Bahr el Ghazal is divided into four states includes Northern Bahr el Ghazal, Western Bahr el Ghazal, Lakes and Warrap states. The Equatoria region is comprises of Eastern

Equatoria, Central Equatoria and Western Equatoria, while Greater Upper Nile region consists of Jonglei State, Upper Nile and Unity State. The states are divided into 86 counties (districts) and counties are further subdivided into payams (sub districts) and so on.

Nevertheless, the system of Government comprises the government institutions, which is constituted in the three arms, which are Legislative, the Executive and Judiciary. The Executive comprises of the followings:

- The ministries
- Commissions
- The Security apparatus and other institutions established according to Constitution.

This study focuses on the executive branch and in particular the Ministry of Defence. The next section looked at the development and structure of the Ministry of Defence.

1.2.2 The Development and structure of the Ministry of Defence

After the independence in 9 July 2011, the Government of the Republic of South Sudan issued Presidential Decree No. 26/2011 for the establishment of twenty-nine (29) National Ministries, including the Ministry of Defence and Veteran's Affairs (MODVA) as per Article 101 (k) that mandated the President of the country to establish independent institutions and commissions (Transitional Constitution of the Republic of South Sudan, 2011: 33). However, currently, the MODVA has been split into two independent ministries, the Ministry of Defence and the Ministry of Veteran's Affairs. Nevertheless, it should be noted that, they are separated by Decree but in practice are not yet operating independently.

The MOD as a part of the government system has links with other government ministries such as Foreign Affairs on multilateral and bilateral basis. Other ministries are, Ministry of Interior, Information and broadcasting, Ministry of Labour, Public Service and Human Resource Development, etc.

The evolution of the Ministry of Defence of the Republic of South Sudan started before the Comprehensive Peace Agreement (CPA) of 2005. The Sudan People's Liberation Movement (SPLM) formed the Civil Authority of New Sudan (CANS) in 1994, and that was a prototype commission or secretariats headed by secretaries. That

is known today as Ministry of Defence was then known as Civil Military Secretariat. After the signing of the CPA, the secretariats were transformed to Ministries of Government of Southern Sudan (GOSS) during the six years interim period with the exception of the sovereign ministries such as Ministry of Defence and Ministry of Foreign Affairs. The authorities of the united central government of Sudan by then rejected the two ministries to be called Defence and Foreign Affairs. Nevertheless, GOSS named the Ministry of Defence, as a Ministry of the Sudan People's Liberation Army (SPLA) Affairs and Foreign Affairs was known as Ministry of Regional Cooperation.

However, the above mentioned indicates the beginning of transformation. The process of transformation was started with political change, institutional development, human resource development, policy development and authority over the military in other words, civilian military relation. From years of neglect and discriminated management system, the country has been trying to transform structures and system in order to put all its efforts and resources to develop the youngest nation. The transformation process is an obligation of the Government of South Sudan to provide a secure environment in which its citizens can live safely and carry on the development of the country. However one can argue that nepotism, corruption, power struggles and violation of citizen's right are possible issues that can affect the transformation process.

Following the referendum of the Republic South Sudan on 9th July 2011, the former ministries of GOSS were transformed to South Sudan National Ministries including the ministry of the SPLA Affairs. The Ministry of SPLA Affairs was renamed as Ministry of Defence and Veteran Affairs. Veteran's Affairs was an independent Commission during the Interim period. It was called South Sudan War Veterans Commission until independence. This was according to the Presidential Decree No. 123/2006 for the establishment of the War Veteran's Commission as mandated by the Article 101 (k) of the Transitional Constitution of the Republic of South Sudan, 2011.

The South Sudan War Veteran's Commission was formed to organize the entire veterans into an effective association that would formulate policy, plans, strategies and programmes for the care and welfare of the war veterans. This Commission was

established with the aim of bringing together all South Sudanese war veterans, freedom fighters or ex-combatants who participated in the various wars of liberation struggles in South Sudan from the colonial times up to present into an organized group.

After Independence, the South Sudan War Veteran Commission was amalgamated with the Ministry of SPLA Affiars and that is the time the Ministry was reformed and changed it's name from Ministry of SPLA Affairs to Ministry of Defence and Veteran's Affairs. In this ongoing changing process, the Ministry of Defence and Veteran's Afairs, tried to set organizational structures and management as well as development of Defence policies in terms of personnel, equipment and materials management system. The Ministry was looking forward to establishing the permanent structures and development of personnel qualifications and competence to promote efficiency and effectiveness in services delivery.

Nevertheless, the President of the Republic of South Sudan has issued the policy pronouncements recently in March 2014, which created six more Ministries; these include Veteran Affairs, Wildlife Conservation and Tourism Portfolio, a Trade, Commerce and Investment Ministry, as well as a Ministry for Disaster Management and Humanitarian Affairs. The separation of some Ministries and establishment of more Ministries may be reviewed as an on-going transformation process in South Sudan. Due to these changes this study was focusing on the Ministry of Defence.

The Transitional Constitution of the Republic of South Sudan 2011 indicated that "the civil service shall function, and be structured, in accordance with the law; it shall execute the policies of government. Good human resource management and career-development practices to maximize human potential shall be inculcated" (Transitional Constitution, 2011: 47). The Transitional Constitution served as the basis for the enactment of the South Sudan Civil Service Act 2011 and it states "each ministry, commission or public institution shall prepare an establishment structure that lists, by directorate or other unit, the permanent post that the ministry or public institution requires to execute the functions assigned to it" (Ministry of Public Service, 2011: 17).

The structure outlines roles and responsibilities of each of the Directorates of the MOD, each identifies the priority activities that are undertaken. The Directorate's outline the responsibilities of each subordinate department, and describe the coordinating relationships that each needs to establish with SPLA G/HQs counterparts, and other government agencies. MOD comprises of eight Directorates, these include Directorate of Policy, Planning and Analysis; International and Public Relations; Finance; Procurement; Administration and Human Resources Management; Military Economic Corporation; Oversight; and Internal Audit Directorate. A Director General is a head of Directorate who reports to the Undersecretary. Each Directorate is comprised of separate Departments, led by Director, and each Department comprises several Sections. This structure and naming convention is standardized in accordance with the Public Service Act 2011.

1.2.2.1 Directorate of Policy, Planning and Research

The development of strategic Defence policy, planning and analytical functions is one of the most important responsibilities of a national Ministry of Defence (Transformation Strategy, 2013: 35). The development, implementation and oversight of Transformation programme is a key priority for both the Ministry and SPLA. The MOD must be in a position to provide high quality Defence and security policy advice, founded on strong analysis to political decision-makers (Transformation Strategy, 2013: 35).

The Directorate of Policy, Planning and Research (DPPR) objectives is to provide clear, concise and enforceable management and operational policies to the MOD/SPLA consistent with national guidance; to conduct comprehensive Defence strategic planning and programming; to enable the implementation of transformation plans across defence; and to provide thorough, expert research and analysis in support of decision-making (Transformation Strategy, 2013: 36). The objectives of DPPR are very clear but to put them into practice is a big problem due to the lack of qualification.

DPPR is responsible for policy development and analysis across the whole range of defence activities including political-military threat analysis and civil engagement, media relations, human resources management, logistics and procurement, military

capability development, administration, training and financial management policies (Transformation Strategy, 2013: 35). It works close with other directorates of the Ministry and SPLA G/HQs in order to develop policy guidance and plans. The DPPR staffs are a mix of civilian and military personnel. This directorate requires expertise, because policy, planning and research analytical staff should be high qualified. Military personnel should have experience in military command and staff.

1.2.2.2 Directorate for Finance

The MOD Defence Finance was established in the 2008 SPLA White Paper on Defence and a Director seconded from the Ministry of Finance and Economic Planning (MOFEP) in late 2009 (Transformation Strategy, 2013: 41). The Directorate for Finance, through the Undersecretary as Accounting Officer, is the legal recipient of all appropriated government funding on behalf of the MOD and SPLA. Funds are then distributed to the MOD Directorates and SPLA G/HQs directorates and divisions in accordance with the approved budget and the agreed principles of financial delegation (Transformation Strategy, 2013: 41). Although the MOD Directorate of Finance sets the parameters for financial management, the SPLA G/HQs Directorate of Finance, under Deputy Chief of General Staff (DCOGS) for Administration is responsible for the distribution of the bulk of appropriated funds and the implementation of reporting requirements for accountability purposes.

The main role of the Directorate of Finance is to ensure Defence financial requirements (budgets) are presented to the government in a proper and timely manner, that funds appropriated from the government are efficiently distributed, and to assure the South Sudan Legislative Assembly (SSLA), and the public of satisfactory standards of probity, efficiency, transparency and accountability in the use of Public Funds (Transformation Strategy, 2013: 41).

The Directorate for Finance maintains an internal system of checks and balances within its planning and management systems to ensure proper budgetary control, and minimize outstanding claims being carried from one financial year to the next; it further ensures that systems of internal control for financial management are appropriate and comply with all relevant Government laws and regulations (Transformation Strategy, 2013: 42). The workforce of the Directorate for Finance is

mix. In the MOD more than half are civilian and the rather rest are military personnel. While in the SPLA G/HQs few are civilian and majority of the staffs are military.

The Finance Directorate has five primary objectives:

- To employ good budget management systems.
- To maintain strict control on payroll expenditure.
- To maintain proper Books of Accounts.
- To produce regular financial reports.
- To operate effective Commitment Controls (Transformation Strategy, 2013: 42).

Organizational structure, according the Transformation Strategy, the Director General for Finance would sit above both the MOD Department of Finance and the SPLA GHQs Department of Finance; the MOD Director of Finance would report directly to the Director General for Finance both administratively and on content work, whilst the SPLA Director for Finance remains under the command of Deputy Chief of General Staff (DCOGS) Administration and reports to the Director General for Finance on content (financial) matters (Transformation Strategy, 2013: 42).

1.2.2.3 Directorate for Administration and Human Resources

The MOD established the Directorate for Administration and Human Resource (DAHR) in order to produce and manage quality human resources to sustain Defence transformation and development (Transformation Strategy, 2013: 65). Therefore, personnel are the critical factor for success in achieving MOD objectives. The Directorate is focused on instituting policies, procedures and training programmes that would enable employees both military and civilians to perform their duties in the best manner (Transformation Strategy, 2013: 65).

DAHR provides the MOD with central leadership and authority on personnel and administrative management. It is the focal point for attracting, training and retaining highly qualified staff. Having a clearly defined human resources strategy helps to build the right capacity in the right areas of the organization (Transformation Strategy, 2013: 65).

The objectives of DAHR should be the overall management of skills, knowledge, experience and qualifications of MOD personnel, to implement fair, transparent and accountability procedures and improve employees' conditions and control of the MOD assets and resources and personnel. Therefore, there is need to fill DAHR with fully qualified staff. This Directorate should have a predominantly professional civilian staff.

1.2.2.4 Directorate for International and Public Relations

The Directorate for International and Public Relations (DIPR) is one of the MOD post-independence Directorates, charged with the responsibility of leading Defence representation in the international arena and public domain (Transformation Strategy, 2013: 52). The Ministry's international relationship has been focused on attracting donor support for capacity building. This remains an important element, requiring close monitoring of donor interests to identify Ministry and SPLA priorities. Defence public relations and civil-military affairs programs have been managed by the Moral Orientation Directorate of the SPLA G/QHs. MOD in order to develop international credibility, and external relations to be managed consistently across the Defence, there is needs to build a strong capability of its own in the public relations arena (Transformation Strategy, 2013: 52).

It presents the public face of the MOD, internally and externally. The Directorate is responsible for ensuring that Defence public representation is appropriate and consistent. It is responsible for messages to be delivered through the public offices of the ministers or through the MOD Public Spokesperson.

The Directorate of International and Public Relations provide the mechanism for civil society and other groups concerned to access and influence Defence policy. It oversees the MOD civil-military engagement strategy and provides strategic support where necessary (Transformation Strategy, 2013: 53). Coordinated management of MOD's relationships with foreign Defence representative in South Sudan, leverages those relationships for the benefit of the MOD/SPLA (Transformation Strategy, 2013: 53). The Directorate should represent a public relations profile that is clear, accurate and promotes a positive image of the Ministry.

This Directorate includes the Defence Attachés; therefore, it should have an equal representation of military and civilian personnel expertise.

1.2.2.5 Directorate for Procurement

This Directorate was one of the original Directorates; it was transferred as a whole from the SPLA G/HQs upon the formation of the Ministry in 2009. The procurement function is guided by Legislative guidelines for conducting Government procurement, MOD procurement systems and processes have been established and procurement personnel, for the most part, understand their important role in supporting Defence operations (Transformation Strategy, 2013: 46). Nevertheless, some challenges still remain.

The procurement needs a reliable process for generating all the needs such as goods/military equipment and services across Defence that is adhered to by all Directorates, Branches and Divisions (Transformation Strategy, 2013: 46). To ensure a system that delivers the right equipment, goods and services to the concern or right people throughout MOD and the SPLA, at right time, the right price and achieve value for money (Transformation Strategy, 2013: 46). To do that it must know what MOD/SPLA long term and immediate service and equipment needs; maintain a network of reliable service providers; be able to conduct a transparent tendering and purchasing system in compliance with relevant Government laws and regulations (Transformation Strategy, 2013: 46).

The Procurement Directorate has four primary objectives:

- To ensure identified Defence equipment and service needs are.
- To provide efficient procurement service with a high level of transparency.
- To employ procurement functions, procedures and management systems that maximizes costs.
- To perform procurement activities in accordance with the Public Financial Management Audit (PFMA) Act, Internal Audit Act and Government Procurement Regulations (Transformation Strategy, 2013: 47).

The Procurement Directorate staffs, the majority are military personnel. Civilian personnel are few; therefore, some level of civilian technical expertise is required as a

part of transformation for business development, legal and financial services at the Headquarters level.

1.2.2.6 Directorate for Military Economic Corporation

This Directorate of Military Production was transferred to the Ministry from the SPLA G/HQs in 2010. The transformation of this directorate envisages an overall change to the nature of the organization and the Directorate has been ret0069 tled Directorate of Military Economic Corporation (MEC) (Transformation Strategy, 2013: 59). The Directorate for Military Economic Corporation was established as a business project with the aim to help and address some needs of the SPLA and support the social welfare of military personnel and families. In other words, is to support SPLA self-sufficiency through production of essential goods and services for consumption by the military, in order to supplement the Defence budget through independent income generating commercial activities.

Military Economic Corporation (MEC) operations and participation in the business need awareness to the public. The role of MEC is to develop and manage projects that generate goods and services for military consumption and help defray the cost to Defence, it's also has a role in supporting projects that meet national development goals (Transformation Strategy, 2013: 59). Its goal should be to enhance transparency and serves to generate confidence in Defence as a contributor to national development and reconstruction of the nation. Therefore, the qualified staffs with business management skills are vital point to success to implementation of MEC projects. These skills should be from the professional civilian personnel; because the MEC personnel are primarily drawn from SPLA, supplemented with little civilian expertise.

1.2.2.7 Directorate for Oversight

The Ministry structure was established with an Inspector General position in the Defence White Paper 2008. This position was intended to complement the Directorate of Inspections in the SPLA GHQs (Transformation Strategy, 2013: 70). The Ministry's oversight activities require a cooperative relationship with the SPLA GHQs Inspector General (IG); its role in oversight is to ensure the integrity of the SPLA inspection process and independently review the results of inspections and advise Minister (Transformation Strategy, 2013: 71).

The Directorate for Oversight supports Minister by providing him/her with the information required to assess what the MOD and SPLA are doing; what programmes are being administered, by whom and at what cost; and whether the MOD and SPLA leadership fully obeys the law and complies with applicable rules and regulations (Transformation Strategy, 2013: 70).

The Oversight Directorate has four overarching objectives:

- To provide Ministry with independent, strategic level advice on the combat readiness of the SPLA and the integrity of SPLA inspections.
- To ensure MOD non-financial management and administrative systems function appropriately.
- To ensure Defence activities comply with legal and ethical obligations of good government
- To provide a secure service to address public grievances (Transformation Strategy, 2013: 70).

If the Directorate for Oversight implemented its objectives according to the plan, therefore, it would promote the integrity, accountability and improve the Defence personnel, programmes and operations. This would eliminate unethical management practices; and improve functionality and increase effectiveness in the Ministry.

1.2.2.8 Directorate for Internal Audit (DIA)

The Internal Audit Directorate was established in 2010 to provide an oversight mechanism, to improve financial reporting system and to promote better accountability in the Ministry (Transformation Strategy, 2013: 75). Although it was established with good intent, it lack appropriate organizational structure, adequate staffing and capacity to conduct internal audits and issue reports to the Undersecretary as Defence Accounting Officer (Transformation Strategy, 2013: 75). Following the enactment of the Public Financial Management and Accountability Act (PFMAA) of 2011, mandate the Internal Audit (Transformation Strategy, 2013: 75). However, Directorate is not able to implement it responsibilities due to the lack of adequate staffing and capacity.

The core function of the DIA contributes to the fulfillment of the Ministry's obligations towards efficient, transparent and accountable management of Defence resources (Transformation Strategy, 2013: 75). It provides a mechanism to ensure that Defence financial management and procurement processes comply with national laws, policies and guidelines, by identifying errors, omissions, weaknesses in internal controls, and recommending remedial actions, internal audit would be adding value to the Ministry and the SPLA GHQs through improvements in the management of limited resources (Transformation Strategy, 2013: 76).

Internal Audit has the status of a Directorate in MOD, but its staff will be seconded from the Ministry of Finance and Economic Planning. Ministry Finance and Economic Planning stipulates the policies and procedures that auditors must follows and directs their work programme (Transformation Strategy, 2013: 76).

1.2.3 Transforming from a War to Defence

As it's mentioned earlier that the Ministry of Defence is one of the Ministries of National Government of the Republic of South Sudan established by legal framework after independence, the Ministry of Defence is the combination of civil servant and SPLA personnel. However, Chapter 1, Article 151 (2) of the Transitional Constitution state that, Sudan People's Liberation Army shall be transformed into the South Sudan Armed Forces, and shall be non-partisan, national in character, patriotic, regular, professional, disciplined, productive and subordinate to the civilian authority as established under this Constitution and the law. This one is very important area for transformation, which is proving difficult. This is especially given the culture of command and control that one finds in the military especially one which for many years was active in war.

The Constitution also provide for the Public Service Reforms Implementation Framework Manual that permitted the reforms programme as a strategy used to structure and create effective and result oriented public service organizations. It aims to review and streamline structures, processes, policies, and legal framework underpinning the government operations with a view to creating a government system that is efficient, effective, result oriented and customer focused (Ministry of Public

Service, 2008). The legal framework facilitates management of changing system in the ministries and public institutions.

The 2008 SPLA White Paper on Defence (SPLA: 2008), confirmed the establishment of, what was then called, the Ministry of SPLA Affairs. The White Paper derived its legal mandate from the provisions of the Comprehensive Peace Agreement and Interim Constitution of South Sudan. The White Paper defines a Defence policy for GOSS and outlines the framework for a transparent and accountable Defence management system. It also provides policy guidance for "… transformation of the SPLA into a regular, professional, no-partisan, modern army that is appropriate, adequate, accountable, affordable and operationally effective." The White Paper establishes civilian democratic control of the SPLA, defines the separate roles and responsibilities of the Ministry of Defence and the SPLA General Headquarters (GHQs) and outlines a unified, integrated civil-military approach to Defence management (SPLA: 2008, and Ministry of Defence and Veteran's Affairs Transformation Strategy: 2013).

The White Paper on Defence Chapter 5 on Defence structure and management sets out the framework within which both Ministry and SPLA General Headquarters shall operate to deliver the required defence outputs. It explains the roles, responsibilities and governance arrangements that underpin their work and relationships. It also sets out the core elements of the control arrangements for internal management and accountability to the SSLA (SPLA, 2008: 13). This mandated Ministry of Defence to establish its Transformation Strategy.

The Transformation Strategy aims to identify the objectives, functions and responsibilities of the Ministry; and establishes an organisational design and management process that would enhance efficiency and support decision-making; describe the purpose, responsibilities, internal structure and priority transformation programme objectives of each Directorate; identify the training, equipment, infrastructure and human resource management processes required to strengthen professional capability and provide a comprehensive Action Plan for implementation that would serve as a framework for the development of more detailed Directorate work-plans (Transformation Strategy, 2013: 9).

However, it is critical to note that in practice, there is a tendency for such laid out plans like the Transformation Strategy objectives and priorities to be interrupted by un-planned changes within and outside the Ministry. Indeed, the political, economic and military environment in such a young nation is so dynamic that such strategic and implementation plans must be flexible to adapt to changing priorities. Any transformation or changing management programme requires a willingness on the leadership to make difficult decisions and then to implement and defend them.

The transformation of the MOD is guided by the following principles:

- The political, economic and military environment in South Sudan evolves, so implementation plans must be flexible enough to adapt changing priorities.
- The Ministry would prioritise support to ongoing military operations and SPLA transformation.
- As change does not occur in isolation, the Ministry must define its role and responsibilities in relation to the SPLA GHQ and other areas of Government involved in National Security.
- The top priorities for transformation are establishing an effective and efficient financial management system, developing the capability of Ministry personnel and advancing activities that provide material support to SPLA operations.
- Any transformation or change management programme requires a willingness on the part of leaders to make difficult decisions and then to implement and defend them.
- The programme must be realistic: resources are limited so objectives must be deliverable (MODVA Transformation Strategy, 2013: 10)

The principles of the transformation of the Ministry of Defence are quite clear but the question is that, whether is a readiness to implement these principles as planned? It seems that the management of the Ministry is capable to plan strategies but is unable to implement them. For example, SPLA Army Rules and Regulation of 2009, it was made to control the conduct and discipline of the SPLA, but is not implemented and this contributed to the recurrent insecurity in the country because some senior officers makes system like a city where you go out and come in as you wish. Another example is the SPLA Transformation Strategy: Objective Force of 2011, this strategy was to

organize the SPLA into organic modern army. However, non-implementation impeded the control of the Army in terms of command and control. Finally, the SPLA White Paper on Defence is not fully implemented and other annual policies.

According Thornhill (2008: 496) the transformation process does not represent a final stage, it is a continuous process that requires the reconsideration of existing processes and functions consecutively; detect shortcomings as soon as possible; and to act decisively to improve the system until an effective and efficient system is operational.

The management of transformation in the MOD is difficult due to many factors. For instance, process of transitioning from revolutionary movement to a civil administration culture during the Southern Sudan Government Interim period as well as current administration is a testament to this. These changes involve the mindset, embracing change, adopting new system and improving the leadership and management of human resources and future structures of the ministry. The unexpected changes in programme always affected the existing structures and smooth running system of an institution. The success of the transformation would accelerate development for the benefit of majority of employees who are affected non-progressive system and policies. Therefore, this study is intended to assess the effect of the transformation from an organizational change management theoretical viewpoint. This would entail examining progress or achievements and limitations in the Ministry of Defence transformation. This will be achieving through the clear statement of the problem.

1.3 Statement of the problem

The problem is that the organizational changes in the Ministry of Defence seem to be impeding effectiveness and efficiency. The Ministry of Defence is affected by the frequent organizational changes and these changes represent constraints and possibilities. As explained in the background above many of these issues are due to the transformation challenges that are facing the leadership and administration of the young nation. In particular there are a number of challenges such as maintenance of structures and management chain of authority.

1.4 Objectives of the study

This research has an overall or primary goal, which would be supported by some sub-objectives. The overall objective of this study is to assess organizational changes, which impede transformation in the Ministry of Defence.

Sub-objectives of the study are as follows:

- To establish critical conceptual and theoretical underpinnings organizational change management that is integral to transformation.
- To examine transformation from an overall government perspective (the policies and institutional provisions) with a particular focus on transformation in the Ministry of Defence.
- To identify and assess the strengths, weaknesses, opportunities and limitations involved in the process of the organization change management in the Ministry.
- To establish important lessons in post struggle and the post war transformation from other countries in transition in Africa.
- Make suggestions towards a possible framework for channeling transformation and change in the Ministry of Defence.

1.5 Research questions

The primary research question is a reformulation of the statement of purpose (objective) so that it forms a question, in the same way as the primary research question is linked to the statement of purpose, secondary research questions need to be closely linked to the primary question (and, obviously, to the statement of purpose), yet each secondary question should be researchable on its own, separately from the primary research question (Maree, 2007:25). Therefore, as a reflection of the objectives of the study the primary research question is:

Additionally, the following are the research questions guiding this study:

- What are conceptual and theoretical underpinnings the organizational change management that is integral to transformation?
- What are the overall government policies and institutional provisions with a particular focus on transformation in the Ministry of Defence?

- What are strengths, weaknesses, opportunities and limitations involved in the process of the organizational change management in the Ministry of Defence?
- What are the important lessons in post war transformation from other countries in transition in Africa?
- What are the suggestions towards a possible framework for channeling transformation and change in the Ministry of Defence?

1.6 Significance of the study

The significance of this research is in addition to knowledge on institutional transformation in a state in transition after political struggle. The unique position of South Sudan as a new state and not just a new government can be very insightful. The study could also be a review on the government system and current transformation and institution building processes in South Sudan, and especially in the Ministry of Defence. Further, this study would be helpful to the leadership of the ministry or would improve their transformation, as this study enhances the understanding of the management of transformation and development of structures and their functionality in organization. Furthermore, this study would be beneficial to leaders and followers, as this study would provide the important knowledge and skills to the future managers when exercising their duties. The research could be useful for the future researchers; this study can be starting point towards growing the fledging of Defence through the effective management of transformation and change.

1.7 Limitations of the study

The possible limitations and challenges of the study according to Maree (2007: 42) indicate which challenges or limitations could affect the research, such as time limitations, access to participants, and how you intend to deal with these concern. In this study there is number of constraints that the researcher would face such as the financial problems since the study was conducted across international borders. Another problem is time constraints, selection of interviewees and availability of informants. Also the researcher would likely to be unable to achieve the targeted information due the sensitivity of the study topic and the current political and security environment in the area of the research. In the area of the study there is no secure reliable communication. However the study triangulated sources by relying on secondary sources of information and experience from the researcher's base of operation. It is possible given the dearth of information infrastructure in the new state

of South Sudan to always have access to up to date and recent literature. However the researcher will try as much as possible to find literature as far as field as possible.

1.7.1 Delimitation of the study

The focus of this study was on assessing transformation in Ministry of Defence of South Sudan. The Ministry of Defence is one of the sovereign National Ministries in the Republic of South Sudan and it is located in about 12km north of Capital city Juba. As it is mentioned earlier that the Ministry of Defence is comprises of eight Directorates, which are the implementers of organization change management. This study would assess the Ministry and would concentrate or focus on its nine (9) Directorates. Foremost the strengths and weakness cause by the changes in the ministry could be outline. While SPLA has its own organizational structure for the purpose of the study would be studied as well. This does not mean that the Directorate or Ministry of Veteran's Affairs is not important. Veteran's Affairs is equally important, but because of the time limitation. Although this has been delimited for the research, where needed, it would be referred to throughout the study.

1.8 Ethical considerations

The 'ethical behaviour' according to the Collins Dictionary (1979: 502) in Kumar (2005: 210), ethical means 'in accordance with principles of conduct that are considered correct, especially those of a given profession or group'. Therefore, the ethical considerations are due to be observed through consultation with management body in the ministry of defence. The research that involves others must acknowledge the source and permission to carry out the research with respect of regulations and procedures of ethics of research. In this study the researcher would seek for ethical clearance from the University of Fort Hare before the start of the actual research.

1.9 Preliminary framework for the research

Chapter One: This chapter guides the research project; provided introduction and background of the research proposal. It set the plan of the study and also highlights the brief statement of the problem. The chapter further provides research questions that were answer by the respondents. It outlines the objectives of the research and significance of the study.

Chapter Two: This chapter focused on the literature review as guidelines to research process as well as an important part of this research. It serves as a foundation and

references from recognized authorities that provide evidence about the knowledge that is already known and what is still untested. This chapter also touches theoretical concepts related to transformation and organizational change approaches. The approaches provides system and regulations that underpinnings the transformation in the organization.

Chapter Three: This chapter examined practical experiences from South Sudan and the international experience of public service reform or transformation especially in some leading countries in public service transformation policies in Africa such as South Africa, Nigeria and Rwanda.

Chapter Four: This chapter describes the research design that was use to gathering data in relation to transformation and organizational change management in the Ministry of Defence. This chapter looks into mixed method as means of discovering facts through interviews and questionnaires as a method of collecting data. Furthermore, this chapter looks at sampling that was employed through respect of rules and procedures.

Chapter Five: This chapter focused on analysis of the data collected from the respondents and discussed the findings. It dealt with quantitative and qualitative data analysis. This chapter also looks at the non-numeric results like observation and the sentiments of the interviews.

Chapter Six: This chapter summarizes the findings of the research and provides recommendations.

1.10 Conclusion

This serves as a track that would be followed through research process, introduction and background of the research proposal are necessary when conducting a research and review of literature is a road map towards a scientific research. This discussion outlines the theoretical concepts underpinning the study and research methodology including technique that was employed. All in the entire above mentioned are road maps to the implementation of the research project.

2.0 CHAPTER TWO: CONCEPTUAL AND THEORETICAL FOUNDATIONS FOR TRANSFORMATION AND ORGANIZATIONAL CHANGE IN THE PUBLIC SECTOR.

2.1 Introduction

This chapter will highlight the literature review as a theoretical guide towards, answering the research questions and establishing the research methodology. It will serve as a foundation for the succeeding chapters and will reference recognized authorities that provide evidence about that already known and what is still untested. This chapter also will touch theoretical concepts related to transformation and organizational change approaches. The approaches will provide system and regulations that underpin transformation in the public institutions.

According to Nkwede (2013: 35) several attempts have been made by scholars to pin down the meaning and nature of public sector restructuring. Essentially, some scholars have argued that public sector in the developing countries is everything and that the most important catalyst of development is an efficient service, while at the same time its inefficiency constitute the heaviest milestones of any country towards public sector (Bangura, 2000; Ayeni, 2002; Borins, 1994) in (Nkwede, 2013: 35). The public sector structuring is cornerstone of public service delivery.

As explained in chapter one, South Sudan is passing through a period of fundamental socio-political and socio-economic restructuring. Therefore, attention will have to be focused on the public service transformation in the country. The young democratic government will have to rely on the public service, to implement new policies in relation to the transformation within defence and other ministries. These have to be followed through transformation of civil service at the national, state and county levels of government. It is necessary that the public service will remain an essential and important sector in the Republic of South Sudan. However, through the review of literature, this chapter will assess the administration and management of the Ministry of Defence to understand whether it will succeed in transforming the youngest nation in the face of Africa.

Literature review is an integral part of the research process, which makes a valuable contribution to almost every operational step (Kumar, 2011: 31). It provides knowledge, ideas and procedures that show the researcher way to do research. Therefore, there is no research without literature review. The literature review of this study will be based on the conceptual approaches to key concepts in this study such as transformation, organizational change and change management in administration and management of public institutions, human resource management in public institutions and organization communication. Theoretical approaches and practical (based on the South Sudan context) approaches related to the study will also be used.

2.2 Administration and management of public institutions

Administration is the overall authority of an organization that direct and supervises all the activities of the organization, while management carryout the operational activities of the organization. According to Basu (2004: 2) public administration is the management of affairs of government at all level. Public administration comprises activities, performance by people in public institutions geared towards the goal of providing services for the public (Ijeoma, Nzewi and Sibanda, 2013: 24). Management is getting things done through other people; it is a technique and means by which the purposes and objectives of a particular human group are achieved (Saleemi, 1997: 3). Administration and management is to take care and responsibility of the public services with the respect of rules and regulations that governing the public resources. In this case, this study will examine administration in public institutions of South Sudan and particular in the Ministry of Defence.

Adebayo (1982: 4) in (Olaopa, 2012: 2) says that: when ‘Administration’ is qualified by the word ‘Public’, it simply means the practice of administration in a particular segment of society that of the public sector. Public administration is therefore governmental administration and operates in the particular sphere of government; it is the machinery for implementing government policy (Olaopa, 2012: 2).

Public administration according to Dimock (1973: 31) in (Olaopa, 2012: 2) is the fulfillment or enforcement of public policy as declared by the competent authorities; it deals with the problems and powers, the organization and techniques of management involved in carrying out the laws and policies formulated by the policy-

making agencies of government. Public administration is government in action; it is concerned with the executive, operative and the most obvious part of the government, which deals with the formulation and enforcement of public policies (Olaopa, 2012: 3). In this regard, public officials are the implementers of the public policies and they can act as agents of change in public institutions.

According to Thornhill and Hanekom (1995: 152) Public officials as agents of change, it should be accepted that with the change taking place worldwide with respect to the views of governments and of citizens in terms of the roles of the public sector in the promotion of the equity of life for all. In practice this means that public officials have to act as agents of change and they have to be committed to the equal treatment of all citizens (Thornhill et al, 1995: 153). Public administration and management provide basic principles, which guide service delivery to the public institutions or beneficiaries. However, this study is interested to evaluate the impact of the organization change management on the basic principles of public administration and management in the MOD of South Sudan.

Cheminais *et al* (1998: 2) the distinction between the concepts management and administration in contemporary public administration and management literature has been reduced to a semantic debate by a number of contemporary authors. An analysis of various works by Cheminais *et al* (1998) indicates that two primary connotations are attached to this conceptual dichotomy. The connotations are that:

- The concepts of administration and management are synonymous terms denoting all activities and processes related to the running of public institutions and the rendering of publicservices (Cheminais *et al*, 1998: 2).
- 'Management' is a component of 'administration', relating only to those activities performed on a managerial level and with regard to the personnel function in particular, relating only to personnel utilization (Cheminais *et al*, 1998: 2).

The two concepts are interrelated, administration is the overall authority of an organization that direct and supervise all the activities of the organization, while management carry out the operational activities of the organization.

According to Basu (2004: 2) public administration is the management of affairs of government at all level. It is a responsibility of controlling public institutions' resources, materials and structures. Public administration comprises activities, performed by people in public institutions geared towards the goal of providing services for the public (Ijeoma, Nzewi and Sibanda, 2013: 24). It is the responsibility of ensuring the safety of lives and property of the citizens and providing for their material well being, is a vital prerequisite for the legitimacy of a state of government in the contemporary World; apparently, as the most obvious part of government, public administration is saddled with the responsibility of implementing the policies and executing the projects that should assist government in attaining its objectives of securing the lives and property of citizens as well as providing other basic needs of the people (Yagboyaju, 2013: 71). In this context, public administration is a centre of authority, resources and policies of public institutions. Therefore, this research will assess the public institutions transformation policy through public administration of South Sudan in general and Ministry of Defence in particular.

Administrative activities encompass the organization as a whole, while management deals with the activities at the functional levels. The success of management in an organization depends upon manager how one thinks strategically, if the manager is concerned about the welfare of employee, then he will be able to achieve the transformation in the government institutions.

Nevertheless, administration is also responsible for the organizational change and development. Organization development is defined as a long-term effort to improve an organization's problem-solving capability and its ability to cope with change (Pratt & Bennett, in Cheminais, *et al*, 1998: 210). The goals of organization development may include the following:

- To improve interpersonal competence;
- To bring about a shift in values so that human factors are considered;
- To improve interpersonal relations to avoid conflict;
- To develop teamwork;
- To develop better methods of conflict resolution;
- To develop organic rather than mechanical organizations (Cheminais, *et al*, 1998: 210).

The organization development increases organization change and promotes better system of change and change management in an organization. Therefore, this will lead us to look at human resource management in public institutions.

2.3 Human resource management in public institutions

Human resource management claims to be a novel approach to the management of people that reflects a concern with the flexibility and adaptability of labour and the integration of human resource issues with and organization's wider goals and objectives (Goss, 1997: 1). Human resource management is the management of the organization's human resources. It is responsible for all activities of the organization, while overseeing organizational leadership, culture and dealing with employment and laws. According to Hendry (1995: 3) "our human resources are our most important assets." Human resource management is about making sure such personnel practices convey a consistent message (Naidu, 1996: 3). Authors and scholars approach the human resource management concepts differently.

The varieties of human resource management, according to Goss (1994) in Goss (1997: 12) it possibly human resource management an approach as positioned on a continuum from 'instrumental' at one end to humanistic at the other. These two extreme positions are defined in terms of their conceptions of 'humanity' of HRM (1997: 12). Thus, the 'instrumental' approach tends towards an economist and rational view in which 'human' is given less significance than 'resources' and 'management' (1997: 12). Walton (1985: 64) in Hendry (1995: 9) approach said that, the new human resource management model is composed of policies that promote mutuality-mutual goals, mutual respect, mutual rewards and mutual responsibility.

The theory is that policies of mutuality will elicit commitment, which in turn will yield both better economic performance and greater human development (Goss, 1997: 9). The activities and procedures related to the service of the right number of employees, with the right skills and competence, in the right position, at the right time, to ensure that the predetermined goals of public institutions are achieved (Cheminais, *et al*, 1998: 115). The well-organized management system in terms of resources, space and time guarantee the success of the organization in the achievement of common goals.

Human resource management is the management of the organization's human resources. It is responsible for all activities of the organization, while overseeing organizational change management, culture and dealing with employment and laws. According to Hendry (1995: 3) "our human resources are our most important assets." Human resource management is about making sure such personnel practices convey a consistent message (Naidu, 1996: 3). The above discussion shows that the two approaches are different in way of understanding human resource management. The first, approach places emphasis on profits and system rather than employees. The second, approach, seems to balance resources, management and people in the organization. However, this study is aiming at assessing the human resource management through the transformation process in the ministry of defence.

Nevertheless, in organizations the harmony between management and employees is more important, because it is a point of departure to transformation and organization change and change management. In this regards, organization harmony can be achieved through human resource development and training. Westhuizen (1998: 17) argued that the overall objective of the Government in human resource development and training is that a variety of social institutions will become partners in building capacity for efficient governance. Among these social institutions are community organizations, private sector agencies and institutions of tertiary education. What, specifically, has the Government put forward for effective human resource development and training in the public sector (Westhuizen, 1998: 17).

2.4 Conceptual clarifications

The characteristics of a conceptual framework are largely based on secondary sources and it critically engages with the understanding of concepts, aimed at adding to the existing body of knowledge and understanding that generates knowledge (Maree, 2010: 71). Conceptual framework also means conducting an in-depth critical analysis of the literature that deals with concepts that deploy a variety of contending meanings (Maree, 2010: 72).

2.4.1 Transformation as a concept

The concept of transformation is that, transformation is an agency of change, which is required to coordinate the development activities and effort of individuals and resources of an organization in the effective delivery services. Successful

transformation framework directs managers on how to manage organizations. According Nath (2009: 4) successful organizations know how to manage people and resources efficiently to accomplish organization is goals and to keep those goals in tune with changes in the external environment. He mentioned the important concepts of transformation as follows:

- Transformation as a process of change;
- Transformation as an agency of development; and
- Transformation as a tool of shaping and structuring organization from traditional one to standard or modern type (Nath, 2009: 4).

The transformation process of any public institution must follow the policy of public service transformation. A key notion in public service is to ensure efficiency and effectiveness of public service delivery. It always highlights the issue of change that the public institution should take in order to guide its members to implement the strategy.

Nevertheless, according to (Nath, 2009: 4) the transformation effort is to reveal success factors that agencies can employ among others are:

- Focus on activities and processes that organizations have in common across the agency and rally support for new ways of doing business;
- Put in place an organization-wide plan for effective governance if one does not exist already;
- Encourage trust by rounding up stakeholders early and paying attention to people and culture;
- Continually measure performance to create accountability and improve operations; and
- Recognize the importance of experienced leaders.

In this regard, the conceptual approach of this study will show transformation from different angles as approached by different scholars such a transformation as a process, its sustainability and how institutions transform.

2.4.1.1 Transformation as a process

According to Thornhill (2008: 493) the transformational processes posed significant challenges as efficient and effective services had to be maintained or introduced in cases where services were non-existent or sub standard; the issue of the political and administrative interface is just one of the complex issues in any newly democratized state requiring attention. However, South Sudan was started from scratch. The transformation process started after the singing of the Sudan Comprehensive Peace Agreement that lawfully granted South Sudan the right to establish owns government and its institutions. Nevertheless, there is lack of policies formulated to guide the public service transformation in South Sudan.

2.4.1.2 Transforming service delivery

Throughout the process of making public services more democratic and accountable, better public administration is required. This approach must be followed with great care to facilitate internal accountability with regard to the daily activities of the public service and to ensure that relationships with the public are transparent, consultative and participative. More recently, the Government has taken steps to ensure that each state department has built-in mechanisms for regulating internal accountability. In this regard, there is a clear trend toward broader use of the portfolio committees of Parliament. In particular, the Public Service Portfolio Committee will play an important role. To be an effective tool in enhancing accountability in the future, these portfolio committees are entitled to facilitate, investigate and do intensive research on policy matters (previously the sole responsibility of the public service) in the public service. In other words, they will play a more constructive role, as was the case in the past, with regard to policy-making in order to make the public official more accountable (Westhuizen, 1998: 17).

According to Westhuizen (1998: 17) the Government of National Unity of South Africa was fully aware of the fact that there is an urgent need to redress past imbalances in service provision and to promote social equity. Given this urgent need, the Government has decided that its service delivery priorities should also be based on corrective action principles in the short term (Westhuizen, 1998: 17). Furthermore, he said that service delivery focus on meeting the basic needs of the 40% or more South African citizens living below the poverty line and the groups that have been

previously discriminated against in terms of service delivery (Westhuizen, 1998: 17). However, South Sudan Government should learn from South Africa experience on how to prioritize its service delivery to public sector.

There are, of course, a variety of responsibilities for state departments and provincial administrations in this exercise. In broad terms, they will have to develop strategies designed to promote continuous improvement in the quantity, quality and equity of service provision. More specifically, departmental service delivery strategies will need to identify; a mission statement for service delivery, together with service guarantees; monitoring and evaluation mechanisms and structures and redirection of human and other resources from administrative tasks to service provision (Westhuizen, 1998: 17).

2.4.1.3 Sustainability of transformation

No transformation process can be considered successful if it is not sustainable. The ultimate aim should be to institutionalize processes that will ensure continued alignment with the ever-changing external environment. According to Le Roux this can be achieved in three ways:

- Institutionalizing modern management principles and practices. This implies that top leadership must focus on strategic direction and control and leave operational management in the hands of middle management.
- Cultivating a learning environment in the organization. No investment in any organization is of more value than an investment in the talent of its personnel. If transformation is to be sustainable and if change is to be part of the management culture of an organization, then great emphasis must be placed on education and training.
- Institutionalizing organizational culture in alignment with national values and traditions. Sub-Saharan Africa faces many challenges as the region moves from an era of conflict into a new era of democratization and peace building. Amongst these challenges is the challenge of transforming the defence sectors of the region to ensure appropriate, adequate, accountable and affordable defence for the people and nations of the region (Le Roux, 2003:14).

Defence transformation is, however, not just about budget cuts and control. It starts

with the recognition of the vital role the defence sector plays in support of government's protective functions. Once this role is recognized, defence transformation should ensure that the sector is aligned with the principles of democratic control (Le Roux, 2003: 15). The elected representative of the people should ensure that the national interest is protected and objectives are served and supported. Defence transformation must furthermore ensure that a balance is reached between the ends, ways and means of the sector (Le Roux, 2003: 15). If this is not done the defence force will continually be in conflict with government about its budget. In the final instance defence transformation must seek all possibilities to enhance the efficiency of the military. Where the demand for resources exceeds their availability, all efforts must be made to ensure maximal service delivery at the lowest input.

The challenges of defence transformation will obviously differ from country to country due to their particular circumstances. The reason for transformation and the specific goals will depend on local political, economic, and social, security and institutional circumstances. Every country's experience and every country's starting point will be different. Nevertheless, there are common factors in all transformational processes. The change imperatives normally include changed strategic situations; the requirement for improved democratic control measures the need for economizing and ensuring greater efficiency (Le Roux, 2003: 15).

2.4.1.4 Institution transformation

South Sudan is an emerging democratic state. As such, the transformation of the public institutions especially the MOD/SPLA from a revolutionary army to regular national army should be number one in process of change. An important component of this transformation is how the MOD within a new democratic dispensation handles its civil/military relations. Civil control of the military is seen as an important indicator of any democracy (Zulean, in Ferreira, 2007: 234). In South Sudan SPLA should be transformed to be accountable to civil authority. This will be the main interest of this study to examine the indicators of transformation of the Ministry of Defence in South Sudan.

However, there will be positive change in the military under the civil authority if the leadership concentrates on transformation of the SPLA. Effective civil-military

relations is achieved by the extent, to which political, military and civilian partners find agreement and accommodate one another by reaching consensus on the values and objectives of the armed forces (Ferreira, 2007: 234). Nathan (1994: 5) also argues that partnerships must include a mutual respect for civil supremacy and parliamentary control, and armed forces that is fully accountable to government and parliament. According to Constitution of the Republic of South Sudan of 2011, Article 151 (2) SPLA shall be transformed into the South Sudan Armed Forces, and shall be non-partisan, national in character, patriotic, regular, professional, disciplined, productive and subordinate to the civilian authority. Nevertheless, transformation of the SPLA to be non-partisan and national army it needs time due to the nature of the non-trained factions and militias integrated in the SPLA rank and file.

In terms of the Defence Transformation Strategy, defence transformation in South Sudan was to be guided by a broader peace, stability and security. Security is defined as 'an all-encompassing condition in which individual citizens live in freedom, peace and safety; participate fully in the process of governance; enjoy the protection of fundamental rights; have access to resources and the basic necessities of life and inhabit an environment which is not detrimental to their health and well-being (Phaswana, Bradley, Mbeki, Hawksworth, Pienaar and Mills, 2003: 3). The stability and the insecurity are the main problem in South Sudan due to the lack of good governance and power struggle. Nevertheless, transformation of defence sector will improved the security of the country when it is achieved.

According to Taylor & Francis (2003: 1) transformation of the defence sector should address three fundamental issues: the establishment of a collaborative defence community; the inculcation of democratic civil- military relations and the provision of efficient defence management. First, a collaborative defence approach leads to more confidence among parties and to security within the sub-region and region; this in turn, contributes to conflict prevention within national units and on a regional scale. Second, democratic civil-military relations also build confidence by espousing transparency, accountability and civilian control of the defence management process. Furthermore, good civil-military relations enhance the ability of governments to strike a balance between developmental and security needs. Third, efficiency in defence management ensures that defence activities are aligned with other government

policies and priorities; efficient defence expenditure, when maintained at levels that are absolutely essential to ensure effective defence, may release scarce resources needed for social and economic development (Taylor & Francis, 2003: 1).

Taylor & Francis, further outline the specific objectives related to the three fundamental issues mentioned above. These are:

- To enhance the concepts of collaborative defence, non-provocative defence, and confidence building defence;
- To support the functioning and development of sub-regional and regional defence and security organizations;
- To enhance the accountability of the armed forces to elected civil authorities within the framework of international and domestic law by research and exploration of country- specific characteristics, bringing comparative practices to bear, including those prevalent in South Africa, and capacity training;
- To enhance transparency in military matters through research, publications, stakeholder meetings and sharing of information on a regional basis;
- To build capacity of parliamentarians to exercise political control and oversight of the defence sector through sessions with the relevant parliamentary defence committees, including sharing of expertise with members of comparable institutions;
- To build capacity within civil society to monitor the defence sector and to engage in the security debate through commissioned research, networking, publications, seminars and workshops;
- To strengthen constitutional and legal frameworks to help establish the roles and mandates of the security forces and the hierarchy of authority between them, the legislature and the executive and to assist with implementation;
- To build public awareness to encourage public debate on defence issues and the role of the armed forces in society, as well as engagement by non-state actors in defence policy issues;
- To support the various departments of defence in the development of defence policy formulation and strategic planning concepts and processes;
- To support good and transparent budgeting and public-expenditure management of the defence sector by capacity building around best practices,

role-playing, stakeholder meetings, facilitated workshops and seminars;

- To assist with appropriate role and function development between security agencies to improve national security management and cost reduction/optimization through facilitated workshops, seminars, training, dissemination of information and capacity building; to support the development of appropriate civic education practices within the armed forces, drawing in part on the extensive documentation recently developed in South Africa for this purpose;
- To support and enhance human resource management processes and practices in the various defence departments with special attention to professionalism, representation and the activities of integration, rationalization, demobilization and reintegration into civil society (Taylor & Francis, 2003: 2).

The 2013 Transformation Strategy in the MOD of the Republic of South Sudan aims to identify the objectives, functions and responsibilities of the Ministry; and present an organisational change and change management process that will enhance efficiency and support decision-making; describe the purpose, responsibilities, internal structure and priority transformation programme objectives of each Directorate; identify the training, equipment, infrastructure and human resource management processes required to strengthen professional capability and provide a comprehensive Action Plan for implementation that will serve as a framework for the development of more detailed Directorate work-plans (MOD, 2013:).

The strategy highlights all the important issues to be addressed in the transformation of the Ministry of Defence but the problem is an implement as it is mentioned earlier that the management in the MOD is capable in making strategies but the matter is an implementation of the plan due unidentified problem and always resulting into interruption by un-planned changes. The Transformation Strategy objectives and priorities are always interrupted by un-planned changes in the Ministry. It’s guided by the political, economic and military environment, so implementation plans is not flexible to adapt to change. Any Transformation and change management programme requires a willingness on the leadership side to make difficult decisions and then to implement and defend it.

According Thornhill (2008: 496) transformation process does not represent a final stage, it is a continuous process that requires the reconsideration of existing processes and functions consecutively; detect shortcomings as soon as possible; and to act decisively to improve the system until an effective and efficient system is operational. Transformation involves stages, when the first stage is achieved then the next stage programme will start until the overall objectives of transformation are achieved. Therefore, the MOD should divide its transformation strategy into stages, prioritizing its objectives, monitoring and evaluating its implementation in order to improve shortcomings.

Anderson (1992: 71) in Schwella et al (1996: 55) presents the process of transformation involves: creating and communicating vision and purpose; strategic, versatile thinking and planning; facilitating peer, subordinate and team development; facilitating organizational development; protecting individuals from destructive forces; seeking and communicating consensus between groups; specifying philosophy, values and creating culture; and creating insight. The management sometime set out the transformation in order to achieve certain objective, but always transformation is likely to fail if a leader does not ensure that people are able to work in new environment, use new systems, processes or structures. The transformations are inevitable but the critical point in this study is to assess whether the management considered bringing employees on board from the beginning of the process.

According to Cummings and Worley (2009: 507) transformation change involves reshaping the organization's design elements and culture, and these changes can be characterized as systemic and revolutionary because the entire nature of the organization is altered fundamentally. However, the MOD has been altered and changing from time to time since 2005, but still yet not achieves its expectation. Therefore, this study will assess the challenges hindering the transformation progress. Cummings and Worley (2009: 506) further said transformation change is an emerging part of organization development. In other words, transformation change is seen as a growing of institution in terms of structures, system, knowledge and skills.

Continuous change interventions extend transformational change into a non-stop process of strategy setting, organization designing, and implementing the change, rather than focus on creating and implementing a particular strategy and organization

design, continuous change addresses the underlying structures, processes and activities for generating new forms of competitive advantage (Cummings et al, 2009: 53). The implementation of change should involve close monitoring and evaluation in order to focus on the stoppages hindering the processes. According to Cummings and Worley (2009: 535) the focus is on learning, changing and adapting on how to produce a constant flow of new strategies and designs and not just on how to transform existing ones. The transformation of South Sudan in general and MOD in particular should focus on changing institutions structures and develop the human resources in order to shape future of the country.

2.4.2 Organization change and change management in public institutions

According to Nath (2009: 164) organizational change comes in variety of flavours from incremental improvements to major transformation. However, an organizational change is altering the old image of the organization into a new shape. Organization change is the process by which organization move from their present state to some desired future state to increase their effectiveness; the goal of planned organizational change is to find new or improved ways of using resources and capabilities in order to increase an organization's ability to create value and improve returns to its stakeholders (Nath, 2009: 164). However, in public service context, organizational change is a transformation of public institutions with the aim to deliver effective services to the needy people.

Organization change is defined by Saleemi as a planned attempt by management to improve the overall performance of individuals, groups and the organization by altering structure, behaviour and technology (Saleemi, 1997: 539). Managing changing is both about readjusting to current changing situations and also about changing organizations so they can cope with change in the future, it is about understanding social change and how to reframe organizations; is about changing meaning within organizations, extending the identity of individuals and improving organizational performance through strategically linked structural and system changes (Barine and Minja, 2011: 203).

Barine and Minja said that change management involves a range of possible goals and strategies such as building unique internal capabilities; structural, cultural and

system change; building fluidity for the unknown future and establishing the right framework for the change initiative (Barine and Minja, 2011: 202). In terms of an individual's skill development, managing change is: about scanning, understanding change and scenario planning, decision making participation and alignment in selecting appropriate responses and visioning, communicating and managing stakeholders for appropriate purpose (Barine and Minja, 2011: 203).

Therefore, the management that embraces and prepares itself for change will triumph and confront challenges of change management in public institution. To effect new changes is often the most challenging, because some people will always resist to effect changes and try to prevent it, especially if employees perceive the changes as strange ideas. In this matter the researcher is interested to assess institution restructuring, its implementation and the knowledge of employees of the MOD whether they are aware about the immediate and long-term impacts of the changes on their job.

Nkwede (2013: 32) revealed among other things that bad leadership significantly affected the implementation of the structure programmes in public sector. In this context, the management of the public sector should be in the forefront in implementation of public policies and public service delivery. Nevertheless, Nkwede further argued that initiators of restructuring should understand the relationship between public sector restructuring and organizational culture, build consensus on restructure agenda between the political actors, drivers of restructure and the bureaucracy regarding the scope, strategy and implementation modalities of the restructure process, strengthen the implementing and coordinating mechanisms for restructure and strengthen central agencies crucial to change. Implication of this finding for government officials is that it is only full implementation of public sector restructures that can bring about the attainment of greater efficiency and consequently lead to public service transformation (Nkwede, 2013: 32).

Public sector restructuring is a demanding task and should not be seen as a quick solution for problems militating against national development (Nkwede, 2013: 32).In this context, restructuring demand planning, time and patience. Therefore, in case of

South Sudan some leaders run out of patience and they resort to restructuring the country by force overnight without considering the concern of the public. According to (Nkwede, 2013: 32) building national coalition in support of public sector restructure to include all stakeholders and partners such as public service, labour unions, public servants, the media, civil society organizations, political parties and the academics is necessary if the restructure, is to stand the test of time devoid of sabotage.

When change in public institution is taking place existing challenges should be considered through the process of transformation, starting from planning to the implementation. The public institution changes involve core functions, organizational structures, human resource and the agents that support reform. Reform agents are those individuals with expert knowledge on the management of Public institutions Reforms. According to South Sudan Public Service Reforms Manual of 2008, the reform agents are usually attached to ministries to facilitate the implementation of reforms in the ministries that they are attached to (MLPSHRD, 2008: 8). Therefore, MOD should seek for the experts with passion for institution change and change management.

According to Ministry of Labour, Public Service and Human Resource Development (2008: 8) change agents should be posted to ministries, as internal consultants/experts to facilitate the implementation of reforms in ministries and provide required technical advice. Therefore, these gents should provide public service reforms in the public institutions to effect transformation including capacity building on institutional change and change Management. These would suit the change challenges that the public institutions facing and this will be the objective for assessing the Defence transformation strategy.

According to Defence Transformation Strategy, the objectives and core functions of Defence and applying principles of good organizational structure design of Ministry of Defence has a robust structure that can accommodate changing priorities or new responsibilities (MOD, 2013: 15). Nevertheless, well planned objectives and functions that not put into action are nothing to change.

Therefore, it is necessary for MOD of South Sudan to adapt current change rather than traditional approaches to organization change. According to Cummings and Worley (2009: 536) there are five requirements for adaptive change in an organization. These include:

- Adaptive change generally involves altering most features of the organization and achieving the fit among them; this suggests the need for a systemic change process that accounts for these multiple features and relationship (Cummings and Worley, 2009: 536).
- Adaptive change generally occurs in situations experiencing rapid change and uncertainty. This means that changing is never totally finished, as new structures and processes will continually have to be modified to fit changing conditions. Thus, the change process needs to be dynamic and relative, with organizations continually changing themselves (Cummings and Worley, 2009: 536).
- Current knowledge about adaptive change provides only general prescriptions for change. Organization needs to learn how to translate that information into specific structures, processes and behaviours appropriate to their situations. This generally requires considerable on-site innovation and learning as members learn by doing - trying out new structures and behaviours, assessing their effectiveness, and modifying them if necessary. Thus, adaptive change calls for constant organizational learning (Cummings and Worley, 2009: 536).
- Adaptive change invariably affects many organization stakeholders, including managers and employees. These stakeholders are likely to have different goals and interests related to the change process. Unless the differences are revealed and reconciled, enthusiastic support for change may be difficult to achieve. Consequently, the change process must attend to the interests of multiple stakeholders (Cummings and Worley, 2009: 536).
- Adaptive change needs to occur at multiple levels of the organization if new strategies are to result in changed behaviors throughout the institution. Top executives must formulate strategy and clarify a vision of what the organization needs to look like to support it. Middle and lower levels of the organization need to put those broad parameters into operation by creating

structures, procedures, and behaviours to implement the strategy (Cummings and Worley, 2009: 536).

Adaptive change focuses on the interests of organization in terms of structures, human resource management and development. Therefore, the MOD must have ability to adapt a particular organization change plan instead of changing structures and strategies from time to time.

Tripathi and Reddy define an organization as the rational coordination of the activities of a number of people for the achievement of some common explicit purpose or goal, through division of labour and function, through a hierarchy of authority and responsibility (Tripathi and Reddy, 2006: 94). Organization is an institution form for the purpose of achieving particular objectives and it should have resources such as human resource, financial resource and material resource in order operate successfully.

Organizations come into existence when a group of people combines their efforts for some common purpose and willingly contribute towards their common endeavour (Nath, 2009: 54). Therefore, the MOD was formed for the purpose to defend the territory of the Republic of South Sudan, its citizens and government. The MOD to achieve that is necessary to transform the Ministry as a whole and SPLA in particular in order to accomplish the common nation objectives.

Every organization exists to achieve some common goals, which make it to be a sound organization. According to Nath (2009: 81) sound organization provides basis for optimum use of technical, human and material resources, by providing specializations. In case of the MOD as a public institution, there is need for technical know-how to help in process of changing behaviours and functionality in the Ministry. The organizations that do not bring about timely change in appropriate ways are unlikely to survive (Nath, 2009: 183). Therefore, it is important to transform and change the MOD within shortest time possible to stop insecurity in the country; otherwise will turn the country to none stable one.

As it is mentioned earlier by Nath that change means the alteration of status quo or making things different, it refer to any alteration which occurs in the overall work

environment of an organization (Nath, 2009: 164). The MOD is subject to total change both internal and external environment. Nath further says that when some internal or external force disturbs an organizational system, change frequently occurs; as a process, is simply modification of the structure or process of a system; it may be good or bad (Nath, 2009:164). The transformation of MOD has always been interrupted by integration and defection of rebels and militias. Therefore, there is needed to look at organizational culture.

2.4.2.1 Organization Structure

Organization structure of ministries and public institutions of the Republic of South Sudan, according to the Draft of Civil Service Regulations formulated by the Ministry of Labour, Public Service and Human Resource Development (MLPSHRD), each Ministry/Civil Service institution in consultation with the Ministry responsible for Public Service shall prepare an Organization Chart or "Organogram" illustrating its set-up - Directorates, Department and sub-divisions (MLPSHRD, 2013: 7). It shall include a summary scope of work assigned to each unit; the scope of work for each unit shall comprise brief descriptions, duties and responsibilities assigned to that unit. The Ministry responsible for Public Service shall approve organization Charts (MLPSHRD, 2013: 7).

Establishment Structure:

- Each Ministry/Civil Service Institution shall prepare its establishment structure based on posts in the approved Organization Chart for discussion and approval by the Ministry responsible for public service; the structure shall indicate the title and grade of each post; the cost of the structure shall be consistent with the budget ceiling approved annually by the Ministry responsible for Finance.
- The Ministry responsible for public service shall issue notification of approval of the Establishment Structure to the Ministry/ Civil Service institution concerned with a copy to the Ministry responsible for Finance.

Schemes of Service:

- Each Ministry/ Civil Service Institution in consultation with the Ministry responsible for public service shall prepare job descriptions of each post in its establishment structure. The job description shall detail the main duties, responsibilities and authority of the post, and the job specification relevant to the post (MLPSHRD, 2013: 7).
- Each Ministry/Civil Service institution in consultation with the Ministry responsible for Public Service shall prepare schemes of service for different job categories which specify the minimum knowledge, skill and experience required for promotion to a higher grade, subject to the available vacancies (MLPSHRD, 2013: 7).

Nominal Rolls:

- Each Ministry/Civil Service institution shall prepare a Nominal Roll indicating the post titles, the number of approved *vis-a-vis* filled posts, their levels and grades and the status of post as pensionable or non-pensionable, the names of the persons occupying the posts (MLPSHRD, 2013: 7).
- The nominal roll shall be based on organizational analysis, organizational chart and establishment structure prepared in consultation with the Ministry responsible for public service (MLPSHRD, 2013: 7).
- The Nominal Roll shall be submitted to the Ministry responsible for Public Service annually not later than 30 days after the approval of the budget for verification (MLPSHRD, 2013: 7).

2.4.2.2 Organizational culture

An organization culture is the pattern of assumptions, values, and norms that are more or less shared by organization members and it can affect strategy formulation and implementation as well as the institution's ability to achieve high levels of performance (Cummings & Worley, 2009: 506). Therefore, the success of transformation in a public institution will include the change of the mindset and behaviours. Cummings and Worley (2009: 506) culture change involves helping senior executives and administrators diagnose the existing culture and make necessary alterations in the basic assumptions and values underlying organizational behaviours. However, MOD of South Sudan should forms values and ethics that will solve the

issues related to integration, which is not contributing to transformation nor taking system back to zero.

Institution culture of defence in South Sudan needs special consideration. According to Le Roux (2003: 14) defence transformation must also take cognisance of cultural issues and in fact be rooted in the culture of society, in the world today are structured and organized on the value systems of the colonial past. He further said that transformation programmes must ensure that new structures, organization and procedures are brought in line with the traditions and values of the institutional and national environment. Therefore, the transformation strategy of the MOD must be subjected to monitor and evaluated during its implementation. Le Roux further says implementation is probably the most difficult task in the whole process but is of the utmost importance to ensure national consensus and the long-term health of the organization (Le Roux, 2003: 14). Good administration and management of the organizational affairs determine the health of the organization. However, it is necessary to consider the administration and management of public institutions as one of the priorities of transformation in South Sudan.

2.4.2.3 Organization Communication

Communication is an interactive process by which one person makes his ideas and feelings known to another, in a communication process the sender of information seeks to establish commonness with the receiver of information; it brings various minds together on common issues (Naidu, 1996:260). Ordaway Tead in Naidu (260: 260) states the underlying aim of communication a meeting of minds on common issues. In the other words of J.D. Millet, communication is a shared understanding of shared purpose (Naidu, 1996: 260).

According to Nath (2009: 2008) communication is a basic element in organizational structure and functioning; it is the key mechanism for achieving integration and coordination of the activities of specialized units at different levels in the organization. Good communication is the lifeblood of organizations, institutions, businesses and families (Kaahwa, 2007: 40). According to Costley, Melgoza & Todd(1993: 94) the importance of communication is stressed by through our understanding that human beings interact with each other through the process of communication.

Communication is the vehicle through which human abilities and physical resources are combined to produce outputs and attain objectives (Costley et al, 1993: 120). It connects organization activities and facilitates the processes on how to use resources to achieve the overall goals. Nevertheless, the breakdown of communication can cause failure to the successful organization. Therefore, the MOD of South Sudan should focus on effective communication to able to achieve its transformation.

Daniel Katz and Robert Kahn in Nath (2009: 208) suggest that, communication is the exchange of information and the transmission of meaning is the very essence of a social system of an organization. Communication is a combination of words to communicate ideas in a meaningful way; it is the activity whereby an individual or group and, where necessary, evokes a response (Nath, 2009: 208). It is a key of success in any organization. However, communication relates messages and responses and that work as an exchange of information, which facilitate the functionality of the organization.

Kaahwa (2007: 41) in human communication there is mutual understanding, which involves knowledge, experience and feelings put in verbal and nonverbal forms with signs and symbols. Communication uses different means, traditional and modern technology and both are more essential in an organization. Therefore, the study will evaluate the effect of communication in the transformation and organization change management in the ministry of defence because communication is the only process of communicating the ideas of transformation between the management and the employees and between the Directorates and sections in the ministry.

Communication is a practice by which you send your message across to someone or group of people. According to Nath (2009: 222) communication is a vital function in organization activities and do carry it out effectively it must follow the following principles: -

- Management acting and communication should match with each other.
- The communication purpose should be identified the objective of person or group should be identified before communication.
- Management should use simple and understandable language. Communication is not to impress upon but to convey meaning.

- Management needs to listen to the results or employee morale surveys, consumer opinion surveys.
- Tow-way communication should be encouraged on the basis of mutual.
- Confidence or good human relations, it is a two way process, involves a sender and a receiver.
- Communication is an attempt to affect a transfer between minds; it involves at least two persons.
- Communication is a two way process and is not process and is not complete until the response to it has been observed.

Nath message is clear, he touched all the aspects of good communication. The manager or leader who understood the principles of organizational communication he/she will be successful in organization change management. Therefore, this study will assess the principles of communication in the Ministry of Defence.

Communication is treated from the general terms as one of the vital activities of human beings and organizations (Kaahwa, 2007: 41). It is equally important in an organization, because all functions, goals and responsibilities are fulfilled through clear channels of communication (2007: 41). Kaahwa (2007: 42) described communication as one mind affecting another through transfer, transmission, sharing, response, or exchange of ideas, knowledge, beliefs, or attitudes from one person to another. The successful leaders and managers win the hearts and minds of their subordinates through effective communication. Therefore, this study will assess the communication process between management and employees in the MOD of South Sudan.

The importance of communication is stressed by the understanding that human beings interact with each other through the process of communication (Costley *et al*, 1993:94). Communication is the vehicle through which human abilities and physical resources are combined to produce outputs and attain objectives (1993: 120). Interactive communication is important at work, the comfort factor in communication starts with language usage in the organization.

It is important for managers to understand the employee's pattern of perceptions that affect how the individual views the job, the supervisor, fellow workers, and the organization (1993: 96). Communication means the right combination of words and thoughts to send a feeling or thought so as to be understood by the receiver, is a challenge to all (Kaahwa, 2007: 53). It is necessary to the management of the Ministry of Defence to provide employees with a necessary knowledge about the transformation in the Ministry. However, organizational communication can be classified into two basic categories, formal and informal communication.

According to Naidu (1996: 261) formal communication is written communication, which runs along the officially prescribed formal channels of communication, it contains task-related messages and fosters accountability; it makes public officials observe acceptable standards of impartiality and fairness in their dealing with the public. Informal communication is oral communication, which travels through non-formal and non-official channels of communication such as the rumour mill, shoptalk, and small groups, informal communication occurs naturally wherever individuals are thrown together in work or social contacts (Naidu, 1996: 263).

Naidu further states the direction in which formal communication flows is divided into three types:

- Downward communication: refers to the communication that flows from superiors to subordinates, it originates with the officials at the top of the organizational hierarchy and is transmitted downward through the hierarchy; downward communication is achieved through such devices as directives, specific orders, instructions, circulars, budget sanctions, etc. The superiors use these devices for command, control, giving devices, guidance and direction to subordinates (Naidu, 1996: 262).
- Upward communication: it is subordinate-superior communication, it is in the form of performance reports and recommendations initiated by the subordinates for the superiors; it provides the feedback by which the top-management can know the progress of work and performance short falls, that enables the top-management to take corrective steps, monitor organizational performance and make decisions about future organizational programmes and

activities. Successful upward communication requires motivation of subordinates to communication messages accurately (Naidu, 1996: 262).

- Lateral horizontal communication: refers to communication that passes across different departments or functional units of the organization or different officials who are not in a superior-subordinate relationship in the organizational hierarchy, it achieves coordination in the activities of different departments through sharing of pertinent information; horizontal reduces the strains on vertical communication channels (Naidu, 1996: 262).

However, this study will assess the level of awareness of the employees towards ongoing transformation process in the MOD of South Sudan with consideration of effective communication and also will involves communication barriers.

According to Cameron and Stone (1995: 137) communication barriers are obstacles that distort or block effective communication in an organization, although they do not completely shut off communication. People are always communicating, and organizational effectiveness lies in the quality of communication – that is, the kind of communication necessary for effective performance, satisfaction and development (Cameron *et al*, 1995: 137). Communication barriers in any kind distorts normal running of organizational operations. Therefore, it is important to be sorted out and solve quickly so that the organization continues its normal activities. Good communication in the organization leads to success of organization change. However, the study will examine the communication in the MOD.

People resist change when they are uncertain about its consequences; lack of adequate information fuels rumours and gossip, adds to anxiety generally associate with change; effective communication about changes and their likely results can reduce this speculation and allay unfounded fears; it can help members realistically prepare for change; communication is also one of the most frustrating aspects of managing change (Cummings et al, 2009: 167).

The breakdown of communication sometimes causes damage to the organization activities. However, the clear understood communication-motivated employees to implement the policies and interests of the organization accordingly. Therefore, this

study will assess the relationship between the communication and implementation of transformation in the MOD of South Sudan and it will consider theoretical concepts.

2.5 Theoretical approaches

Theories are a set of interrelated construct concepts, definitions, and propositions that present a systematic view of phenomena by specifying relations among variables (Kaahwa, 2007: 9). Theoretical concepts give the direction to the researcher through process of research. According to Blumer (1969: 143) in (Blaikie, 2010) if the concept is clear as to what it refers, then sure identification of the empirical instances may be made. In this context, the concept of this study will base on the transformational theories, which are well known as relationship theories and organization approaches including system approach and contingency theory as well.

2.5.1 Transformation approaches

This study is underpinned on the transformational approaches and organizational change theories. According to Kaahwa (2007: 36) transformational theories focus on the leader who changes and transforms individuals, by engaging them and creating a connection that brings the level of motivation and morality between both the leader and the followers, and the leader is concerned with values and ethics, standards and long-term goals of the organization. Therefore, the management of MOD should outline the transformational concept, which is related to transformation theory in order to guide the implementation processes.

Transformational is a useful approach for public sector leadership as it emphasizes visionary leadership linked to democratic organizational structures, it also works well the strategic management and organizational development approaches that are highly relevant applications for public management settings (Schwella, Burger, Fox & Muller, 1996: 54). South Sudan as a young country transiting to democratic system, the management of public institutions including MOD should adapt the transformational or organizational development approaches to improve public service. A key conceptual framework of transformational change is an organization design. According to Cummings and Worley (2009: 515) a key notion in organization design is fit, congruence, or alignment among the organizational elements. Further, they highlight the idea that the organization is designed to support a particular strategy

(strategic fit) and that the different design elements must be aligned with each other and all work together to guide members' behaviour in that strategic direction.

Cummings and Worley summarized the organization design components as follow:

- Strategy determines how the organization will use its resources to gain competitive advantage; strategy sets the direction for organization design by identifying the criteria for making design choices and the organizational capabilities needed to make the strategy happen.
- Structure has to do with how the organization divides tasks, assigns them to departments, and coordinates across them; it generally appears on an organization chart showing the chain of command-where formal power and authority reside and how departments relate to each other; structure can be highly formal and promote control and efficiency, such as a functional structure; or they can be loosely defined and flexible and favour change and innovation, such as a process or network structure
- Work design specifies how tasks are performed and designed to jobs or groups; it can create traditional jobs and groups that involve standard tasks with little task variety and decision making, or enriched jobs and self-managed teams that involve highly variable, challenging and discretionary work (Cummings and Worley, 2009: 515).

The Cummings and Worley summary mentioned the important points, which are necessary for transformation strategy. However, planning, resources, qualification, prioritization, work design and decision-making are tools for transformation of any organization or institution.

Lovell (1994: 148) in Schwella et al (1996: 54) summaries the transformational approach as a style of management focuses attention on vision and draws on emotional and spiritual resources to energize and motivate the organization's people. Transformational management requires greater self-discipline from staff in exchange for greater trust from the manager (Schwella et al: 1996: 55). The transformational approach is concerned with the determination and commitment of both management and employees. Therefore, this study will assess the roles play by both management and staffs in the transformation of the MOD.

Transformational approach if is adapted by the Ministry of Defence will serve management accordingly, especially in time of disorganized change. According to Schwella et al (1996) transformational is an approach combining the ideals of giving inspired direction and proving individual motivation to achieve objectives, it also incorporates a practical and hands-on approach to employee motivation by leaders and public managers. Clear stayed transformation strategy grantee the success of change in the organization. Therefore, it is important for the management of the MOD of South Sudan to clarify the transformation strategy to all the members of MOD in order to ready to overcome the challenges of change.

2.5.2 Organization change approaches (change theory)

Organizational change is a complex, dialectical process, where the motor of change develops and is developed by the process itself, and where old and new intertwine, cumulatively building an innovative dynamic (Castel and Friedberg, 2010) in Jansson (2013: 1005). Change in public institution is a process, which needs time and space in order to change old system to the new one. According to Jansson, Ambos and Birkinshaw said that organizational change process is not necessarily linear, because it can evolve in both progressive and retrogressive ways, retrogressive change being a kind of re-development towards the original state before regression occurred (Jansson et al, 2013: 1005). Organizational change in most cases is an improvement of the existence system and poor service to better way of service delivery.

2.5.3 System approaches

This approach is based on the generalization that an organization is a system and its components are interrelated and interdependent (Nath, 2009: 48). In other words, an organization is a system consisting of several subsystems. A system is composed of interrelated and interdependent elements, which, when in interaction, form a unitary whole; it is the position and function of each subsystem can be analyzed only in relation other subsystems and to the organization as a whole rather than in isolation (Nath, 2009: 48). In an organization each section or unit played it role aiming at the achievement of the institution common goals.

System Approach is consists of an open system and a closed system. According to Nath (2009: 48) an open system continually interacts with its environment and takes feedback to adjust its activities, an organizational system has a boundary which

separates it from the other systems; the boundary determines which parts are internal and which parts are external. When the system is open its chance to accommodate suggestions and advices that can provide success to the operation of an organization. Closed system does not interact with its environment and does not receive feedback; an organization is a dynamic system because it is responsive or sensitive to its environment (Nath, 2009: 48). This system is very strict and rigid; the functional activities are in the hand of the top management.

Systems theory originates in a movement aimed at the unification science and scientific analysis; the term system has been defined as a complex whole, a set of connected things or parts (Basu, 2004: 70). According to Basu (2004: 70) this approach in organizational analysis, an organization can be considered a social system to be studied in its totality, a system is a collection of interrelated parts which receives input, acts upon them in an organized planned manner and thereby produces certain outputs. Basu further said system is seen as an assembly of interdependent parts (sub-systems) which interact among themselves; interdependence implies that a change in one part influences the other parts, ultimately affecting the entire system. Systems approach lies in the systematic search for significant interactions while evaluating policies or actions of any organization, the systems approach is particularly relevant to the study of large public organizations operating in larger social, political and economic environments.

West Churchman in Basu (2004: 70) draws attention to five basic considerations in relation to the systems approach to management:

- The total objectives of system and the measures of system's performance.
- The system's environment acting as a constraint.
- The system's resources that are put to use in performance.
- The system's components and its goal and activities.
- The management of the system (Basu, 2004: 70)

2.5.4 Contingency theories

According to Nath (2009: 39) the contingency or situational theory recognizes that organizational systems are interrelated with their environment and different environments require different organizational relationships for effective working of

the organization. The contingency approach, which is known as the situational approach was developed by managers, consultants and researchers who try to apply the concepts of the major schools to real-life situations; according to contingency approach, the task of managers is to identify which techniques will, in a particular situation, under particular circumstances, and at a particular time, best contribute to the attainment of management goals (Nath, 2009: 39).

System approach Vs. Contingency approach

System Approach	Contingency Approach
It lays emphasis on the interdependencies and interactions among systems and subsystems.	It identifies the nature of inter-dependencies and the impact of environment of organizational design and managerial style.
It studies organization at the philosophical level.	It follows an action-oriented approach and so is pragmatic; it is based on empirical studies.
It simply lies down that the organization interacts with the environment.	The impact of environment on the organization structure and managerial style is the major concern of contingency approach.
It does not comment on the validity of the classical principles of management.	It rejects the blind application of the classical principles of management.
It treats all organizations alike; size of the organization and its socio-cultural setting are not considered.	Each organization is to be studied as a unique entity.

Source from Nath (2009: 38)

2.6 Conclusion

This chapter highlights the literature review as a theoretical guide towards, answering the research questions and establishing the research methodology. It has also discusses administration and management in public domain of which the human resource management is a novel approach that implement transformation policies and to adapt change. Further, this chapter discusses conceptual framework, which is related to public service transformation in public institutions in general and particular public service transformation in South Sudan. It has also outlined organization and change management including culture and communication in public institutions. Furthermore, this chapter provided theoretical approaches that underpinned the transformation and change management in public institutions such as transformation

approach, organization change approach, system approach and other practice approaches.

3.0 CHAPTER THREE: TRANSFORMATION AND ORGANIZATIONAL CHANGE PRACTICAL EXPERIENCE

3.1 Introduction

Public service reform and organizational changes involve integration of planning and delivery processes in a manner that ensures services reaching the target population. Administrative restructuring is important for the efficient performance of public institutions in South Sudan. However, this chapter will examine local and international experience of public service reform or transformation. Particularly some leading countries where public service transformation has gone on in Africa such as South Africa, Nigeria and Rwanda will be highlighted. The chapter will delve into transformation strategies such as service philosophies used by Nigeria (Servicom) South Africans (Batho Pele). These philosophies are fairly well articulated in literature. Both philosophies Servicom and Batho Pele call for government units to focus on integratedness (both in planning and as well as a delivery) in a manner that:

i. Ensures appropriate services are delivered to the people;
ii. Ensures improved coordination of the relationships among spheres of government with a view to improving service delivery (Kuye and Ile, 2007: 89).

Such concept is consistent with South Sudan's rehabilitation policy and efforts to transform public sector. Therefore, this chapter will assess both philosophies in order to suggest the way forwards to the public service transformation of South Sudan.

3.2 Public service transformation in South Sudan

Transformation is a government responsibility and it is up to government representatives at all levels of the public institutions to ensure that transformation programme is well planned and implemented. The Government administrators are responsible to guide change in national ministries and departments. According to Reddy (1994: 118) the public service of the future could play a pivotal role in creating a reconciliatory and development-friendly environment through the effective and efficient implementation of well constructed and humane social development policies. In this regards, public service transformation can be achieved through understanding of both management and employees in the public institutions domain.

Transformation of public service requires professional public managers who are sensitive to the values of individuals and groups and act responsively to individual problems, needs values as well as those of specific groups; assure programme efficiency and effectiveness in an open system, i.e. where the civil service is in equilibrium with the environment and functions in harmony with the general and particular values and conceptions of the community; do not infringe on the basic liberties of individuals; strive for social equity and justice; and act according to a professional code of conduct that would require a commitment to social equity (Reddy, 1994: 119). Public service transformation require full mandate from legal framework include all the rights and freedoms. Therefore, this study will assess public institutions change and change management, which includes welfare, transparent and accountability for all the stakeholders in South Sudan.

For post-conflict state, one can argue that public service transformation is part of the state building. According to Nzewi and Ramsingh (2011: 2) states building are widely viewed as a construction of the post conflict state through actions of international parties aimed at developing the capacity of the state institutions to maintain stable and sustainable government. Woodward in Nzewi and Ramsingh (2011: 2) asserts that "state building" in post conflict states building includes demilitarization of public institutions, upholding sense of rule of law, human rights and good governance. In that regard, the post conflict reconstruction of South Sudan has been guided by the need to avoid mistakes made by other African countries. It is therefore essential to structure and transform the public institutions in the sense to achieve efficient delivery of public services.

In accordance with the Ministry of labour, Public Service and Human Resource Development (MLPSHRD), public sector transformation in the South Sudan should focus on streamlining functions of civil service, local government staff and Judiciary systems. Public service's commissions and state corporations must be effective and responsive (MLPSHRD, 2007: 1). MLPSHRD formulated policies that guide conduct of the government employees. In this regard, recruitment drive considers impartiality and transparency in the context of gender equity and those of special needs.

Strategically, reformation of public service in South Sudan started during the singing of the Comprehensive Peace Agreement (CPA). This represents important paradigm

shift, entailing political pluralism, independence of judiciary and competent civil service (Garang, 2005). It subsequently seeks viable legislative system that ensures check and balances. Based on the SPLM's vision of taking town to people, realistic public reform should be designed consistent with political and socioeconomic development strategies. These policies include the adoption of the development patterns that emphasizes growth through agriculture sector and related industries. The innovation of subsistence farming will make agriculture sector realizing its potentiality as engine for growth. Sustainability of food production will require stabilization of existing dykes to control flooding, and developing irrigation system to sustain production during dry season.

In that perspective, policy makers must move away from urban biased development in favour of decentralized. This is to avoid mistakes made by other countries, where rural-urban migrations promote slums, thus decline in the standard of living. Provision of basic infrastructures to small towns is prioritized to act as focal points for rural developments. This will strengthen livelihood support for the rural poor, which constitute more than 95% of the population of South Sudan.

3.2.1 Key Development: Reform Programme (2008)

However, the transformative programs come with considerable setbacks and non-progress in South Sudan today. A case in point is the MLPSHRD 2008 structure of public of services and creation of result oriented service institutions. In essence, a concerted effort was placed on simplifying policies and legal frameworks underpinning government operations. As such, creating the efficient, more effective and customer-focused system of services delivery is crucial (MLPSHRD, 2007: 2). This enables the government to create conducive environment for public service transformation.

The main policy reform was such that respective ministries are held responsible and accountable for their misdeed and actions. Since public reform is leadership driven, there ought to be involvement of senior staffs in driving ministry's reforms along with them. It should be noted that reform also comprises change and inevitably brings about resistance to change of status quo and destabilization of comfort zones. Such challenges must be managed effectively by ensuring people understand reform and benefits associated with it.

The Public Service Reforms Implementation Framework Manual (2008) was meant to guide those involved in the implementation of reforms by explaining the activities. It is a strategy used in the public service with a view of transforming public service into an efficient and effective outfit (MLPSHRD, 2008: 1). Nevertheless, MLPSHRD acknowledge that malfunctions are caused by a number of factors, including poor organizational structures. If designed functions do not support for the effective delivery, legal framework is specified to promote efficiency in service delivery. It should outline policies in line with national vision and draws appropriate plans to goals of public service. The strategic approach seeks to achieve:

- Highly productive government ministries and departments at both national and state levels for the government of South Sudan.
- High quality and customer focused service by the government's ministries and departments.
- Efficient and effective use of public service institutions.
- Conducive environment for investment and private sector participation through effective system of public services.
- A prosperous nation with vibrant economy facilitated by quality leadership (MLPSHRD, 2008).

3.3 International experience of public service transformation

African post conflict countries always face many problems and challenges. Many of these countries have been experiencing internal arms struggles, while other stake alternative routes of peacefully negotiated settlements (Le Roux, 2003: 5). The challenges faced by South Sudan are due to combination of both approaches in the independence. States that underwent post-conflict peace building process can be sub-divided into categories taking the line of political stability and development, which range from relatively stable to fragility.

There are the relatively stable new democracies such as Botswana, Ghana, Kenya, Mozambique, Nigeria, South Africa, Tanzania and Zambia (Le Roux, 2003: 5). These countries have undergone various degrees of transformation in respect with public service on the defence sectors and currently consolidating periodic reviews of established public services.

In accordance with (Le Roux, 2003:5) Angola, Ethiopia, Rwanda and Sierra Leone fall in the category of fragile state. These countries are now in the process of establishing democracy and post-conflict peace rebuilding. They largely completed the processes of demobilizing various armed groups and not at stage of building modern military institutions. The key challenging aspect of the process is how to develop effective defence structures and policies to strengthen the organization capacity consistent with meeting current security issues and practice. The third group composes of those countries still busy with the processes of peace and conflict resolutions basically through negotiations. The countries gravely lacking fundamental aspects of public services transformation in the context of defence sectors should prioritize establishing critical systems and adjust to realities. The latest include Burundi, the Democratic Republic of Congo, Sudan and Côte d'Ivoire.

Nevertheless, there are still countries actively involving armed conflicts. The Somali Republic and South Sudan are typical illustration. Security situations in such countries are worsen by the reluctant of warring parties to engage in meaningful discussions on public services and reformation of defences sectors at the onset of peace process as re-organization of armed forces constitutes essential components of stability. Therefore, military transformations are a desirable tool available for sustainable peace and stability in South Sudan.

In contrast however, Nigeria and South Africa are view as being amongst the Continent's most powerful nations. The adoption of the Service Compact approach for both Nigerians (Servicom) and South Africa (Batho Pele) philosophies signal a realization that the public service that would see achievement of better and adequate public services (Kuye &Ile, 2007:82). In that case public service philosophies reflect administrative reform given that the main objective of any public entity is to develop systems relevant to serving citizenry. A number of reforms have characterized public service in both Nigeria and South Africa. In this regards, it can be argued that the two countries have more successful administrative reforms. Nevertheless, Rwanda also trying to achieve its transformation strategy although is facing some challenges. Transformation is a process, which needs resources even though the good policy is in place.

Thus to contextualize transformation, in the context of South Sudan, the study will

briefly explore relevant services reforms experienced that the above-mentioned countries. Understanding successes and constraints characterizing particular public services reform approach is necessary to avoid biased inferences about the reform outcomes for the Ministry of defence in South Sudan.

3.3.1 South African experience (transition from apartheid to democracy)

Amongst the African countries, South Africa has undergone tremendous reform in the context of fundamental political change during the period 1990 to 1994. The demise of Apartheid and the coming of democracy expedited transformation, both in the public service and in the defence sector. Interesting literature on public services reforms is widely available.

3.3.1.1 Public service transformation

According to Westhuizen (1998: 15) transformation process kicked-off in South Africa as response to lack of equitable representation of all South African in terms of race, gender and disability. By the first of September 1996 the top management was dominated by whites with an approximately 94%. Blacks (blacks include African, Coloured and Indian people) constituted only 6%. On the gender, only 5% percent of white top managers in the public service were women, and no woman at tall at the position of Director General. Moreover, lack of equitable service delivery, suggests that the apartheid system was discriminatory and quite exclusionary, particularly towards black (Westhuizen, 1998: 15). It was more biased than any of the previous system, which concerned only with the application of apartheid-based rules and procedures, than developing a culture and ethos of quality service delivery to the community. Labour relations were closely regulated according on the basis of races before relaxed in the White Paper on transformation of public services 1998.

White Paper contributed towards the longer-term reform process, through the elaboration of a broad vision and policy guidelines, and facilitated the shorter-term process of administration transformation in South Africa. Successful implementation of the White Paper contributed positively to the process of change and reform in South Africa. Therefore, South Sudan must learn from South Africa approaches to Public Service and institutions transformation and reform. In this context, the executive arm of government plays a major role. The principle aim of White Paper was to establish a policy framework to guide implementation of new policies and

legislation aimed at transforming the South African public service.

South African transformation was guided by the principle of national reconciliation as the new South African Government adopted the Reconstruction and Development Program (RDP). The aim was to reunite society towards a common purpose that reflects social coherent and economically equitable society (White Paper, 1 (1,)/1995). Therefore, South Sudan should outline principles that will facilitate restructuring the public service. Essentially, the White Paper of South African strived to achieve the following goals:

- Creating a genuine representative public service, this reflects the major characteristics of South African demography, without eroding efficiency and competence.
- Facilitating transformation in terms of attitudes and behaviour of public servants towards a democratic ethos, and human rights.
- Enhancing commitment of public servants to the Constitution and national interest rather than partisan allegiance and factional interests.
- Assisting in creating an integrated yet adequately decentralized public service capable of undertaking both the conventional and developmental tasks of government. The system is flexible in terms of responding to the challenges of the change process.
- Promoting human resource development and capacity building as a necessary precondition for effective change and institution building.
- Encourage the evolution of effective accountability and transparency in public management processes.
- Upgrade the standards of efficiency and effectiveness and improve the quality of service delivery.
- Create an enabling environment within the public service, in the context of efficiency and stability for economic growth within the country (White Paper, 2(2)/1995).

For South Sudan, it is necessary to learn and incorporate some important steps taken by the South Africa in process of reforming its public sector. Critical to adopt is the Batho Pele Principles (White Paper, 1997; Kuye & Ile, 2007: 88). It basically seeks to re-engineer efficient ways of delivery the services, and based on:

- Consultation to the users of service;
- Setting of service standards;
- Increasing access;
- Ensuring courtesy;
- Providing more and better information;
- Increasing openness and transparency;
- Remedying mistakes and failures; and getting the best value for money (White Paper, 1997; in Kuye & Ile, 2007: 88).

The above principles touch all the key requirements of public service delivery that the government should provide its citizens. South Sudan should learn from South Africa by putting interests of her people first, improves accessibility, efficiency and accountability in the public services. According to Kuye & Ile (2007:88) the Batho Pele initiative is about putting people first and aims to enhance the quality of service delivered in a manner that improves accessibility, efficiency and accountability to all recipients of public goods and services.

3.3.1.2 Transformation in the defence sector

Transformation of defence sector requires more attentions. Budget of the defence forces expands with conflicts, and there is always lack of accountability and monitoring of its expenditures. A proper reform serves to channel resources on the much-needed priorities for the realization of social objectives. However, downsizing and budget reduction for the South Sudan defence sector appears complex, more complicated by the integration of sizeable number of former rebels and militias. Thus, the defence transformation is multi-faceted in the sense that it is triggered by the shifts in international environment, internal political, economic realities (Le Roux, 2003:5). In accordance with Modise, 1990, the initial defence reforms for South Africa outlined main objectives of reforms, including consolidating civil control over defence; attaining broad representatives that reflect the population; and delivering modern, effective, affordable and accountable defence.

These are kinds of reform desperately desired in order to professionalize management and transparency in the South Sudan armed forces, but the absent of accountability increased lack of confidence in the SPLA evidenced with frequent involvement in civil politics and power struggle between the political parties. There is need for major

re-organization at the top command management in SPLA, to reflect new dynamics. Pursuit of vital reforms has far-reaching implications virtually upon all aspects of the organization. Key mission emphasized; include provision of strategic leadership in the sense to ensure high level of legitimacy.

The Ministry of Defence of South Sudan succeeds in formulating its transformation strategy 2013-2018, which will pave the way for integration process. Similar to that of South African, likely reform in the South Sudan armed forces and integration process should comprise:

- The former Sudan People Liberation Army (SPLA);
- South Sudan Independent Force (SSIF);
- South Sudan Liberation Army (SSLA);
- Equatorial Defense Force (EDF); and
- Afro Arab Militia.

Likewise, the new South African National Defence Force (SANDF) was therefore comprised of the integrated forces of:

- The former South African Defence Force;
- The defence forces of the former independent homelands of Transkei, Bophuthatswana, Venda and Ciskei;
- The guerrilla armies of the ANC (Umkonto We Sizwe, MK) and that of the PAC (the Azanian Peoples Liberation Army, APLA); and
- The KwaZulu Self-Protection Forces of the Inkatha Freedom Party (Le Roux, 2003:5).

In South Sudan the merger of various forces will form crucial part of modernizing the army into conventional force, typified of South African model. It emphasizes imposition of culture of peace, and encourages civil society organizations to undertake new initiatives (Harris, 2011: 125). Offering conflict-based training, especially orienting military forces is a reform tool.

Another example of transition and reform is from the Nigerian experience. The next section examines the Nigerian experience from military administration to democracy and also locates some lessons for South Sudan transformation.

3.3.2 Nigerian experience (transition from military to democracy)

According to Olaopa (2012: 238) fundamental objectives of public service reforms is to tackle socio-economic problems facing citizens in a manner to ensure wellbeing. In Nigeria, reformation of public sector takes into consideration:

- The fact that public service is crucial but deficient;
- Enormous problems and challenge facing public service;
- That reformed service is key to meeting the development challenge
- That Nigeria's dream of a better future can only be realized by modernizing the machinery of government, which is the public service (Olaopa, 2012: 238).

The Nigeria reform provides platform for series of reform based strategies and approaches to resolve the crisis of governance (Olaopa, 2012: 238). The launching of the Obasanjo Public Service Renewal Programme resulted in more coherent direction in the context of reform process. This takes the context of overall national development programme such as the National Economic Empowerment and Development Strategy (NEEDS). The four-pronged areas upon which the NEEDS anchored it are: economic management reform, governance reform and institutional strengthening and public service reform. In particular, more emphasis is placed upon efficiency, responsiveness, effectiveness, transparency and accountability in governance and anti-corruption (Olaopa, 2012: 241). In such perspective, relates to building institutional capabilities and resilient workforce to improve outcomes.

The main thrust of President Jonathan's re-election bid in Nigeria's 2011 cantered on the need for transformation in the country. Transformation in Nigeria is pursued along the leadership structures as well as governance systems (Yagboyaju, 2013: 72). This includes revisiting system of wealth creation, transport sector reform, land reforms, security and education. In line with Vision 2020 (Kolo, 2009:373), the goal is put Nigeria among the twenty biggest economies in the year 2020, in terms of rural development and expansion of current medium cities to Mega cities. Education and social transformation are critical elements, determining the extent of development. The Nigerian reform is education oriented aiming at promoting development of human resources and human capital formation. Achieving that would require addressing deep-rooted nepotism; favouritism and cronyism in the public institutions

as it precludes high skilled individuals and professionals from participating in the nation building (Yagboyaju, 2013: 91).

The Nigeria government made numerous attempts to involve indigenous without compromising efficiency (Dibi, 2003:1062). Despite the past attempts, military reform was not until the 1990s when the government of General Abacha established a firm legal and institutional framework (Dibi, 2003:1062). Administrative reforms were initiated to shift from a centralized planning, to one involving wider stakeholders in order to bring about development at the public sector. In Nigeria, the public reform constitutes an indispensable tool of governance. It encompasses provision of social services, preparing annual budgets and the development plans, collecting revenues in the form of income taxes (Nkwede, 2013:33).

It is evidenced that most of the strategies pursued by Nigerian have not been able to achieve its desired outcomes. However, the introduction of SERVICOM in 2004 signals entry into critical phase (Kuye & Ile, 2007: 85). This Philosophy sought to examine institutional environments for service delivery and to draw as road map for a service delivery programme (Servicom,2006). The review report SERVICOM 2006, noted that:

- Services are not to the benefit of people as they are inaccessible to customer
- Public confidence is poor and institutional arrangements are confusing and wasteful;
- Service delivery programme should rather respond to citizens and consumer demand;
- Service entitlements and rights (including timeframes and fees) should be communicated to the people;
- Services should be redesigned around customer requirements; and
- Leadership commitment should be mustered from the top (alongside values such as selflessness, integrity, accountability, openness, honesty, objectivity and patriotism (Kuye & Ile, 2007: 85).

Nevertheless, the Nigerian SERVICOM has five principles, namely:

- Conviction – Nigeria can only realize its full potential if citizens receive prompt and efficient services from the state;

- Renew – commitment to the service of the Nigerian nation;
- Consideration – to respect the needs and rights of all Nigerians to enjoy social and economic advancement;
- Avowal – to deliver quality services base upon the needs of citizens; and
- Dedication – to provide basic services to which each citizen is entitled to in a timely, fair, honest, effective and transparent manner (Kuye & Ile, 2007: 86).

The SERVICOM Principles are considered and implemented by National Federal Government of Nigeria in order to provide excellent service to its citizens. Therefore, these are the important lessons learnt from the Nigeria experience of public service transformation and policy reforms.

The following section assesses the Rwanda transition experience of transition from genocide to democracy and this provides some lessons for South Sudan transitioning from revolution to democracy.

3.3.3 Rwandan experience (transition from genocide to democracy)

Many post-civil war countries continue to struggle to determine desired transformation and leadership capacities (Kalu, 2009: 9). Daunting challenges of national reconstruction and reconciliation in post- genocide Rwanda persist, and many gains have not come without contest and discontent from various political circles within and outside the country(Kalu, 2009: 9). However, the Rwandese Government is striving to reform civil service under its general development programme and within the scope to alleviate poverty (MCSL, 2002: 2). This reform is in line with the concern for good governance, designed to bring about public service efficiency in Ministries, public institutions and specialized bodies. The main objective of the reform is deliver satisfactory services to the people. The Rwanda reform aim socio-economic development through:

- Ensuring compliance with laws and regulations, while looking after the smooth running of the Government machinery within civil service ambit;
- Initiating management policies for the different Government departments;
- Working out management norms and procedures to be followed in the various areas of civil service;
- Carrying out supervision and control of Government human resource

management, including control of the quality of services offered to the public;

- Carrying out training, education and information for the benefit of the population in its development activities; and
- Setting up policies and programmes relating to the various sectors of the national Development.

The transformation is imperative to restore efficiency in the delivery of public services and alleviating poverty. Developing strong civil service, with greater powers and responsibilities is important in the management of public affairs (MCSL, 2002: 2). A well-oriented civil service reform will contribute significantly to Government efforts to implement its policy on human resource development. Activities involved include; streamlining structures of public sector, development of human resources and capacity building; strengthening Government's financial capacity, management system and working methods.

Streamlining Structures involves re-designation of public institutions in order to meet development expectation. This take into consideration:

- Absence of officially approved organizational staffing structures that are known to all Government departments and other public institutions;
- Confusion in the identification and definition of posts and lack of job descriptions;
- Absence of updated laws and regulations for the civil service.

As a result Government of Rwanda has embarked on a new phase of national reconstruction after facing important socio-political challenges. Skills Development, Vocational Training have taken centre stage in this context, and to achieve millennium development goals for sustainable economic growth by 2020.

The Vision of the new Public Sector of Rwanda comprises central administration and external service providing Agencies. Decentralized Entities, National Commissions and state parastatals charged with implementing administrative functions are the most targeted for reforms. Rules of law are established to promote ethical values of the Rwandan society. State institutions in the various provinces and districts rendering services are subjected to reforms. Critical reforms on issues of governance are crucial

in whatever sector for transparency and accountability (MPSSDVTL, 2004: 13).

In practice the country is characterized by the rule of law that supports and protects all its citizens without discrimination and consolidating security. More emphases are placed on the efficiency with which scarce resources are deployed (MFEP, 2000: 12). Experiences from Rwanda socio-economic transformation present a typical situation of South Sudan.

In relation to Economic Development and Poverty Reduction Strategy (EDPRS), Kagame said that through this strategy we will focus government efforts on transforming the economy, the private sector and alleviating constraints to growth of investment; we will develop the appropriate skills and competencies to allow our people particularly the youth to become more productive and competitive to support our ambitions; we will also strengthen the platform for communities to engage decisively and to continue to develop home grown solutions that have been the bedrock of our success. These are fundamental principles as we work to improve the lives of all Rwandans in the face of an uncertain global economic environment; and as we take this important step ahead in our future, let us increase our determination to become makers of history, to shape our development and elevate Rwanda into a new era of prosperity that will be celebrated for generations through our joint efforts (EDPRS, 2013: viii).

South Sudan has similar history with Rwanda, Rwanda lost hundreds of thousands of people during its days of the genocide while South Sudan lost two millions people during its two decades of war and it is still losing up to date. Therefore, South Sudan must learn lesson from successful Rwanda's Transformation strategies including political transformation, economic transformation, social transformation and defence transformation that can rescue people of South Sudan from suffering in order to embark on development.

3.3.4 Lessons learnt on political and institutional transformation and its impact on public service transformation

Ideally, public service transformation in South Africa focuses on imparting critical outcomes to learners (Vambe, 2005: 288).Hoppers (2000: 2) in Vambe (2005: 289) suggested that 'learning is not just about acquiring a specific body of knowledge, but

more to do with the process generating it. The lessons learnt from South African, Nigerian and Rwandan public transformation might be helpful to South Sudan; especially the law on Parliamentary Defence Committees. There is a clear separation of the armed forces from politics in the case of South Africa, resulting in good civil-military relations. South Sudan should adapt version of reform used by South Africa to establish practical and sustainable defence policy.

Government of South Sudan has been exposed to experience of transition from post conflict to democracy through field visits, conferences and individual government-to-government contacts. The role regional and international governmental institutions played great role as well. Challenge is to what extend these exposure are effective or being put into practice. Nevertheless, some countries with similar experience to South Sudan have fully transitioned from post conflict to democracy like South Africa and Nigeria.

All government departments should be involved, to some extent, in the establishment of practical and sustainable defence policy. Involve the role of top management, knowledgeable civil society organizations and broad consultation with other stakeholders.

The strengths and opportunities of Republic of South Sudan towards the transformation of public institutions, policy documents have been produced; there are also forum which policy issues are addressed. The challenge is that, there are resources needed for implementation of strategies. Friendly countries and individuals are also interested to support, but more importantly, there is information available for transformation. These can be seen as strengths that could be used to transform public institutions. The Republic of South Sudan has had opportunities in the last nine years, unfortunately; the opportunities are threatened by the on-going conflict in the country. However, this does not mean that the opportunities are lost; they are there and can be utilized when the decision makers decide.

According to Le Roux, (2003:10) lessons from other African countries, one of the most important, but also most complex, processes within defence transformation is the demobilization and reintegration into civil society of ex-combatants that do not wish to integrate or are superfluous to the need. This takes place within the broader

process of the integration into a new national defence force of forces previously in opposition to one another. Such processes were undertaken (or are underway) in Angola, Chad, Eritrea, Ethiopia, Mozambique, Namibia and Uganda. These processes have met with varying degrees of success but in general all encountered the same problems.

It is not only about training people for new jobs but also about readjusting people psychologically for successful reintegration into civil society after years of fighting and war. Society must also be prepared for dealing with ex-combatants (Le Roux, 2003:11).

According to Le Roux these are key lessons for successful integration, demobilization and reintegration into civil society, these all issues faced through the processes of transformation any one of the countries mentioned above. He acknowledged that in South Africa the role played by the British Military Advisory and Training Team in the process of integration was crucial. Therefore, South Sudan should have partners that will facilitate its transformation. The transformation cannot be achieved without external intervention. South Sudan needs to learn integration strategies that are required for successful demobilization and reintegration from the above-mentioned countries. As it is clear in discussion above, this process requires an impartial facilitator from the states that experienced public service transformation including defence transformation.

Lesson learnt in the reform of Nigeria is that, the tendency to equate every new policy or initiative with reform. Institutional restructuring in Nigeria is a clear picture of the future of public service, there is a clarity regarding the set of core values, behaviour, goals and performance with clear measurable system of changes. Another lesson learnt there is patience and a scientific spirit towards the reform and transformation with sincere, honest and respect for the views of the leaders and others. Transformation need to fine-tune existing guidelines and road maps before moving to the next phase that is achieved by Nigeria. Deployment of expert capacities to central coordinating agencies to provide guidance in the choice of reform tools by public institutions who should take responsibility for their reforms, with implementation capacities to support reform implementation that would service-wide needed by citizens.

The important lesson learnt from Nigeria is a follow up of the reform and transformation policies and programmes by the Nigerian leaders such as Obasanjo Civil Service Renewal Programme, Yar'Adua Administration Civil Service Reforms and President Jonathan's Transformation Agenda and Civil Service Reform in Nigeria. In context of South Sudan, there is lack of vision and strong desire to implement transformation programmes and lack competent managers and personnel due to none putting right person in the right place.

The lessons learnt from South African, Nigerian and Rwandan public transformation might be helpful to South Sudan; especially the law on Parliamentary Defence Committees. There is a clear separation of the armed forces from politics in the case of South Africa, resulting in good civil-military relations. South Sudan should adapt version of reform used by South Africa to establish practical and sustainable defence policy.

3.4 Conclusion

This chapter examined practical experiences from South Sudan and the international experience of the public service reforms in some leading countries in Africa such as South Africa and Nigeria. The Rwanda public sector reform is also assessed, with core values of public institutions analyzed on the basis of social, political and economic development.

Furthermore, this chapter acknowledges that South Africa and Nigeria are leading most African countries in terms of reformed services delivery. In this respect, the South Sudan Government should learn from the practical experiences of the South Africa and Nigeria in order to implement transformational policies; finding way forward for the reform of public sector and to enhance justice and equality in the provision of services.

4.0 CHAPTER FOUR: RESEARCH TECHNIQUE AND DESIGN FOR DATA COLLECTION

4.1 Introduction

The methodological design of this research gives an overview of the different research designs that were used in collecting data. This served as guide to the researcher on the procedure that were followed for data collection and analysis. This section also shows the ethical principles applied in terms of sensitivity to the issues and respondents when approaching particular areas of the study as well.

This research used the approaches that seemed best suited to examining transformation experience and public institutional changes. To this end it discusses methodology, research design and research instruments, and target population, sampling methods and data collection and data sources of the study as well as ethical considerations of this research.

4.2 Research technique

In this research the researcher used quantitative and qualitative methods (mixed method) for the data collection. At this juncture, it is important to outline the advantage of mixed method. By combining methods, a mixed research method fills the gaps, not covered by any one of these two methods of investigation. The investigation process of public service transformation in the Ministry of Defence involves both quantitative and qualitative methods with the intention that each method supplements each other.

The approach involved in-depth structured interviews as well as closed-ended and open-ended questionnaires. However, in the research five levels of management in the Ministry of Defence were considered as the targeted population, namely, Director Generals, Directors, Managers, Inspectors and personnel. This facilitated the process of data collection and interpretation of the data. This research was based on the exploration and description design as processes of investigating public service transformation in the Ministry of Defence of South Sudan.

Nevertheless, this chapter presented and described the research design that was used in gathering data in relation to transformation in order to discover new knowledge and to understand the organizational change management in the Ministry of Defence. Mixed method was used to discover facts about the public service transformation in public institutions. The interviews were used as a part of the method of collecting data in the field and that created variables and noted issues of importance when the respondents gave answers to the questions. This chapter also used questionnaires with the hope of positive responses to the objectives of the study through suitable sampling that employs significance and advantageous technique of data collection. The research principles, rules and procedures were respected and this led to successful research design.

4.3 Research design

This study used exploratory design with the intention to explore and describe the public service transformation processes in Ministry of Defence. However, the research involved structured interviews and an in-depth investigation to understand the effect of public service transformation and change management strategy and its impact on the management and the structures of the Ministry of Defence. This was achieved through vital techniques and research instruments such as mixed research design (quantitative and qualitative methods).

4.3.1 Mixed research design

This study adopted mixed methods of the data collection. In this context, mixed method fills the gaps, which remain uncovered by any one of the two methods of investigation, quantitative and qualitative methods. The approach involved both quantitative and qualitative methods. However, the researcher used in-depth structured interviews as well as closed-ended and open-ended questionnaires. The importance of both quantitative and qualitative methods of research is that each method complemented the other.

4.3.2 Quantitative method

The researcher used quantitative data to compare respondents' reactions on the dependent variable. The dependent variable is the observed variable in a research whose changes are determined by the degree of one or more independent variable.

Therefore, this study used quantitative research methods as one of the research instruments as well as qualitative.

4.3.3 Qualitative method

The differences between quantitative and qualitative research methods are very important to the researcher to understand them in order to be clear about the methods that he/she is using for his/her study. The main differences emphasized between the two approaches are situated in the nature of their data, and in the methods for collecting and analyzing data. Qualitative research is focused on exploring a topic, and with inductively generating hypotheses and theories, while quantitative analyses statistical data. Qualitative research is about understanding and the description of the matter at hand with an aim to make issue known in order to be solved. Therefore, this research used qualitative method to describe public service transformation strategy and constraints hindering its process. At this juncture, this research mixed the two approaches as the method of collection and analysis of data by utilizing both quantitative and qualitative. The mixed design was followed in the process of this research, with consideration of target population.

4.4 Data collection method

The transformational approach was adopted to collect most of the data required to conduct the research. This approach has the advantage of providing information that is not biased by the interviewee's perspective. Structured interviews and questionnaire with the Director Generals and directors, managers, inspectors and personnel of the selected sample of the ministry of defence was the main source of the research data collection.

The following are the methods for gathering data in this research. These include:

4.4.1 Primary sources

Primary data is new information gathered direct from the targeted population. Collecting primary data involves interviews and analysis of the findings. This study

considered the primary source as a base approach of gathering information for analysis and interpretation. This research method involved in-depth structured interviews and questionnaire.

4.4.1.1 The Interview

Interview was used as a method to collect data in this study through interaction between researcher and respondents by asking and answering questions while listening and recording important points in order to obtain the relevant information from respondents. Also telephone interviews were involved in this study. This method was important as to provide a deeper understanding of the activities and values. In the transformation and change management investigation, open-ended questions were used to allow the respondents (directors general of directorates, directors, managers, etc.) to express themselves freely on matters hindering transformation in the Ministry of Defence.

The study used structured interviews and structured interviews are those where the questionnaires to be asked are structured by the researcher. Unstructured interviews are those interviews where the interviewer depends on the respondent to discuss freely and in the process of discussion the interviewer may be able to identify questions to ask the respondent in order to get more information. In this context, semi-structured interviews were included in order to give chance for narratives. But the deviation from the ideal is main problem of the narrative. However, the semi-structured interviews were controlled in order to avoid the deviation from the objective of the research.

The researcher asked a predetermined set of questions, using the same wording and order of questions as specified in the interview schedule. The researcher prepared open-ended and closed-ended questionnaire for interviews in order to obtain in-depth information by probing. This process of collecting data was used to discover facts about the public service transformation in public institutions of South Sudan in general and transformation in the Ministry Defence in particular.

The main advantage of the interview in this research is that the interviewer can brief the respondent about the objectives of the research and clarify questions that are not

well understood. Also it enables respondents to explaine clearly the weakness and challenges facing transformation as well as likely suggestions to be addressed in order to improve transformation process in the Ministry of Defence.

4.4.1.2 The Questionnaire

Questionnaire is a document structured by the researcher aiming at research objectives and answers from respondents. They were designed to provide overall understanding of what this research aimed to achieve. Section A was about biographic data that includes sex, age, and educational background such as qualification. Also it included nature of employment, position, period of service and occupation.

Section B was made up of closed ended elements on objectives of transformation and change management in relation to public service transformation in the Ministry of Defence. Section C consisted of policies, procedures and public institutions provisions with particular focus on transformation in the Ministry of Defence of the Republic of South Sudan.

Section D was about the process, which is, involved in the transformation and change management in the Ministry of Defence. This section was close-ended questions using the Likert scales. This involves five Likert scales starting from 1. Strongly agree, 2. Agree, 3. Disagree 4. Strongly disagree 5. Not sure.

In section E open-ended questions on general issues to accelerate public service transformation in public institutions and change management in the ministry were used to allow respondents to explain freely the issues pertains the impact of public service transformation in the Ministry of Defence. Due to the wide geographical area, mail and self-administered questionnaires were used in order to facilitate the successes of the research. The researcher managed to distribute eighty questionnaires to the Directors, Inspectors and personnel in the Ministry of Defence.

4.4.2 Secondary sources

This section used the documents as part of data gathering technique. The research was based on administrative documents and policies related to public service transformation processes in the Ministry of Defence. However, the types of documents that were studied are the Public Service Reforms of 2008 and Public Service Acts including policies governing the public service transformation in the

Republic of South Sudan as well as transformation strategy of Ministry of Defence of 2012, in order to assess whether or not they correlate. Nevertheless, this research used the Secondary data that provided this research with wide knowledge about transformation experience of transition from post war conflict to democracy as a part of the study.

4.5 Target population

The researcher was able to collect adequate amount of data, from eight directorates with population of 500, with a sample of about 20% being selected. This consists of Director Generals, Directors, Managers, Inspectors and Personnel. Therefore, this was to be achieved through using sampling methods.

4.6 Sampling technique

This research considered the management of the Ministry of Defence as subset of the study. Sampling is a small portion, number or quantity of something that has been taken as an example for research. Therefore, main reason for sampling in this study was validity and timeliness, the fair representation of the results and complete coverage of the population. For the purposes of this study, non-probability sampling was used and the type of the non-probability sampling used was judgmental sampling. Thus the researcher chose it, because it provides the best information to achieve the objective of the study. This study selected a predetermined number of Directors Generals (DG), Directors, Managers and inspectors in the Ministry of Defence to provide needed information for this research. As it is mentioned earlier, the populations that was investigated was eight directorates of the Ministry of Defence with population of 500, with a sample of about 20% being selected as indicated in the below table.

Table 1: Size of sample

Population		Data collection methods/ Sample size		Sampling approach
Particular	Numbers	Interviews	Questionnaires	Technique
Directors General	6	3	-	Judgmental
Directors	16	-	10	Judgmental
Managers	18	12	-	Judgmental
Inspectors	20	-	18	Judgmental
Personnel	440	-	57	Judgmental
Total	500	15	85	Judgmental

4.7 Ethical considerations

Ethics are set of principles that serve as an obligation to the researcher to adhere to ethical principles of research. Therefore, the ethical considerations are observed through consultation with management body in the ministry of defence. The research that involves others must acknowledge the source and permission to carry out the research with respect of regulations and procedures of ethics of research. In this study the researcher was able to achieve the human research ethical clearance from the University of Fort Hare (see annexed in report).

4.8 Conclusion

This chapter presented and described the research design used and how is conducted to collect data in relation to public service transformation with the intention to discover new knowledge and to understand the organization change activities in the ministry of Defence. The research design and methodology were scientifically followed. The interviews were selected because they would assist the researcher during the fieldwork to create variables and note issues of importance when the respondents gave answers to the questions.

Data was collected from the management and employees of the eight directorates of the Ministry of Defence. Mixed research design was used to discover facts about the transformation and changes in the Ministry of Defence of the Republic of South Sudan. Sampling method was employed because of the significance and advantageous technique of data collection. The research principles, rules and procedures were considered. Data analysis and the research findings are discussed in the following chapter.

5.0 CHAPTER FIVE: PRESENTATION AND ANALYSIS OF THE DATA

5.1 Introduction

This chapter is an analysis of the results that were drawn from the study, which was conducted in the study of transformation in the Ministry of Defence of South Sudan. The first part is on quantitative analysis, which looks at, and analyses the synthesized statistics drawn from the survey. The next part looks at the qualitative data analysis, which looks at the non-numeric results like observation and the sentiments of the interviewed top management officials in the Ministry of Defence. It is important to note that nowhere in the analysis are the names of the respondents mentioned, basically to protect their anonymity.

5.2 Presentation of the data results

The researcher administered eighty (80) questionnaires that were sent to the selected respondents within the Ministry of Defence of South Sudan for response using judgmental or purposive sampling as stated in chapter four. In terms of the return rate, the researcher received only sixty (60) out of eighty questionnaires from the Directors, Inspectors and personnel in the Ministry of Defence. Therefore, returned questionnaires constituted 75% for presentation and data analysis. Nevertheless, for the purpose of this research this would be considered as 100% during the analysis.

This section examines the demographic data; obtained from completed questionnaires and these include gender, age, position, employment status, level of education, working period and professional background of respondents.

5.2.1 Descriptive - statistic

This section presents respondents descriptive statistic in terms of demographics of respondents. However, in considering the information, it should be pointed out that respondents were purposefully sampled and as such this may be a reflection of the demographics of the department of defence.

Key:

N= NumberN = 60

Table 5.2.1.1 Gender of the respondents

Gender	Number	Percentage %
Male	51	85%
Female	9	15%
Total	60	100%

As shown in the table above 85% of the respondents were male compared to 15% of female respondents. This indicates that a majority of males were sampled in the three level management positions such as; Directors, Inspectors and personnel in the Ministry of Defence.

Table 5.2.1.2 Ages of respondents

Ages	Number	Percentage %
18 – 25 years	6	10%
26 – 35 years	9	15%
36 – 45 years	18	30%
46 – 55 years	21	35%
56 – 65 years	6	10%
Total	60	100%

From the table above the respondents of aged 46-55 made up 35%, which is the higher percentage of the sampled population. In addition, 30% of the respondents are between the ages of 36 to 45 years, while 15% are between 26-35 years. Furthermore, the ages of 18-25 and age between 56-65 respondents are 10% each. This can be attributed to purposive sampling method. However, this may also point to a South Sudan workforce, which need time develop work experiences.

Table5.2.1.3: Respondents level of education.

Level education	Number	Percentage %
Certificate	0	0%
Diploma	18	30%
Bachelor Degree	27	45%
Masters Degree	12	20%
PhD	3	5%
Total	60	100%

The table shows that 45% respondents have Bachelor Degree and (30%) have a Diploma, while Master Degree is 20%. The Bachelor Degree and Diploma dominating the management position in the Ministry of Defence and this reflects that there is progress in term of capacity building and human resource development programme in the Ministry.

Table 5.2.1.4 Respondents nature of employment

Employees status	Number	Percentage %
Permanent	45	75%
Secondment	6	10%
Contract	9	15%
Temporary	0	0%
Total	60	100%

The results have shown that 75% of the respondents were permanent employees. It is noted that there were only 15 respondents on contract and 10% on secondment. However, very interesting thing is that no temporary employees, even at the managerial level.

Table 5.2.1.5 Respondents position in MOD

Position	Number	Percentage %
Directors	9	15%
Inspectors	18	30%
Personnel	33	55%
Total	60	100%

Fifty five percent (55%) of respondents are Personnel and Inspectors are 30%, while Directors are only 15%. However, it should be noted that these are management with supervisory, implementation and decision-making powers, which is critical to this study.

Table 5.2.1.6 Work period of the respondents in the MOD

Work period	Number	Percentage %
0 – 12 Months	15	25%
1 – 5 years	27	45%
6 – 10 years	6	10%
11 – 15 years	3	5%
16 – 20 years	0	0%
21 – 25 years	9	15%
Total	60	100%

The table above shows that 45% of respondents have been working for the Ministry for the period of five (5) years and 25% of respondents worked for the period of one year. Nevertheless, 20% of respondents worked for more than 10 years. This reflected the employment that took place after the Independence. Therefore, 70% of the respondents have worked for the Ministry of Defence for period less than 10 years. This shown that the majority of the workforce is not having more experience in working in the Ministry of Defence, this can be considered as a part of transformation.

Table 5.2.1.7 Professional background of the respondents

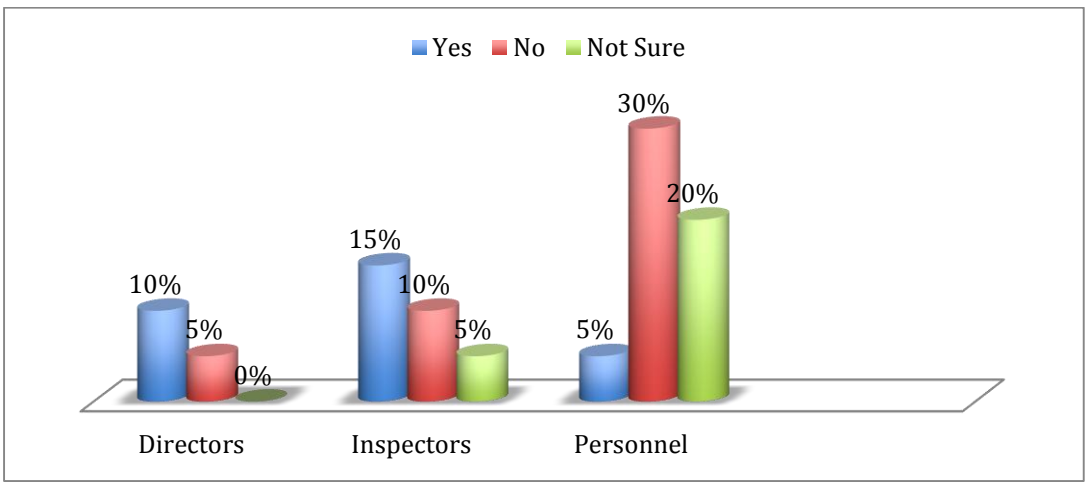
Professional	Number	Percentage %
Military	39	65%
Civilian	21	35%
Total	60	100%

The table above presents 65% of respondents being military personnel from the selected directors, inspectors and personnel in the Ministry of Defence. However, 35% are civilians. This shows that the majority at the management level in the Ministry Defence is mainly from military background.

The next section on analysis reflects key objectives of transformation and change management in the ministry of Defence. The data presentation in this section involved both tables and graphs. The data presented were based on questions, which sought respondent's perceptions and views.

5.2.2 Key objectives and change management approach in the Ministry of Defence.

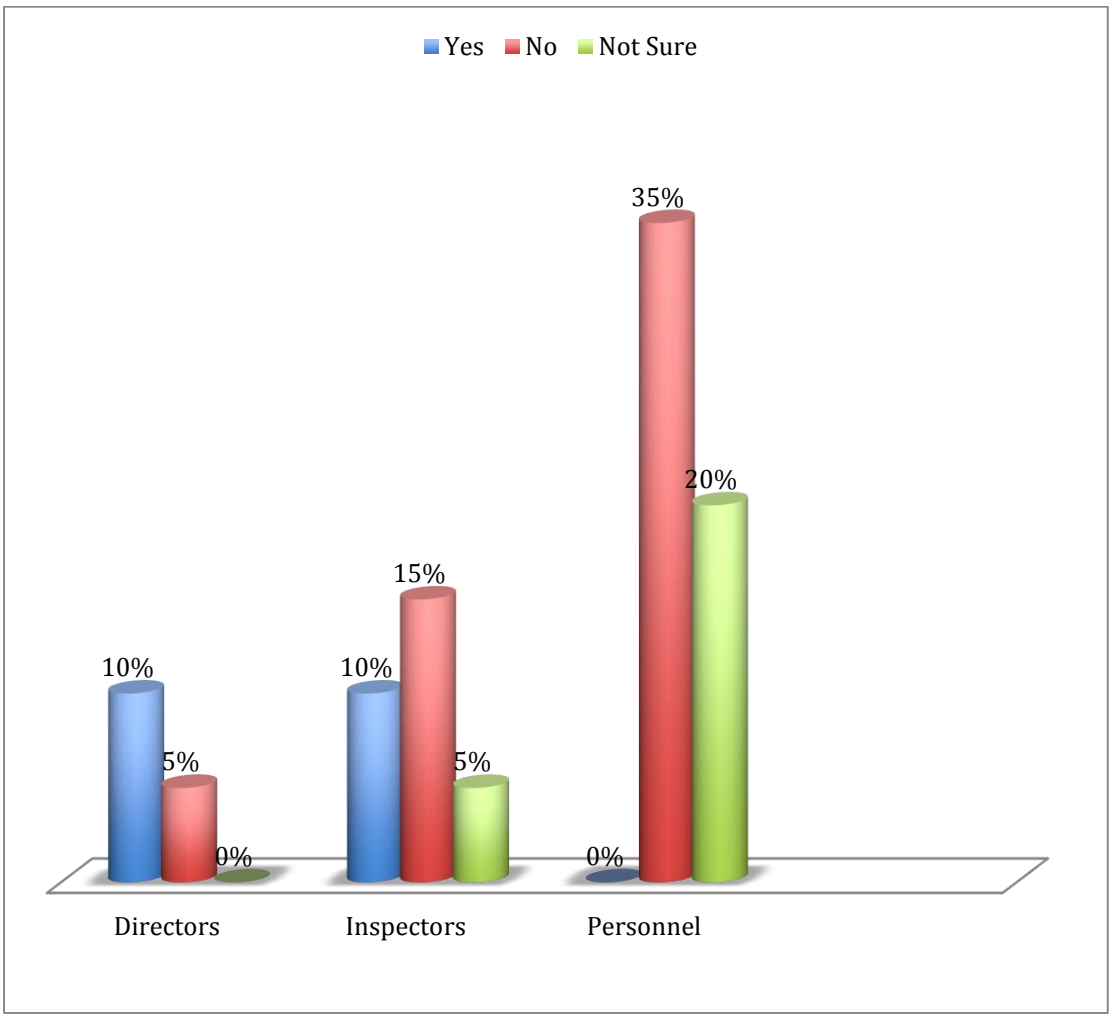
Figure 5.2.2.1 Respondents perception on the control of the implementation of transformation strategic plans



Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
6	3	0	9	6	3	6	18	9

The figure shows that 45% of the respondents rejected the idea that top management has complete control on the implementation of the transformation priorities. However, the figure also indicates that 30% of the respondents believes that the top management of the Ministry of Defence have complete control on the implementation of the strategic plans to adapt transformation priorities. However, 25% of respondents are not sure about the control on the implementation of the strategic plan.

Figure 5.2.2.2 Respondents' view on the transformation strategy of the Ministry of Defence understandable to all stakeholders

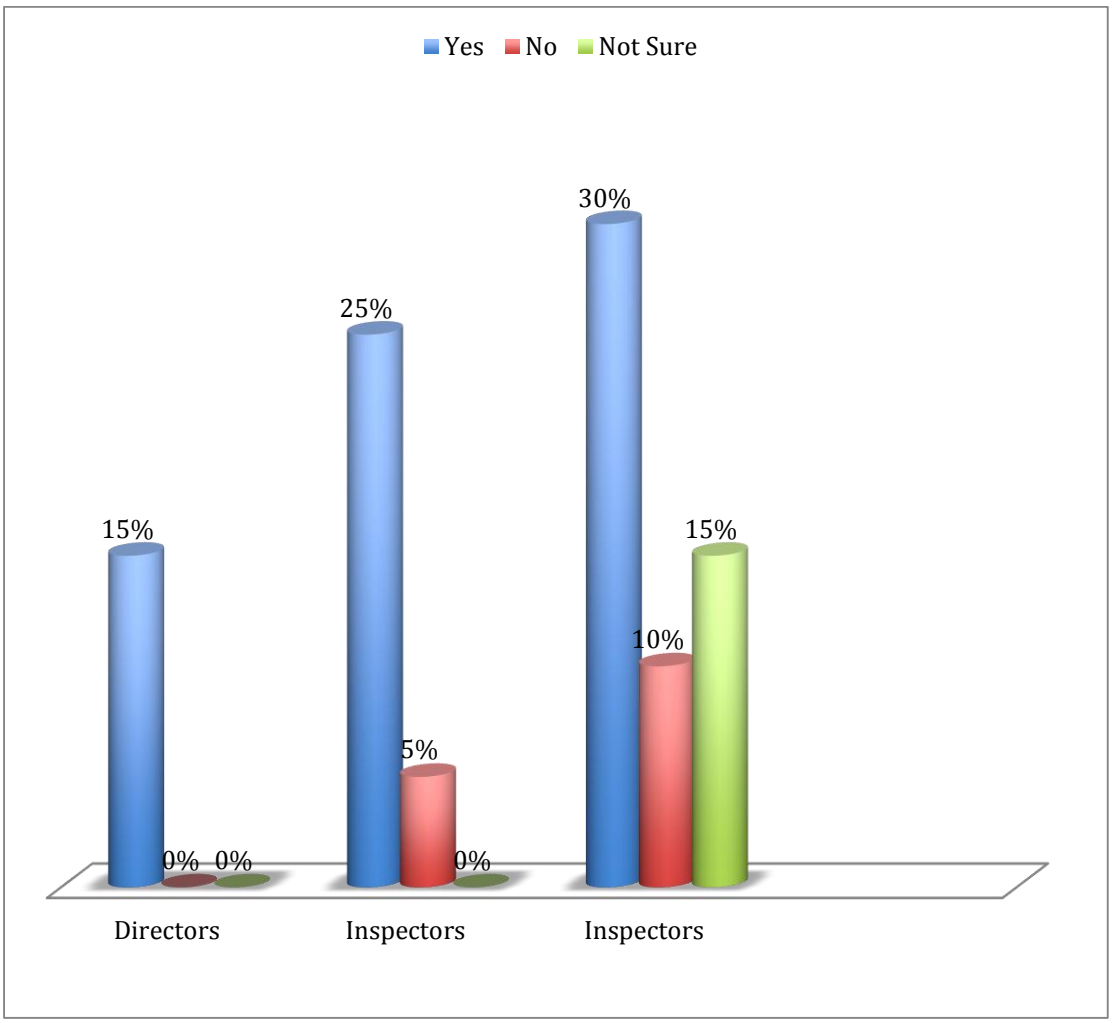


Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
6	3	0	6	9	3	0	21	12

The graph illustrates that 55% of respondents disagreed that the transformation strategy of the Ministry of Defence is not understandable to all the stakeholders.

Nevertheless, 20% of the respondents agreed that the transformation strategy is understandable to all stakeholders. While another 25%, of respondents are not sure about the transformation strategy of the Ministry of Defence.

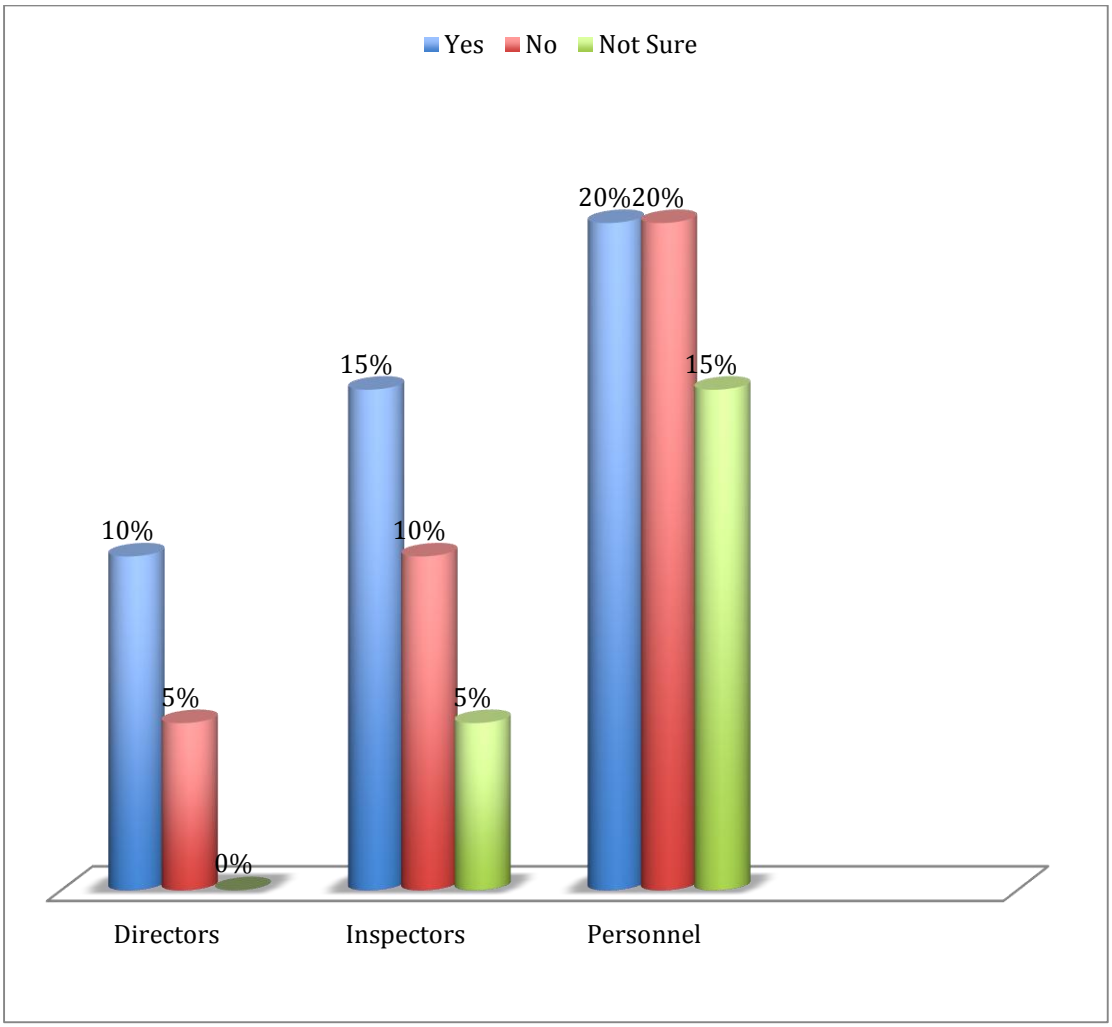
Figure 5.2.2.3 Respondents' perception on the transformation programme requires willingness on the part of leadership to make difficult decisions



Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
9	0	0	15	3	0	18	6	9

The structure shows that 70% of respondents are agreed that transformation programme require willingness on the part of leadership to make difficult decisions. About 15% of respondent disagreed with the idea that transformation programme do not require willingness on the part of leadership to make difficult decisions. However, 15% of respondents are not sure whether the transformation programmes require willingness on the part of leadership to make difficult decisions or not.

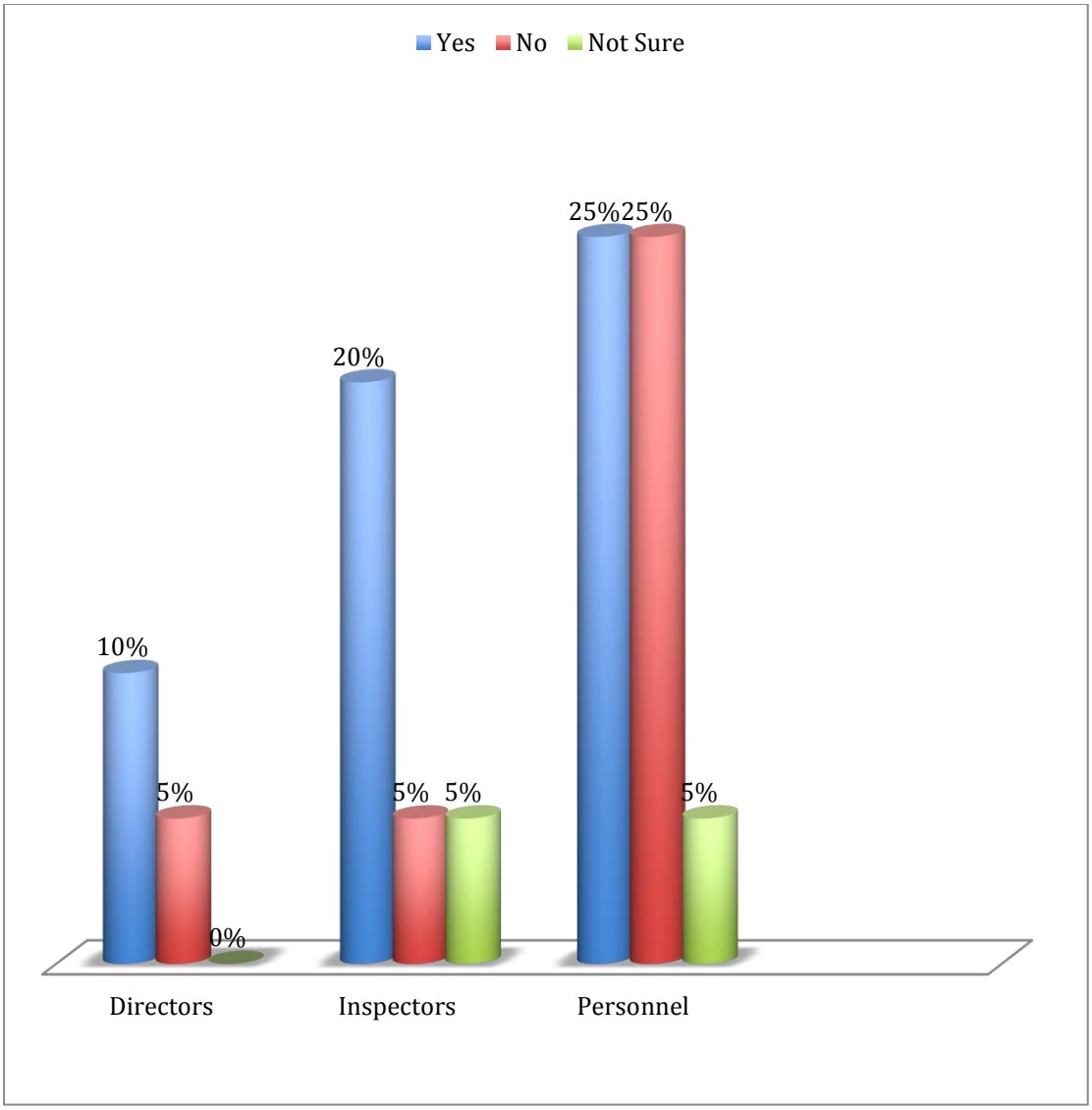
Figure 5.2.2.4 Respondents' perception on the management and personnel capability to provide effective and efficient service



Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
6	3	0	9	6	3	12	12	9

The figure shows that 45% of the respondents believe that the personnel and management of the Ministry of Defence are capable in providing effective and efficient service. However, the figure also indicates that 35% do not agree that the personnel and management as presently resources has the capability to provide effective and efficient service. About 20% of respondents are not sure about the capabilities of personnel and management in relation to service delivery.

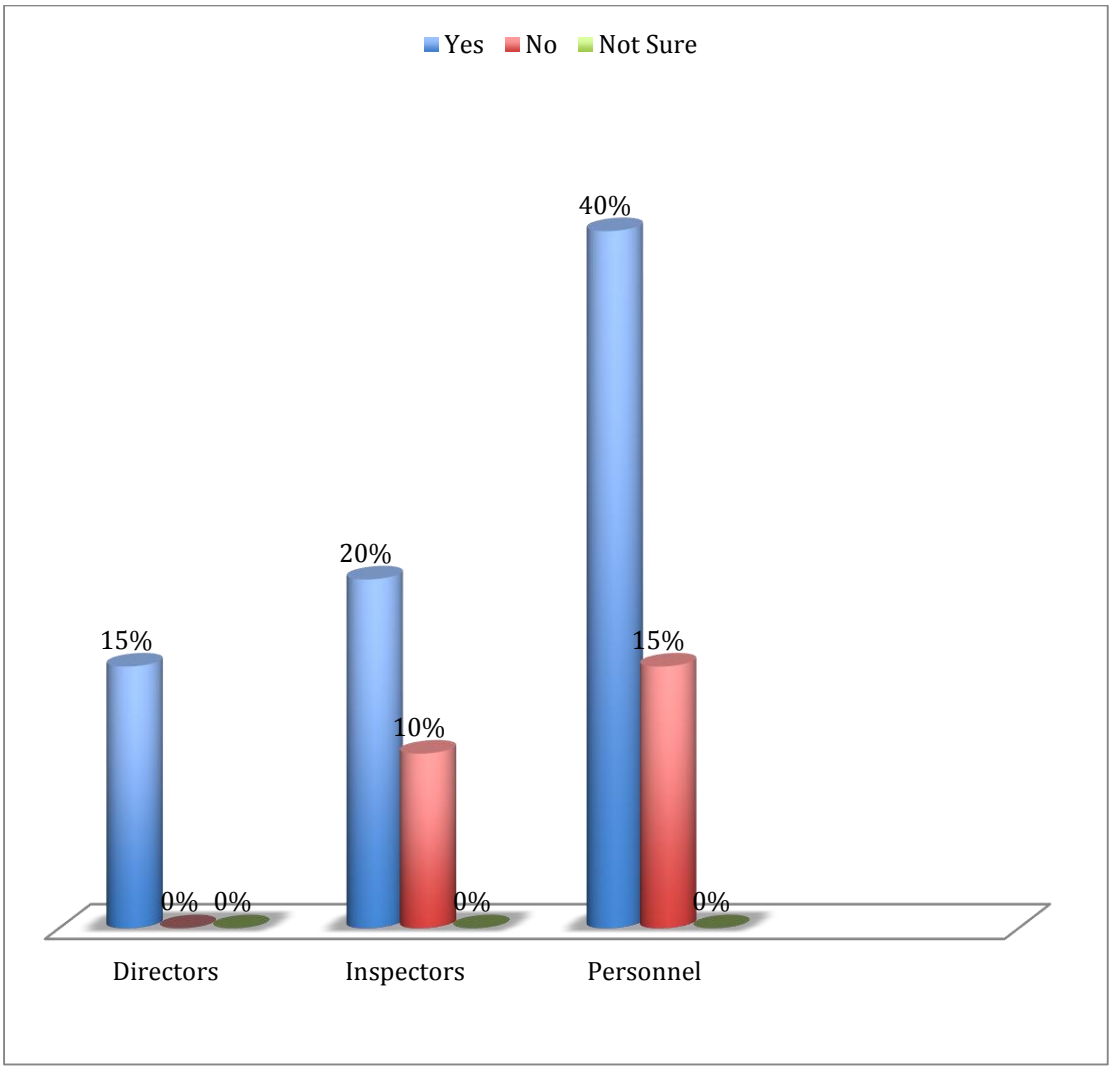
Figure 5.2.2.5 Respondent's views on the adaption of change and its management



Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
6	3	0	12	3	3	15	15	3

The graph illustrates that 55% of respondents agreed that the present system can makes it easy to adapt change when the organizational changes take place. However, it is very important to note that 35% of respondents do not agree with this view. Therefore, 10% of respondents are not sure about that the system that can make it easy to adept change.

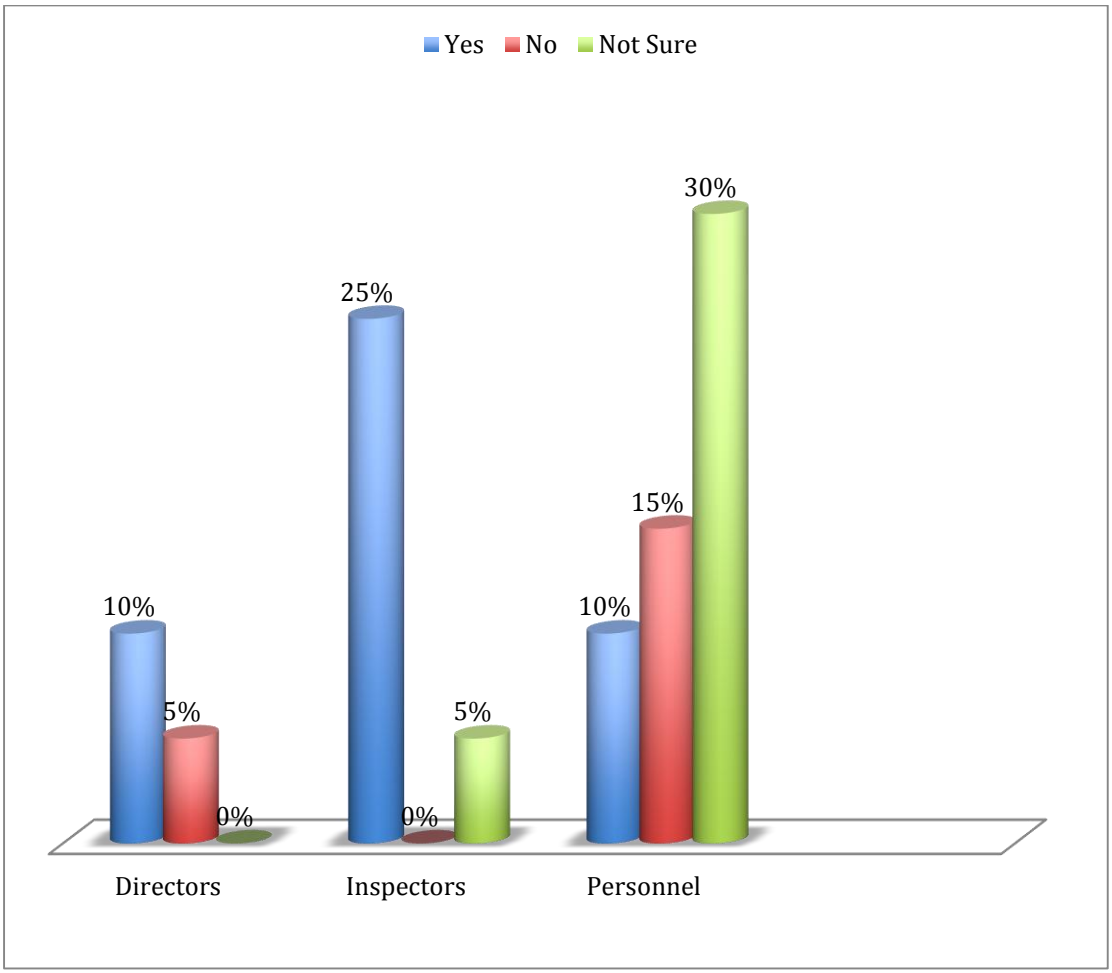
Figure 5.2.2.6 Respondents views that transparency as one of the objectives of the transformation in the Ministry of Defence can ensure proper accountability within the military



Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
9	0	0	12	6	0	24	9	0

The figure shows that 75% of respondents believed that transparency is the key objective that can ensure proper accountability with the military in the Ministry of Defence. Nevertheless, 25% of respondents disagreed with the view that no implementation of transformation strategy and no accountability.

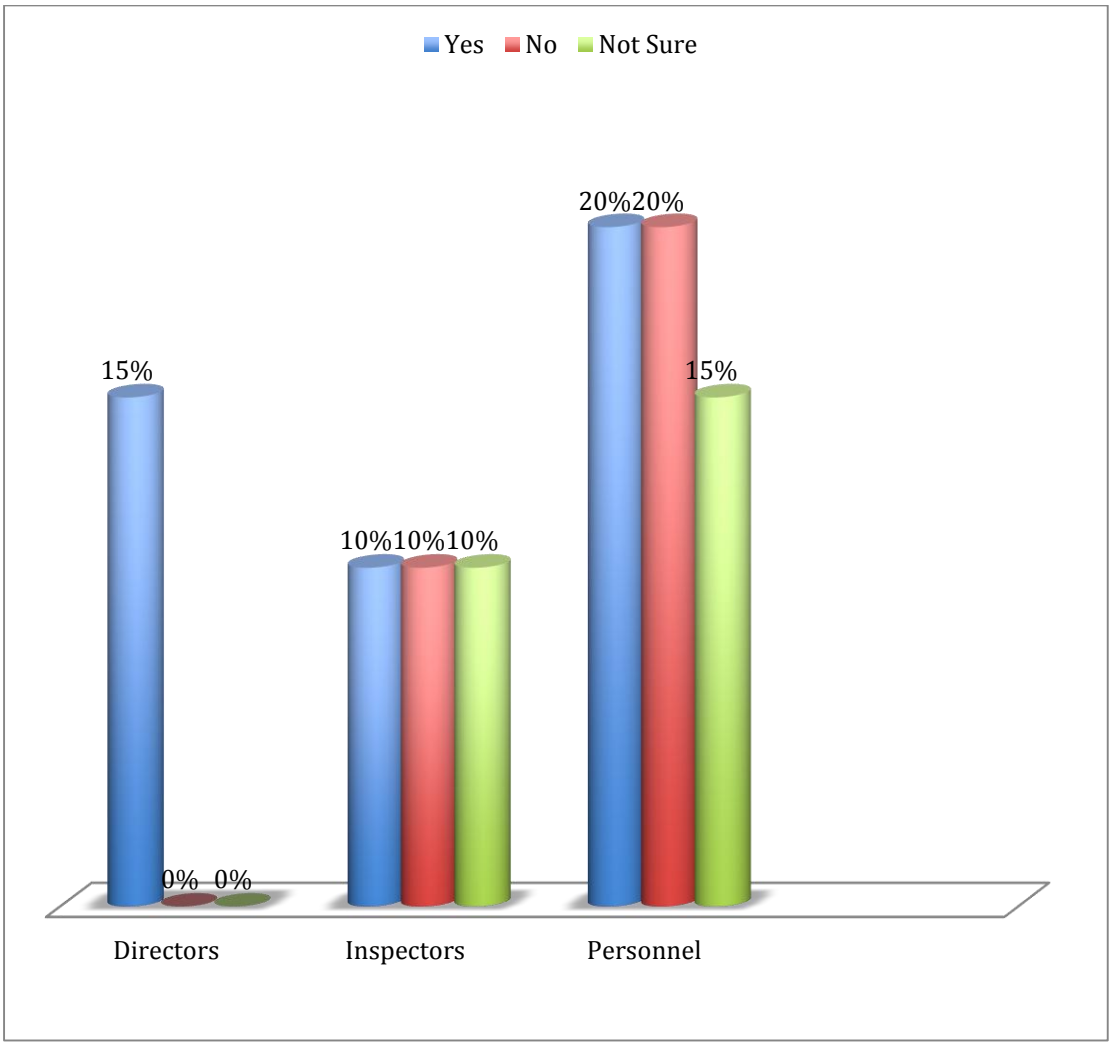
Figure 5.2.2.7 Respondent's view on the Ministry of Defence commitment to good governance by ensuring democratic civil control of the armed forces under civilian political leadership



Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
6	3	0	15	0	3	6	9	18

The graph illustrates that 45% of respondents agreed that the Ministry of Defence is committed to good governance by ensuring democratic civil control of the armed forces under the civilian political leadership in consultation with civil society on Defence issues. However, 20% of respondents believe that there is no commitment that ensures democratic civil control of the armed forces under the civilian political leadership. It is very interesting that 35% of respondent are not sure about the commitment of the Ministry of Defence to good governance.

Figure 5.2.2.8 Respondents perceptions on the system regarding communications that ensures coherent and well-informed decision-making and dissemination of leadership intent.

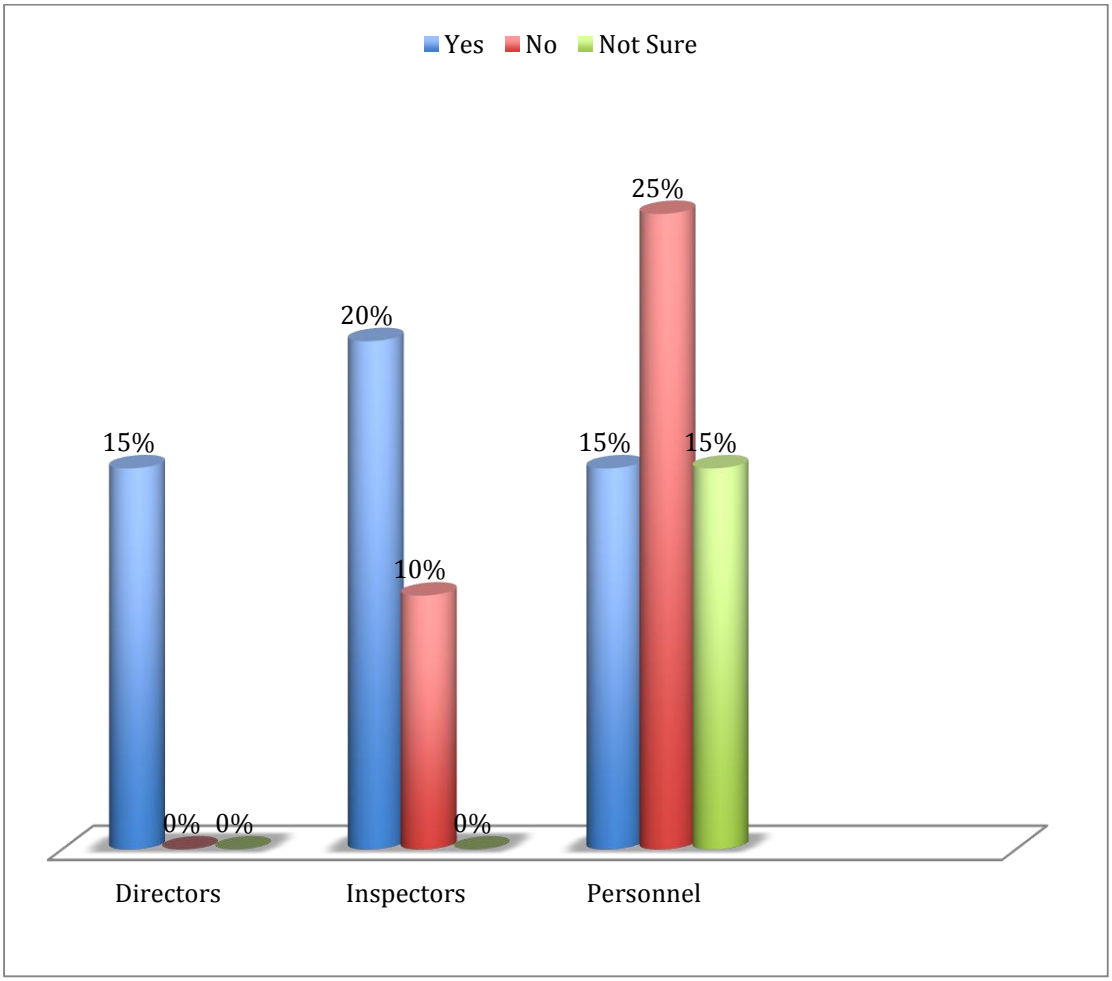


Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
9	0	0	6	6	6	12	12	9

The figure shows that 45% of respondent agreed that there is system in place to ensure coherent and well-informed decision-making and dissemination of leadership intent in relation to transformation and change management. Nevertheless, 30% of respondents are on the view that there is no system regulating change management. However, 25% of respondents are not sure about the communication system in the Ministry of Defence.

5.2.3 Government policies and public institutions provisions with particular focus on the transformation in the Ministry of Defence

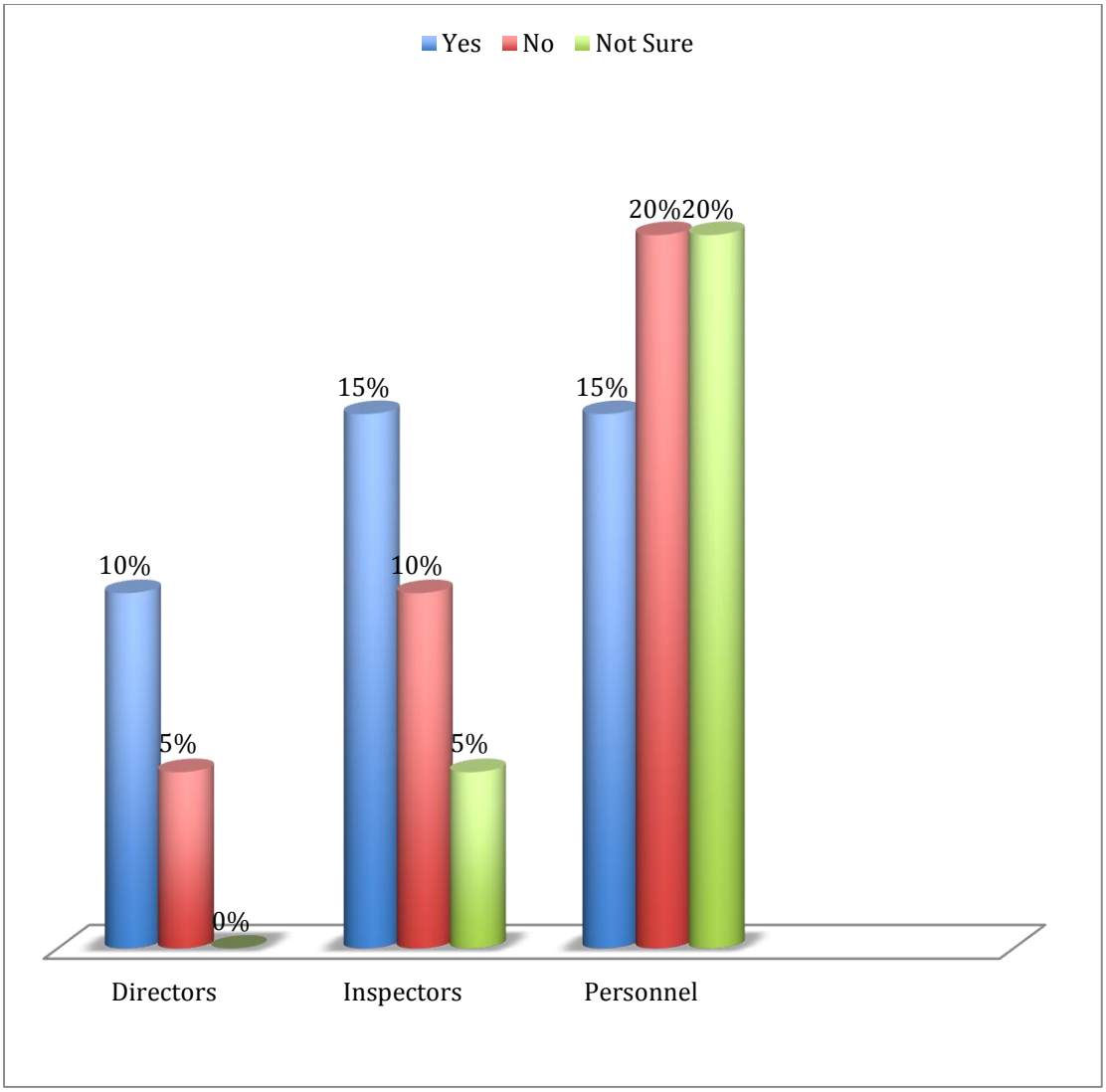
Figure 5.2.3.9 Respondents' view on the Government policy towards transformation of public institutions in South Sudan and in particular in the Ministry of Defence



Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
9	0	0	12	6	0	9	15	9

The graph illustrates that 50% of respondents agree that there is government policy guiding public service transformation in public institutions including Ministry of Defence. However, 35% of respondents disagreed with view, while 15% of respondents are not sure about the government policy towards public service transformation in public institutions.

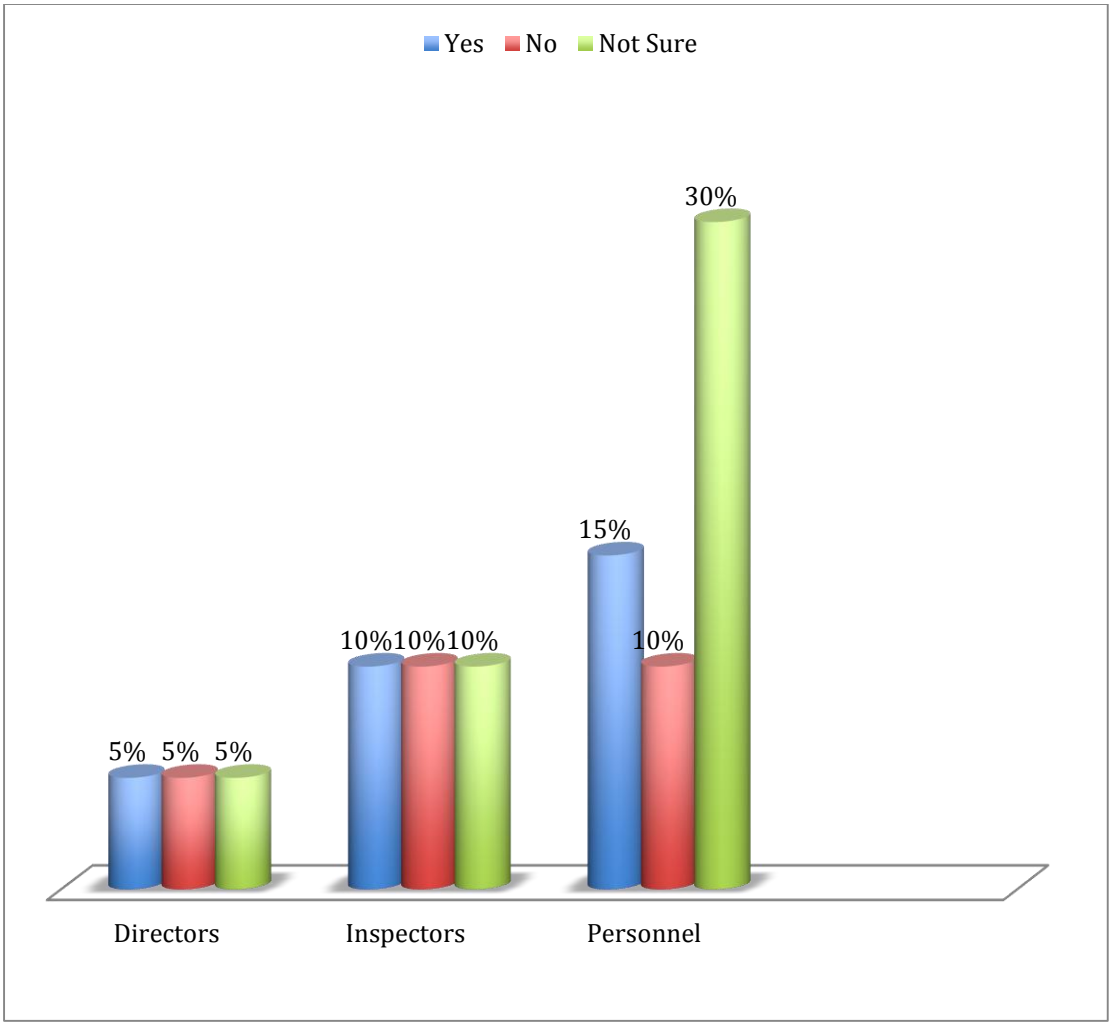
Figure 5.2.3.10 Respondents' perceptions on the system follow public service transformation in the Ministry of Defence.



Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
6	3	0	9	6	3	9	12	12

The figure shows that 40% of respondents believe that there is system in place for the implementation of public service transformation in the Ministry of Defence. Nevertheless, 35% of respondents disagreed that there is no system in Ministry of Defence to follow implementation of the transformation policy. However, 25% of respondents are not sure about the public service transformation programme in the Ministry of Defence.

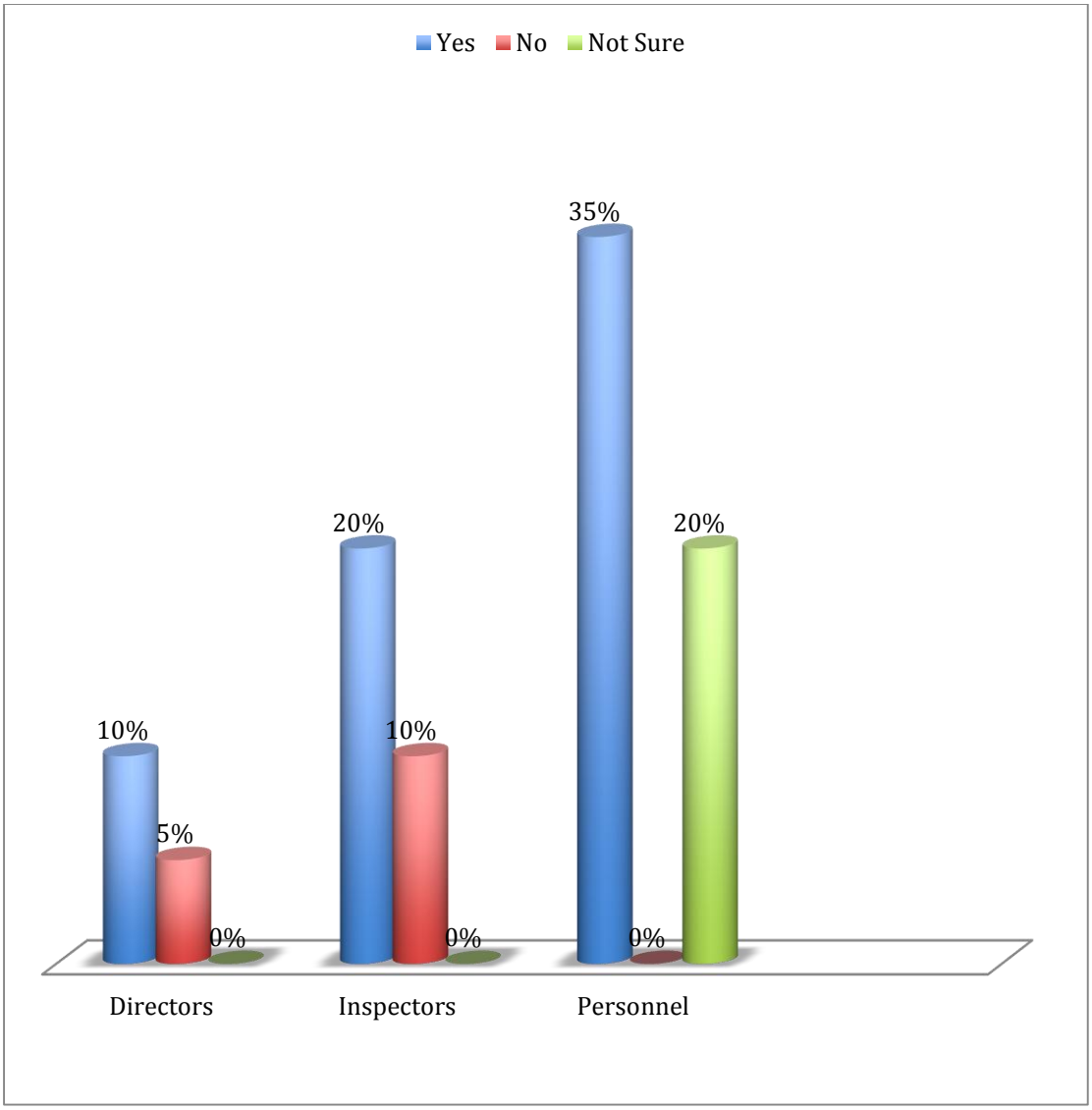
Figure 5.2.3.11 Respondents' knowledge on the employees' awareness of transformation policy.



Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
3	3	3	6	6	6	9	6	18

The graph illustrates that 30% of respondents agreed that employees are aware about the transformation policy of Ministry of Defence. However, 25% of respondents are on the view that there is no awareness to the employees in relation to transformation policy. Nevertheless, 45% of respondents are not sure about the policy whether it is in place or not.

Figure 5.2.3.12 Respondents views on the SPLA policy of right sizing and restructure

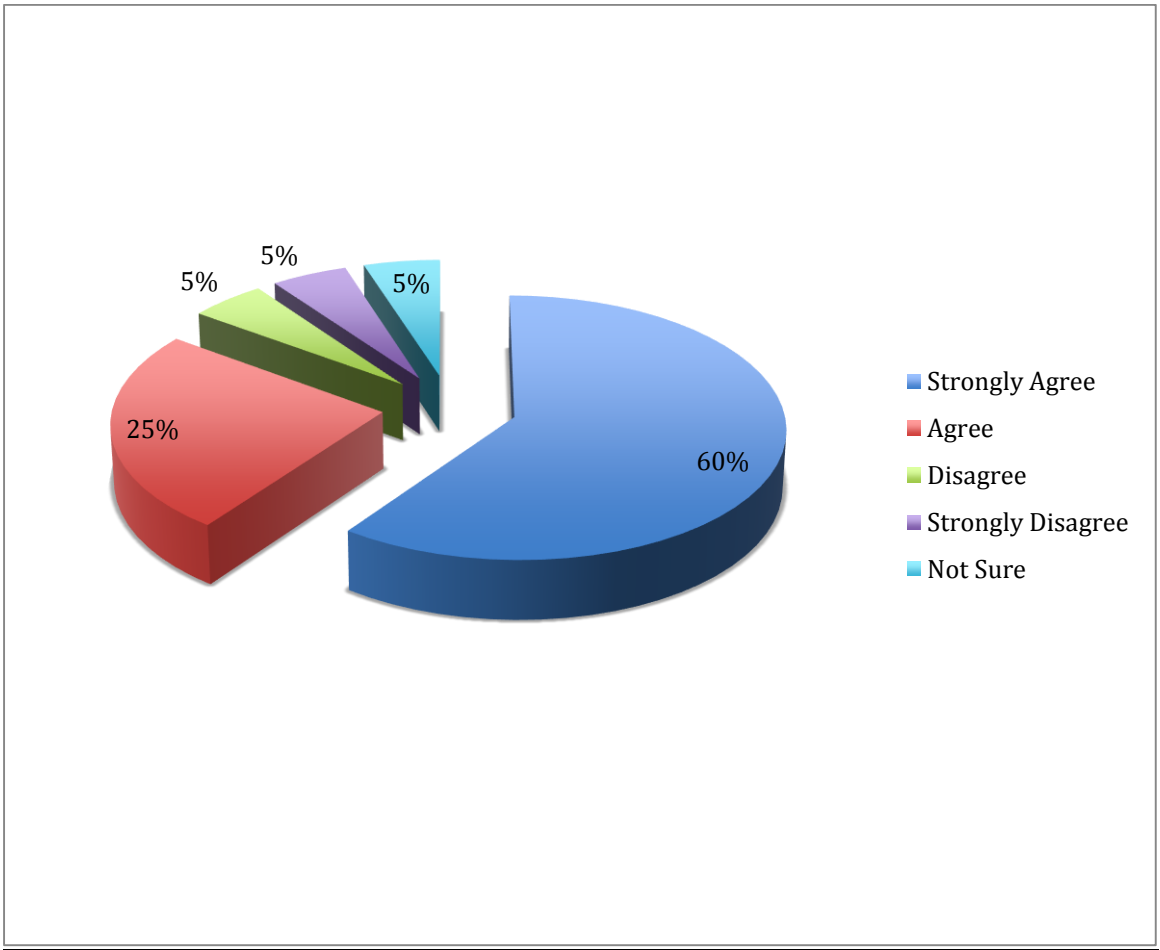


Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
6	3	0	12	6	0	21	0	12

The graph illustrates that 65% of respondents agree with the policy of right sizing and restructure of the SPLA in order to create affordable and effective force. It is very interesting that 15% of respondents reject the idea with the view that there is no policy in place to right size the SPLA. Nevertheless, another 20% of respondents are not sure of policy of right sizing and restructure of the SPLA. The following section reflects the transformation and organizational change management in the Ministry of Defence. The data presentation in this section involved pie chart.

5.2.4: The process involved in the transformation and organizational change management in the Ministry of Defence.

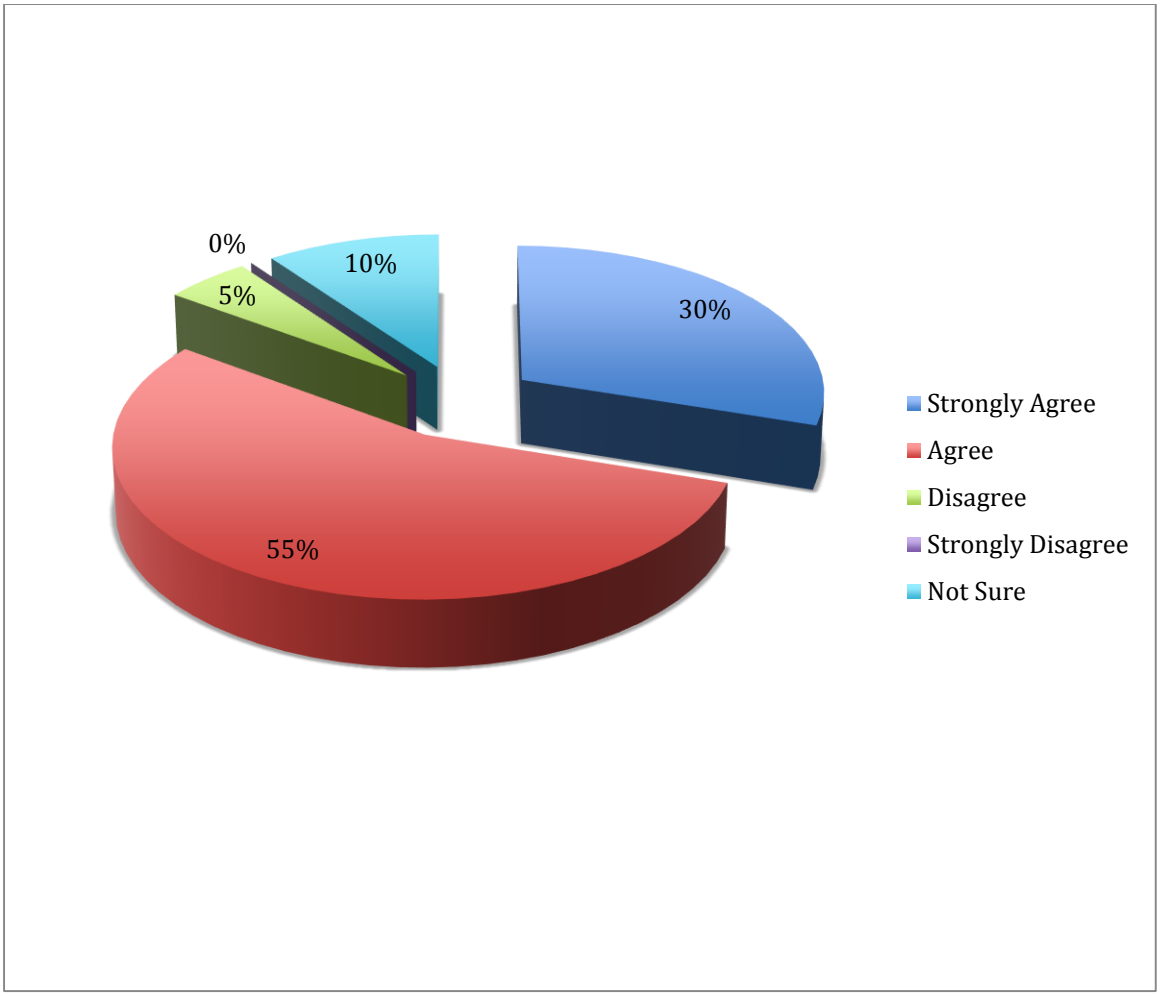
Figure 5.2.3.13 Respondents' views on the transformation of the Ministry of Defence as an important tool of good governance and civil control over the military



Strongly Agree		Agree		Disagree		Strongly Disagree		Not Sure	
N	%	N	%	N	%	N	%	N	%
36	60%	15	25%	3	5%	3	5%	3	5%

The pie chart illustrates that 60% of respondents strongly agreed and 25% of respondents agreed that the transformation of the Ministry of Defence is the important indicator towards good governance of which the civil authority has control over the military. Nevertheless, 5% of respondents disagreed and also another 5% of respondents strongly disagreed. Nevertheless, 5% of respondents are not sure about the transformation indicators towards good governance in the Ministry of Defence.

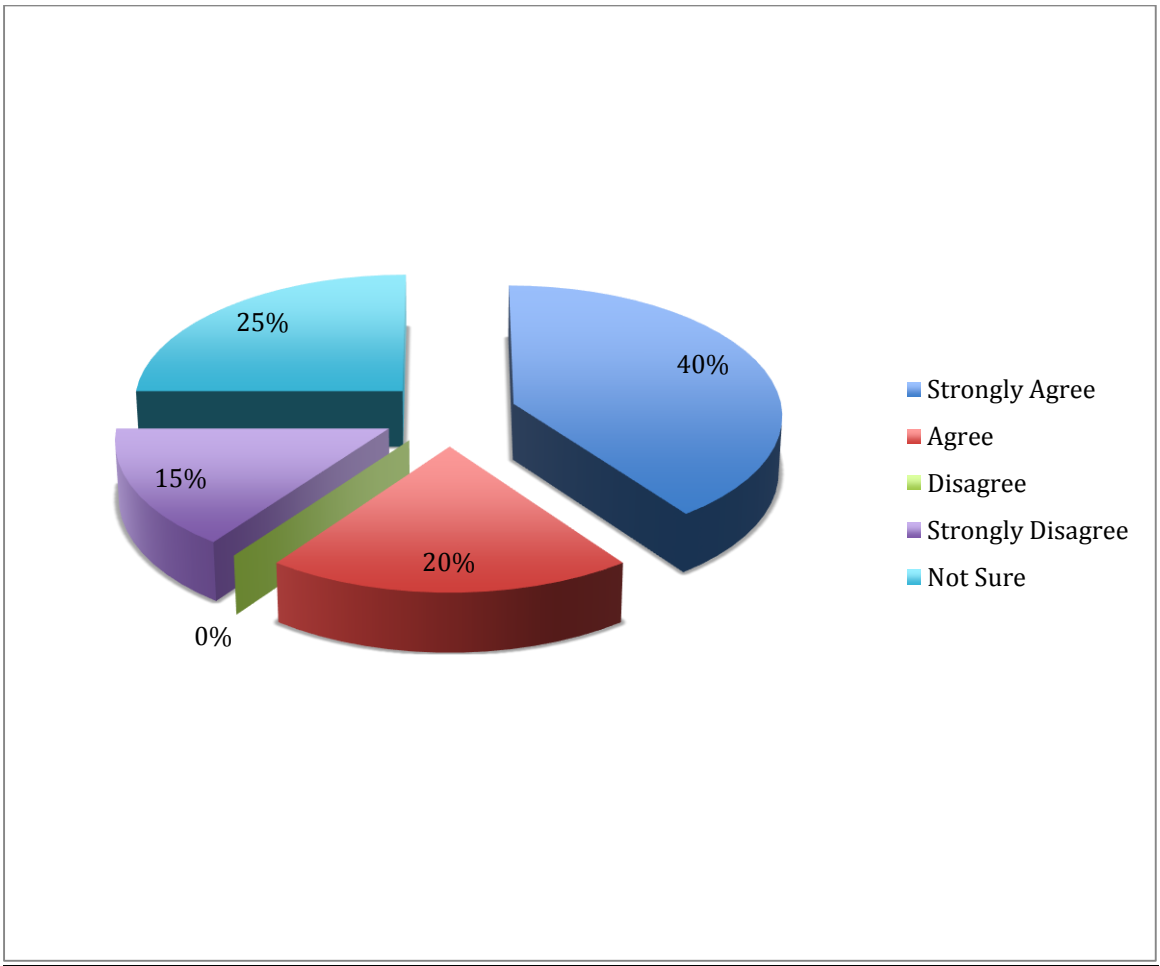
Figure 5.2.3.14 Respondents perceptions on the understanding of institutional change management by the management and employees



Strongly Agree		Agree		Disagree		Strongly Disagree		Not Sure	
N	%	N	%	N	%	N	%	N	%
18	30%	33	55%	3	5%	0	0%	6	10%

The figure shows that 30% of respondents strongly agreed and 55% of respondents agreed that the managers and employees of the Ministry of Defence do not understand the institutional change management process. On the other hand, 5% of respondents disagreed, while 10% of respondents are not sure about the process. It is very interesting that there is no single respondent strongly disagree with the idea.

Figure 5.2.3.15 Respondents' view on the relationship of management and employees in the Ministry of Defence enhance effective implementation of public service transformation



Strongly Agree		Agree		Disagree		Strongly Disagree		Not Sure	
N	%	N	%	N	%	N	%	N	%
24	40%	12	20%	0	0%	9	15%	15	25%

The pie chart shows that 40% of respondents strongly agreed and 20% of respondents agreed that the relationship and cooperation between the management and employees enhance effective implementation of public service transformation in the Ministry of Defence. However, 15% of respondents strongly disagreed with the view of relationship and cooperation and there is no respondent disagree with view. In other words, no relationship between managers and employees to enhance effective implementation of transformation. However, 25% of respondents are not sure about the management and employees relationship.

5.3 Discussion of the findings

This section will analyze the findings as presented above. This was done by organizing the findings into sections aimed at addressing the key questions of this study.

5.3.1 Transformation approach in the Ministry of Defence

The approach adopted by the Ministry of Defence in term of transformation strategy includes formulation of White Paper on Defence, SPLA Rules and Regulations, and SPLA transformation strategy 2017. Based on the SPLA White Paper, the SPLA GHQs developed the military strategy which identifies the strategic objectives, strategic capability and objective force structure of SPLA in order to carry out the mandated mission as stipulated in the National Transition Constitution. In the light of the above mentioned, the Ministry of Defence adapted transformation mechanism in order to facilitate the SPLA strategy and provision of the strategic capabilities required for modernization of the SPLA as the National Armed force of the Republic of South Sudan.

In relation to transformation in the Ministry of Defence, according to the respondents the Ministry of Defence Transformation Strategy and SPLA Objective 2017 are in place, but such strategy has never been implemented up to now due to unknown reason from policy makers, so strategy is already there but not implemented. However, the literature review of this study reveal that the Public Service Reforms Implementation Framework Manual of 2008 set policies, regulations and legal framework that support transformation and promotes change management approach. Therefore, transformation policies are there. But the main challenge is that the employees in public institutions do not follow the change management approach.

Nevertheless, the study shows that the Ministry of Defence is committed to good governance by ensuring democratic civil control of the armed forces under the civilian political leadership in consultation with civil society on Defence issues. While, half of the respondents rejected the view that top leadership has a complete control on transformation and it implementation in the Ministry of Defence. The perception is that top leadership is responsible for decision while implementation at the managerial level in the Ministry of Defence. Further, the study shows that the lack

of commitment by the relevant authorities is hindering the public institutions to adapt change and change management. However, has the literature review of this study acknowledged that the success of transformation in the public institutions depends upon management, if the management emphasis on the development and welfare of employee, it will achieve the high return of the programme.

According to the findings of this study eighty percent of the respondents believe that transformation programme require willingness on the part of leadership to make difficult decisions, despite the fact that half of respondents agreed that the top management of the Ministry of Defence has complete control on the implementation of the strategic plan to adapt transformation and change management. But some respondents are with the view that the strategy is not understandable to all the stakeholders.

5.3.2 Experience from post conflict to democracy

The experience learnt was the creation of the Ministry of SPLA Affairs in 2005 that was considered as a starting point of transforming the SPLA from military mind set to a democratic system of which the military is under the control of civilian authority. Another experience was the establishment of the directorates in the Ministry, which allowed the employment of civil servants in Ministry. But senior military officers dominated the key positions in the Ministry. These made activities and procedures related to the services of employees poor due to lack of skills, competence and not placing the right person in the right position to ensure the predetermined goals of public institutions.

The important lesson learnt by the Government of South Sudan is the practical experience from South Africa transformation of defence sector that outlined the initial defence reforms main objectives, including consolidating civil control over defence; Attaining broad representatives that reflects the population; and delivering modern, effective, affordable and accountability to defence. This led Government of South Sudan to integrate more civilian into the Ministry of Defence in order to occupy most of the management position.

Another experience was capacity building for senior military officers that were

seconded to the Ministry of Defence in order to carry out their duties in the reasonable manner. They were given training in leadership, human resource management, financial management and other fields related. As it is mentioned earlier in literature review that capacity building promotes human resource development and is a necessary precondition for effective change and institution building.

5.3.3 System of monitoring and evaluation

According to the respondents the Directorate for Oversight is responsible for monitoring and evaluation to ensure what the Ministry of Defence and SPLA are doing; what programmes are being administered, by whom and at what cost; and whether the MOD and SPLA fully implement the policies and ensure accountability and good governance. But the study reveals that the role of monitoring and evaluation is limited.

As it is mentioned earlier in the review of literature that the Oversight Directorate has four overarching objectives such as: to provide Ministry with independent, strategic level advice on the operation readiness of the Ministry and the integrity of the Ministry inspections; to ensure Ministry of Defence non-financial management and administrative systems function appropriately; to ensure Defence activities comply with legal and ethical obligations of good governance; and to provide a secure service to address public grievances. The respondents reveal that the lack of accountability increased unethical management practices.

The system of monitoring and evaluation is weak according to the respondents. Since the creation of the Ministry of Defence there is no monitoring and evaluation system, but there is policy.

The main strengths for the Ministry of Defence are formulation of the White Paper on Defence and the Ministry of Defence Transformation Strategy 2012 – 2017. Also the projects for human resources development according to respondents the programme is already underway and is expected to yield good results in the near or long run. According to the respondents the policy documents on transformation inspires civil servants to join the Ministry and that is an opportunity.

According to the respondents the main weakness, is lack of commitment from the relevant authorities and none implementation of policies. Another challenge is the articulation and orientation of all the human resource about the policies of the Ministry, and its relations with the MLPSHD and other public institutions of the government.

5.4 Conclusion

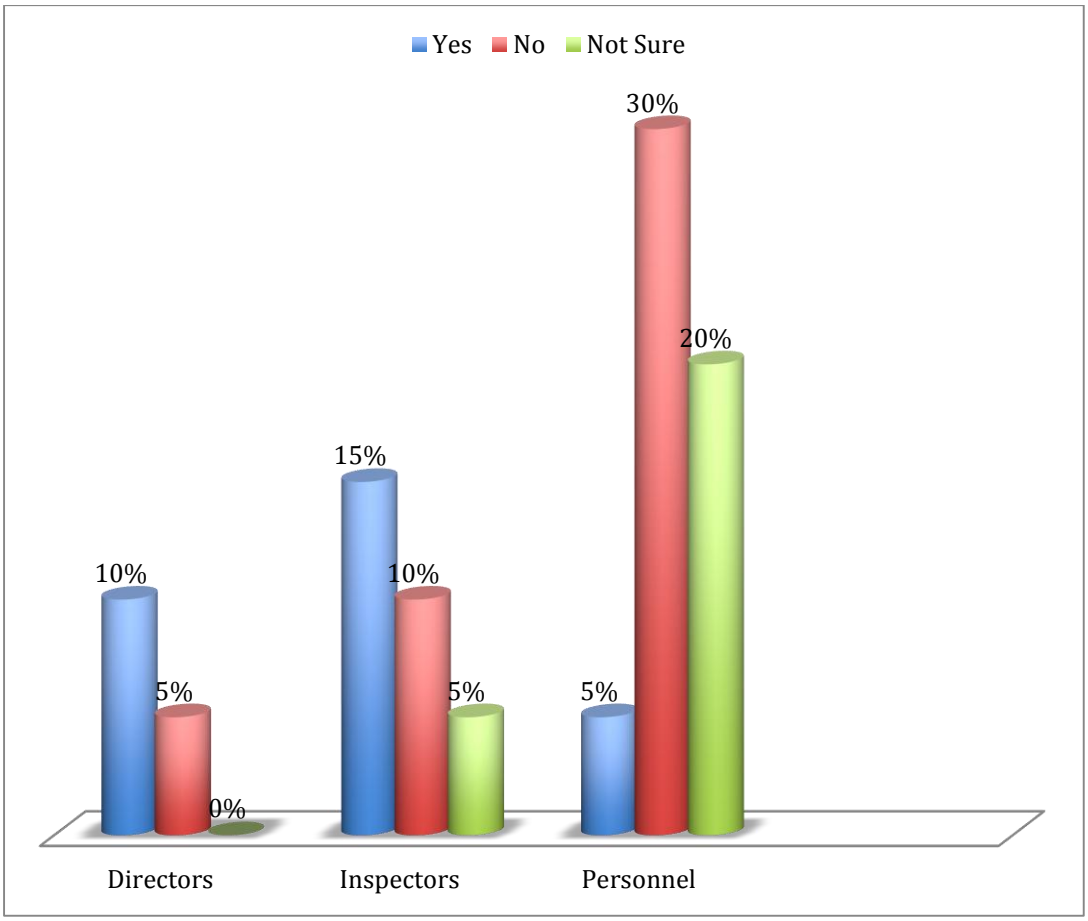
It is clear from findings of the study that the majority of 90% of respondents believed that transparency is the objective of the transformation in the Ministry of Defence that can ensure proper accountability within the military; and half of the respondents believe that the top management of the Ministry of Defence has complete control on the implementation of the strategic plans to adopt transformation. But there is no system in place to ensure well-informed decision-making and dissemination of leadership intent in relation to transformation and change management. The decision making process is very slow, employees get demotivated and participation is less. The human resource development policies are formulated but are not implemented for unknown reason, whether it is ignorance or lack of employee's capacity to implement the policies. The study shows that the policy of public service transformation in the Ministry of Defence is not widely understood by the employees.

5.4.1 Objectives and change management approach in the Ministry of Defence.

The data presentation in this section involved both tables and graphs. The data presented were based on questions, which sought respondent's perceptions and views.

Section B: Reflects key objectives of transformation and change management in the Ministry of Defence.

Figure 5.2.2.1: Respondents perception on the control of the implementation of transformation strategic plans.

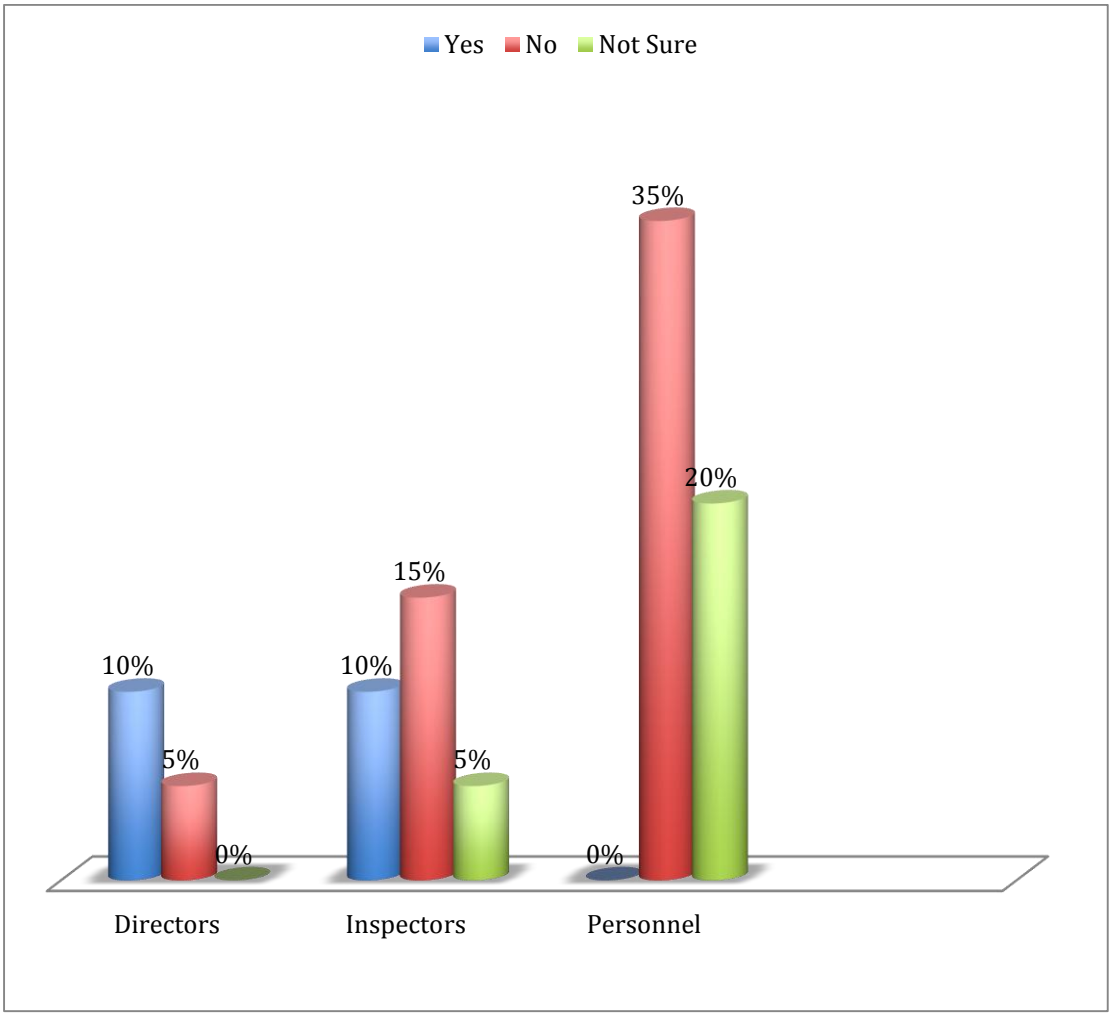


Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
6	3	0	9	6	3	6	18	9

The figure shows that 45% of the respondents rejected the idea that top management has complete control on the implementation of the transformation priorities. However, The figure also indicates that 30% of the respondents believe that the top management of the Ministry of Defence has complete control on the implementation of the

strategic plans to adapt transformation priorities. However, 25% of respondents are not sure about the control on the implementation of the strategic plan.

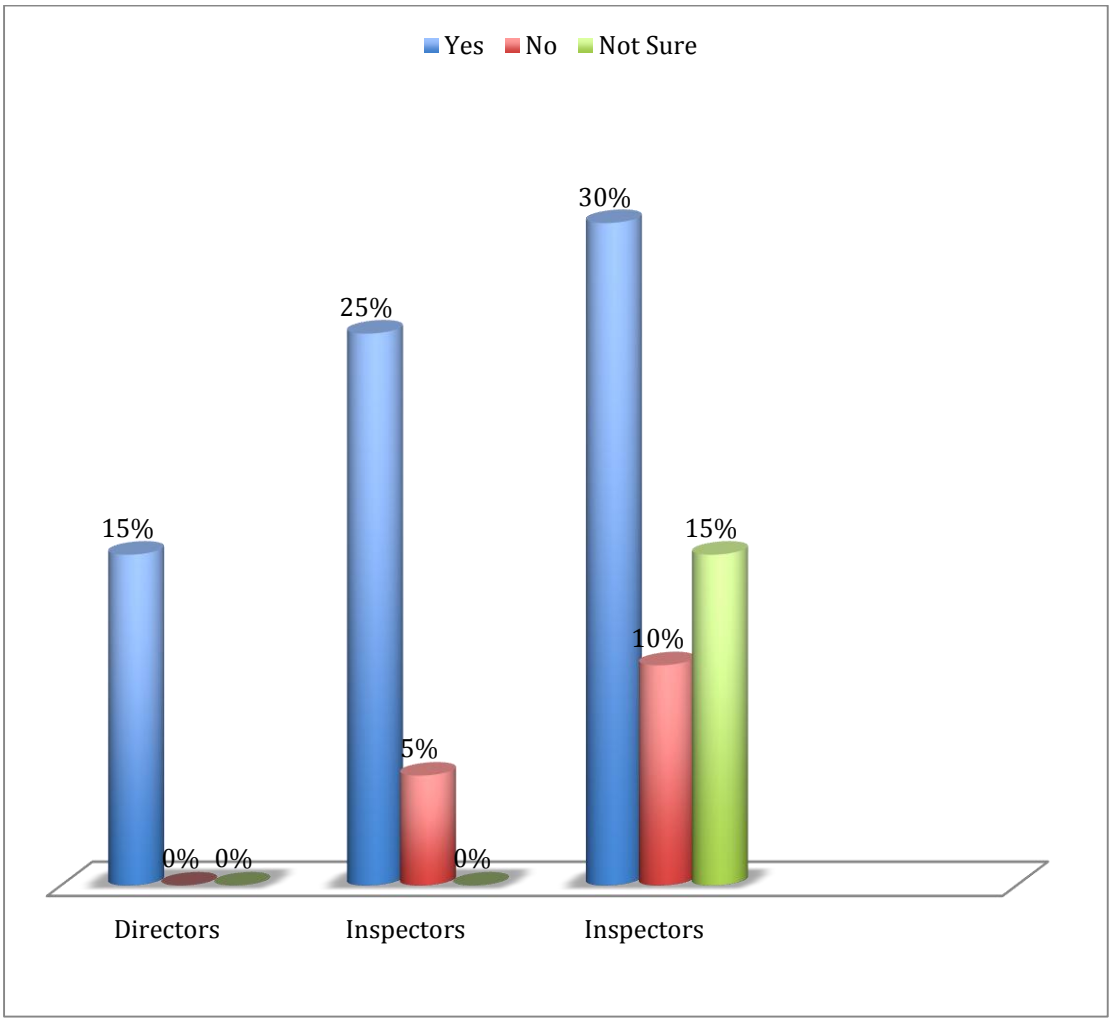
Figure 5.2.2.2: Respondents' view on the Ministry of Defence transformation strategy and stakeholders concerned.



Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
6	3	0	6	9	3	0	21	12

The graph illustrates that 55% of respondents disagreed that the strategy is not understandable to all the stakeholders. Nevertheless, 20% of the respondents agreed that the transformation strategy of the Ministry of Defence is understandable to all stakeholders. While another 25%, of respondents are not sure about the strategy.

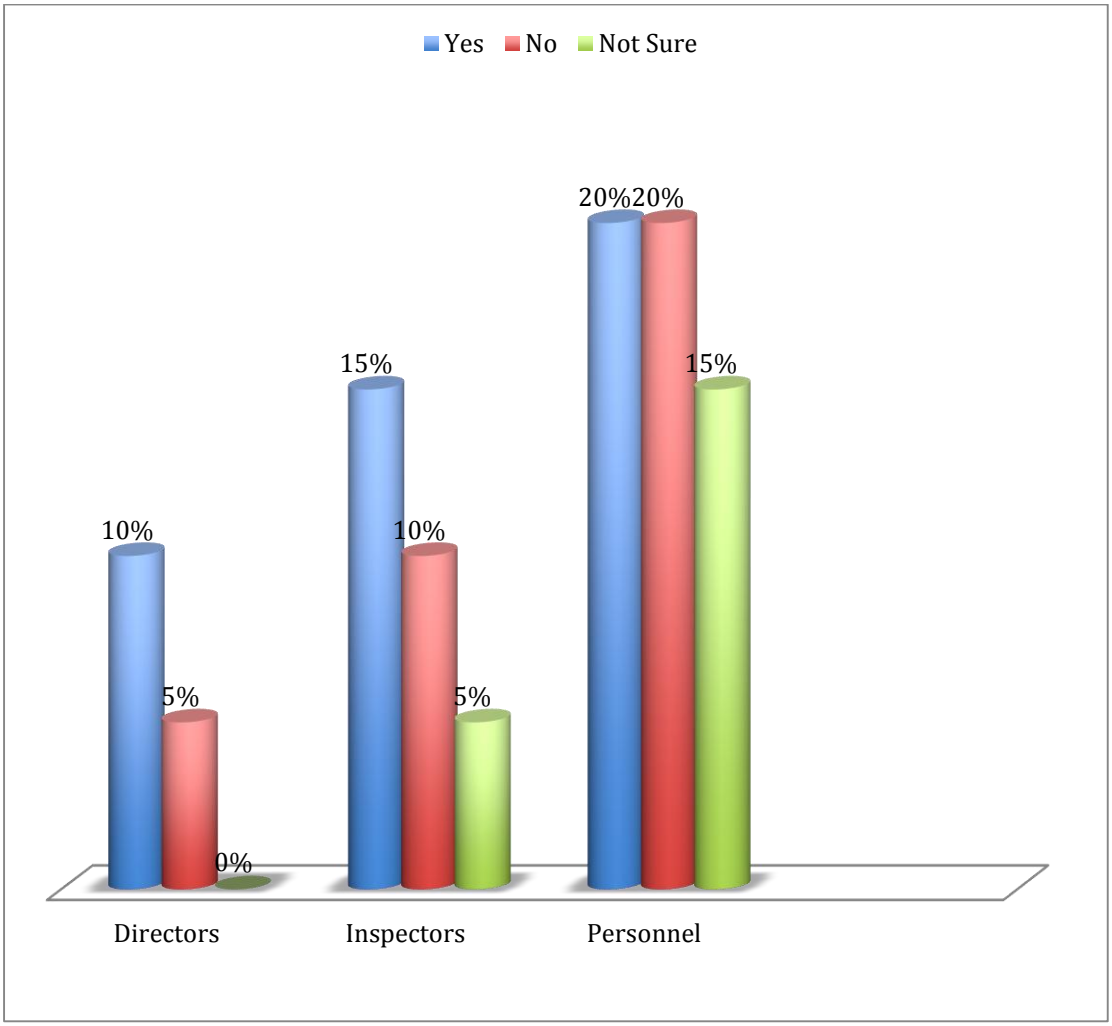
Figure 5.2.2.3: Respondents' perception on the transformation programme and willingness on the part of leadership to make difficult decisions and implement them.



Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
9	0	0	15	3	0	18	6	9

The structure shows that 70% of respondents are agreed that transformation programme require willingness on the part of leadership to make difficult decisions, to implement and defend them. However, 15% of respondent disagreed with idea that lack of commitment of leadership to make critical decisions resulted to none implementation of number of policies in the Ministry of Defence. Therefore, 15% of respondents are not sure.

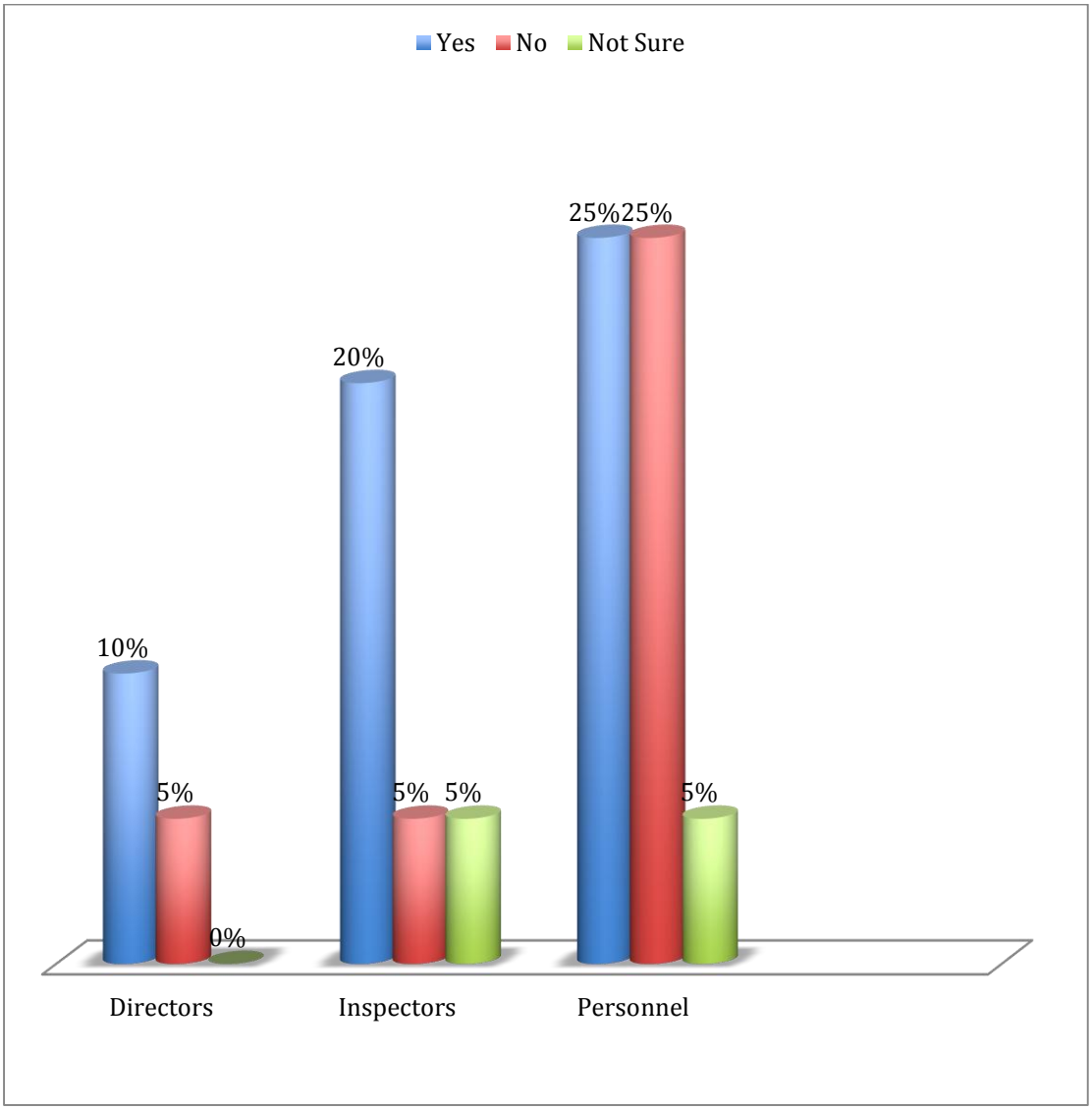
Figure 5.2.2.4: Respondents' perception on the management and personnel capability to provide effective and efficient service.



Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
6	3	0	9	6	3	12	12	9

The figure shows that 45% of the respondents believe that the personnel and management of the Ministry of Defence are capable to provide effective and efficient service. However, the figure also indicates that 35% rejected the idea of capability of personnel and management to provide effective and efficient service, while 20% of respondents are not sure about the capabilities of personnel and management in relation to service delivery.

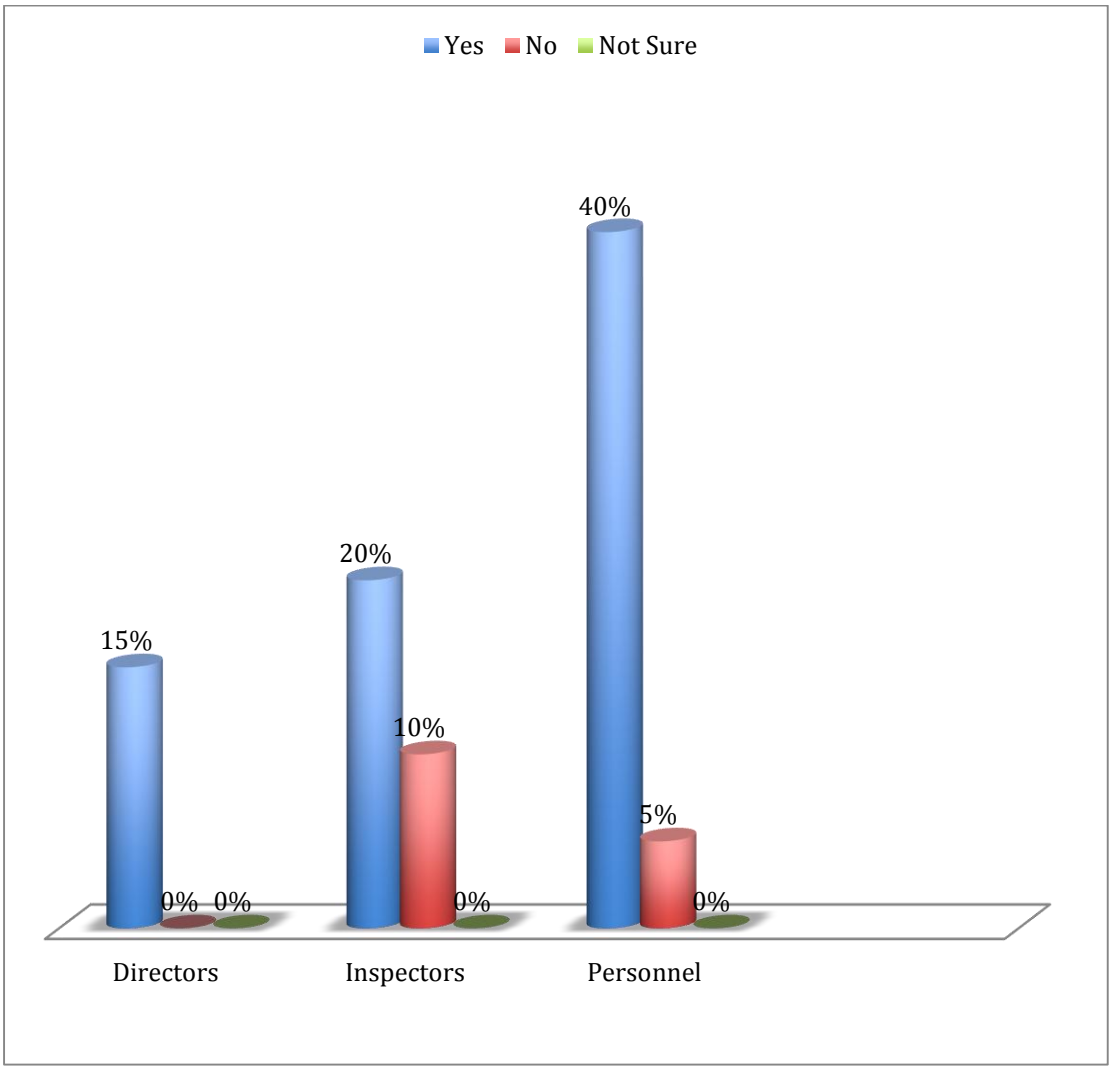
Figure 5.2.2.5: Respondent's views on the adaption of change and its management.



Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
6	3	0	12	3	3	15	15	3

The graph illustrates that 55% of respondents agreed that the present system can makes it easy to adapt change when the organizational changes take place. However, it is very important to note that 35% of respondents rejected this view. This imply that the system maintain military administrative cultures is very rigid to accept change quickly. Nevertheless, 10% of respondents are not sure about that the system that can make it easy to adept change.

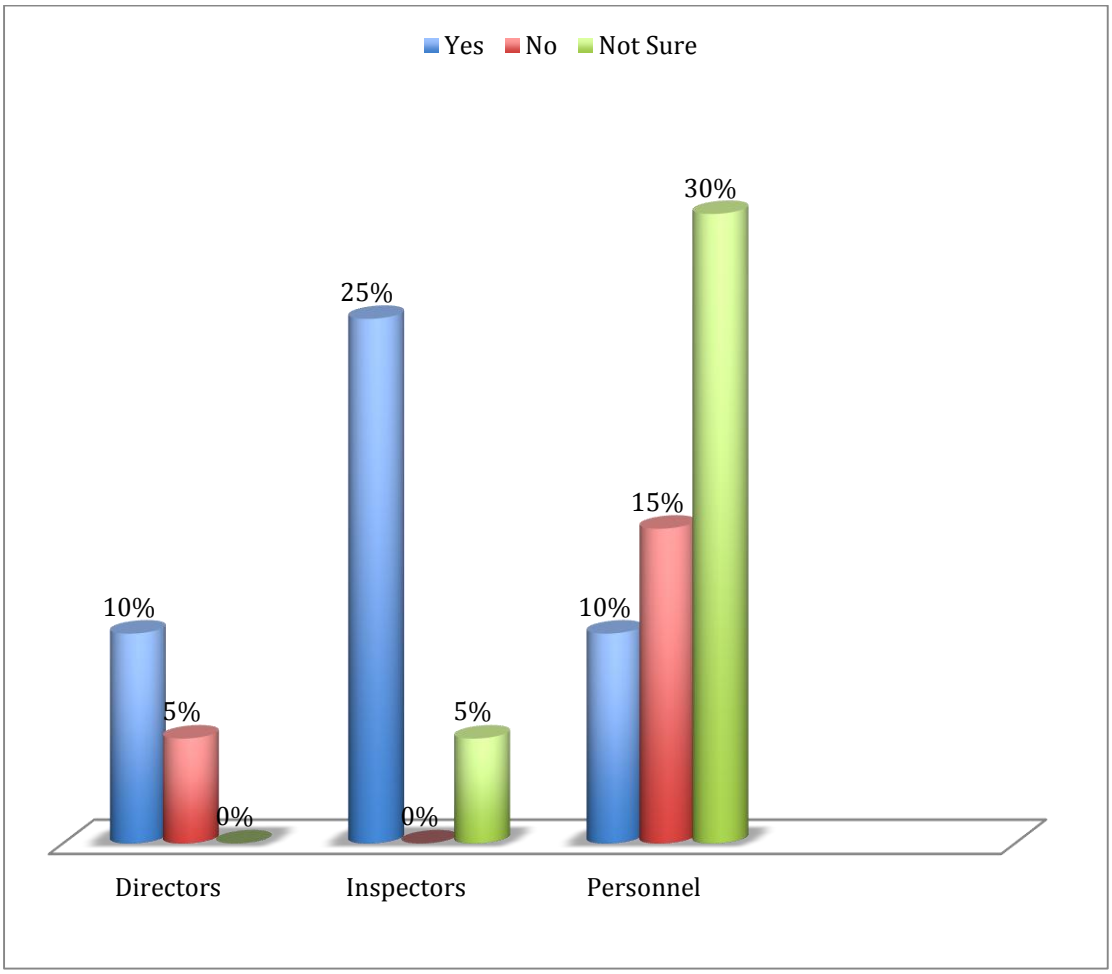
Figure 5.2.2.6: Respondents views on the transparency as one of the objectives of the transformation in the Ministry of Defence can ensure proper accountability with the military.



Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
9	0	0	12	6	0	24	9	0

The figure shows that 75% of respondents believed that transparency is the objective of the transformation in the Ministry of Defence that can ensure proper accountability with the military. Nevertheless, 25% of respondents disagreed with the idea that transparency and accountability goes together with implementation of policies. In other words, if there is no implementation of transformation strategy, there will be no accountability.

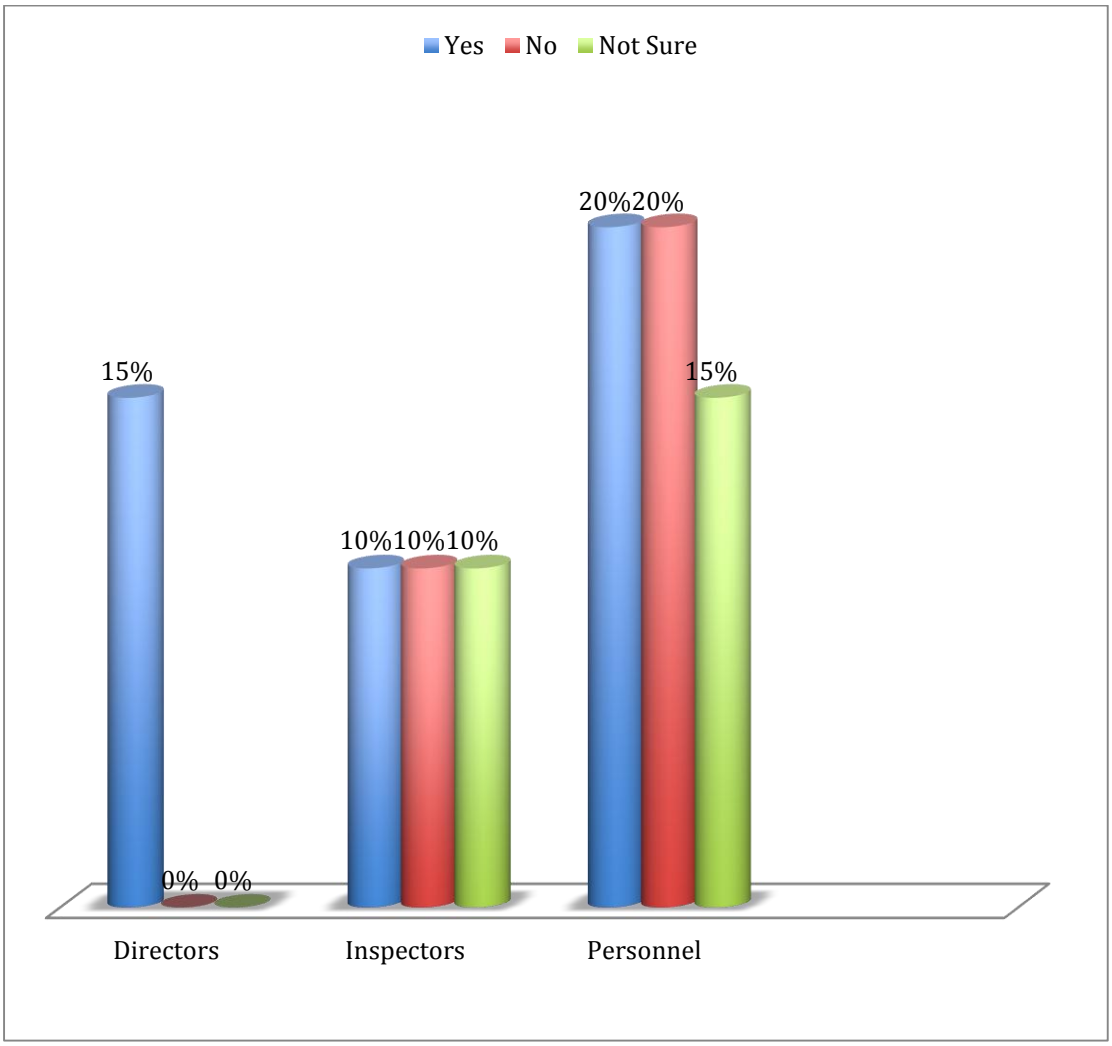
Figure 5.2.2.7: Respondent's view on the Ministry of Defence commitment to good governance by ensuring democratic civil control of the armed forces under civilian political leadership.



Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
6	3	0	15	0	3	6	9	18

The graph illustrates that 45% of respondents agreed that the Ministry of Defence is committed to good governance by ensuring democratic civil control of the armed forces under the civilian political leadership in consultation with civil society on Defence issues. However, 20% of respondents believe that there is no commitment that ensures democratic civil control of the armed forces under the civilian political leadership. It is very interesting that 35% of respondent are not sure about the commitment of the Ministry of Defence to good governance.

Figure 5.2.2.8: Respondents perceptions on the system regarding communications that ensures coherent and well-informed decision-making and dissemination of leadership intent.

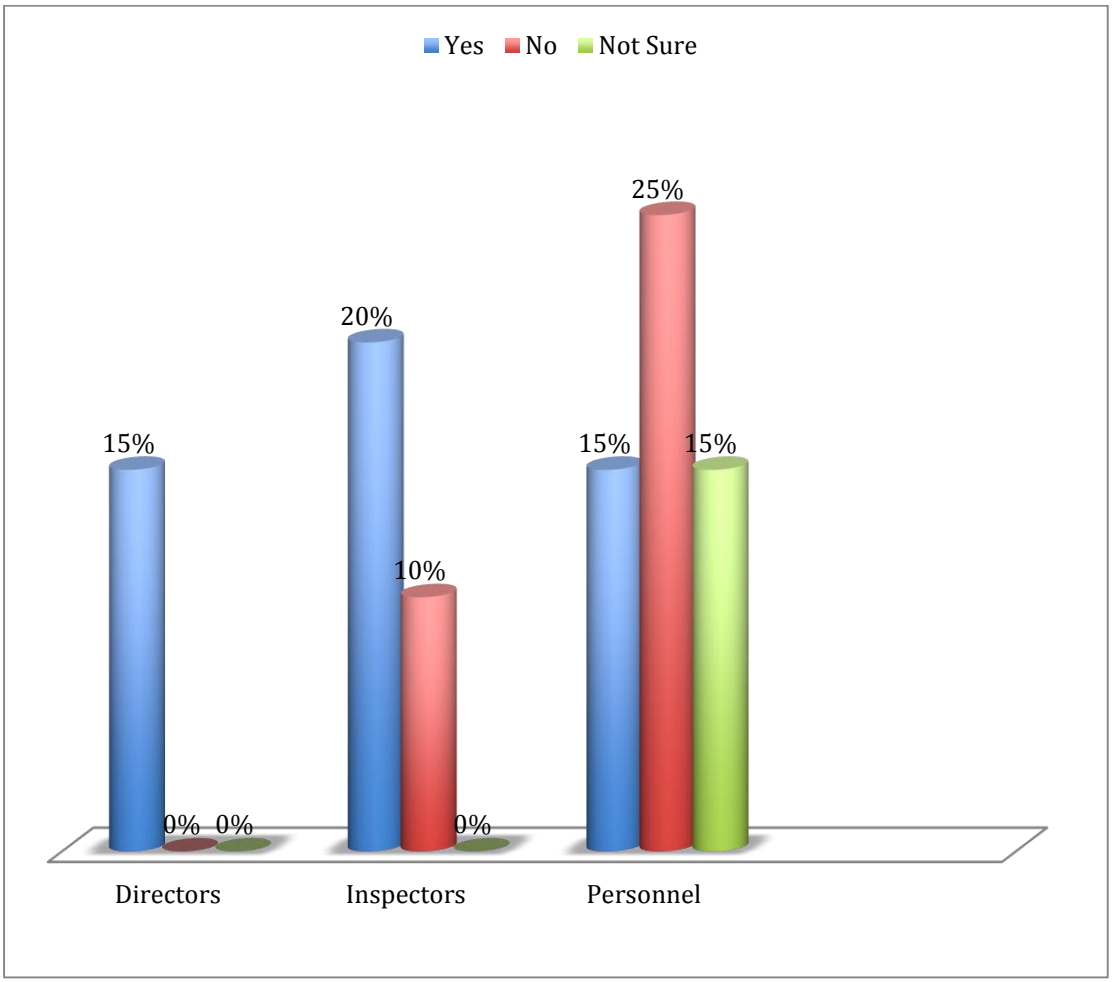


Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
9	0	0	6	6	6	12	12	9

The figure shows that 45% of respondent agreed that there is system in place to ensure coherent and well-informed decision-making and dissemination of leadership intent in relation to transformation and change management. Nevertheless, 30% of respondents are on the view that there is no system regulating change management. However, 25% of respondents are not sure about the communication system in the Ministry of Defence.

5.4.2 Government policies and public institutions provisions with particular focus on the transformation in the Ministry of Defence.

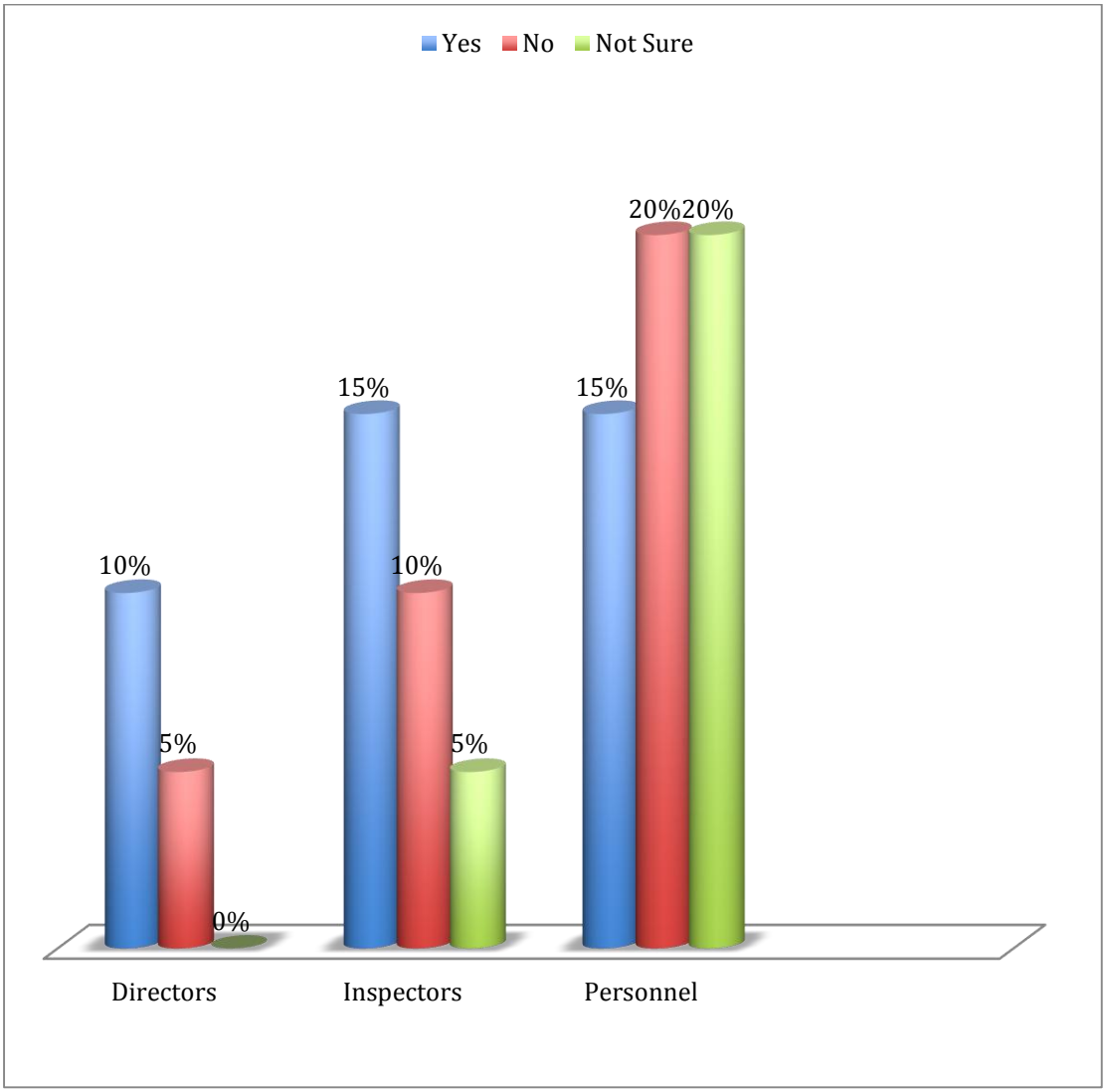
Figure 5.2.3.1: Respondents' view on the Government policy towards transformation of public institutions in South Sudan and in particular in the Ministry of Defence.



Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
9	0	0	12	6	0	9	15	9

The graph illustrates that 50% of respondents agree that there is government policy guiding public service transformation in public institutions including Ministry of Defence. However, 35% of respondents disagreed with view, while 15% of respondents are not sure about the government policy towards public service transformation in public institutions.

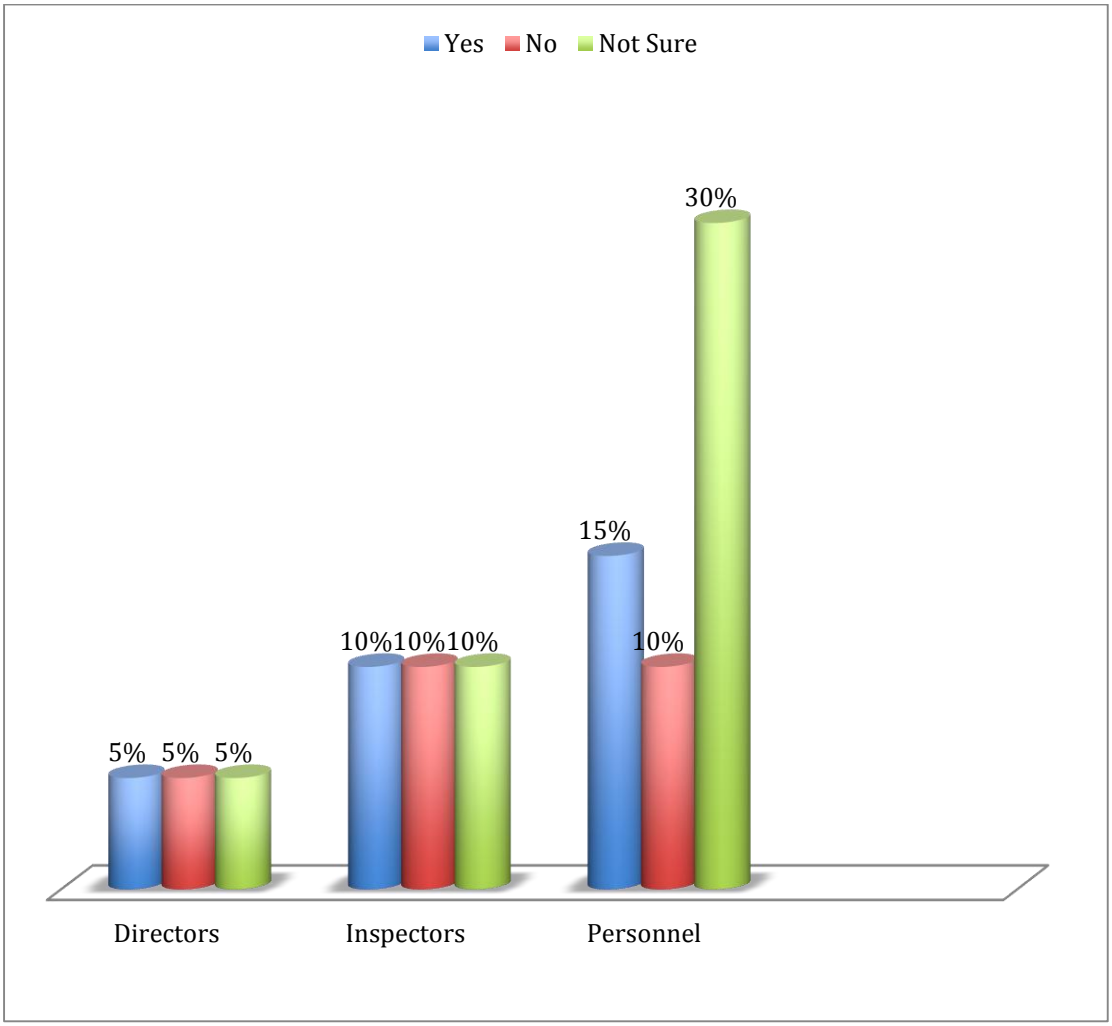
Figure 5.2.3.2: Respondents' perceptions on the system follow public service transformation in the Ministry of Defence.



Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
6	3	0	9	6	3	9	12	12

The figure shows that 40% of respondents believe that there is system in place for the implementation of public service transformation in the Ministry of Defence. Nevertheless, 35% of respondents disagreed that there is no system in Ministry of Defence to follow implementation of the transformation policy. Nevertheless, 25% of respondents are not sure about the public service transformation programme in the Ministry of Defence.

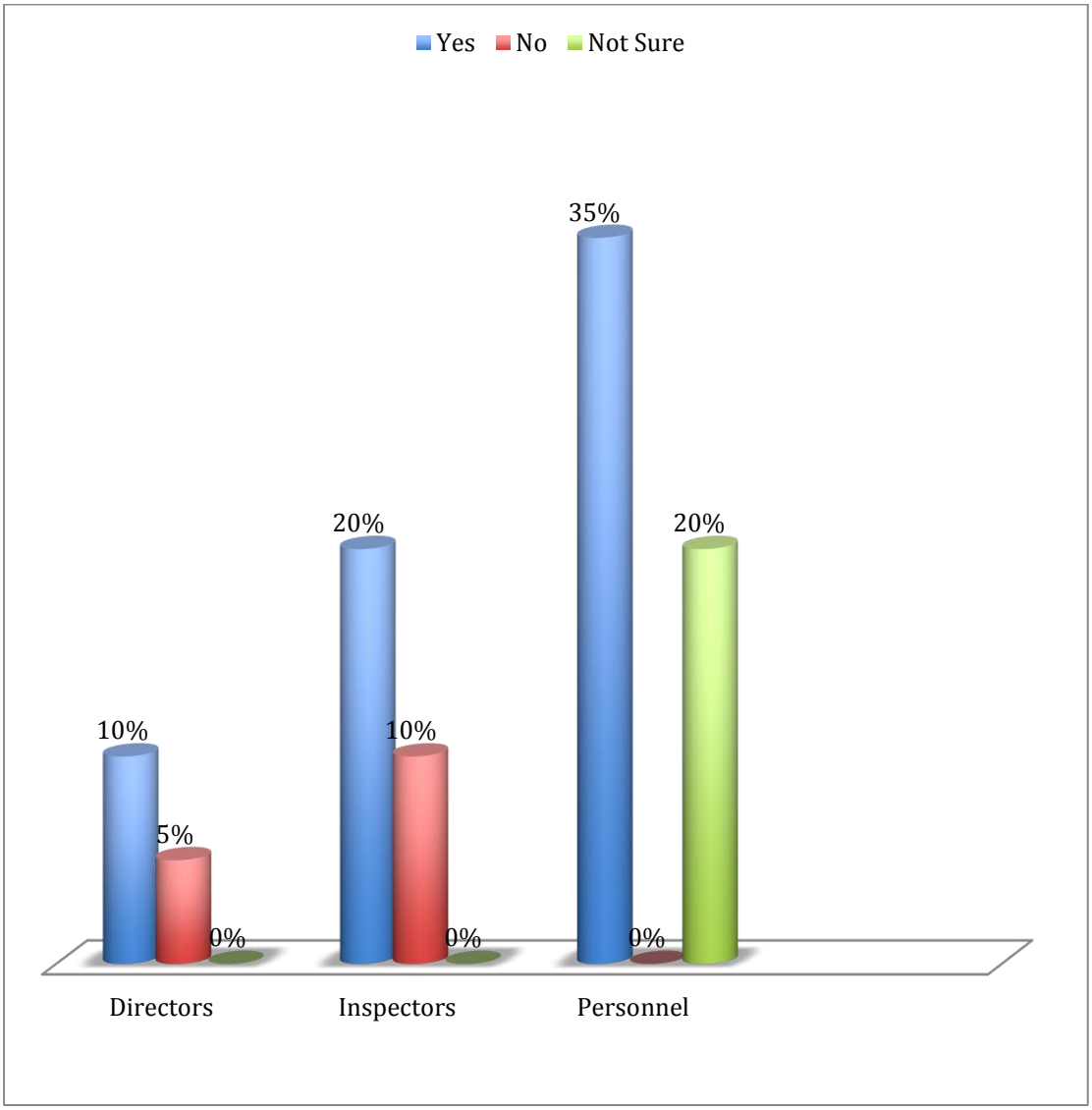
Figure 5.2.3.3: Respondents' knowledge on the employees' awareness of transformation policy.



Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
3	3	3	6	6	6	9	6	18

The graph illustrates that 30% of respondents agreed that employees are aware about the transformation policy of Ministry of Defence. However, 25% of respondents are on the view that there is no awareness to the employees in relation to transformation policy. Nevertheless, 45% of respondents are not sure about the policy whether it is in place or not.

Figure 5.2.3.4: Respondents views on the SPLA policy of right sizing and restructure.

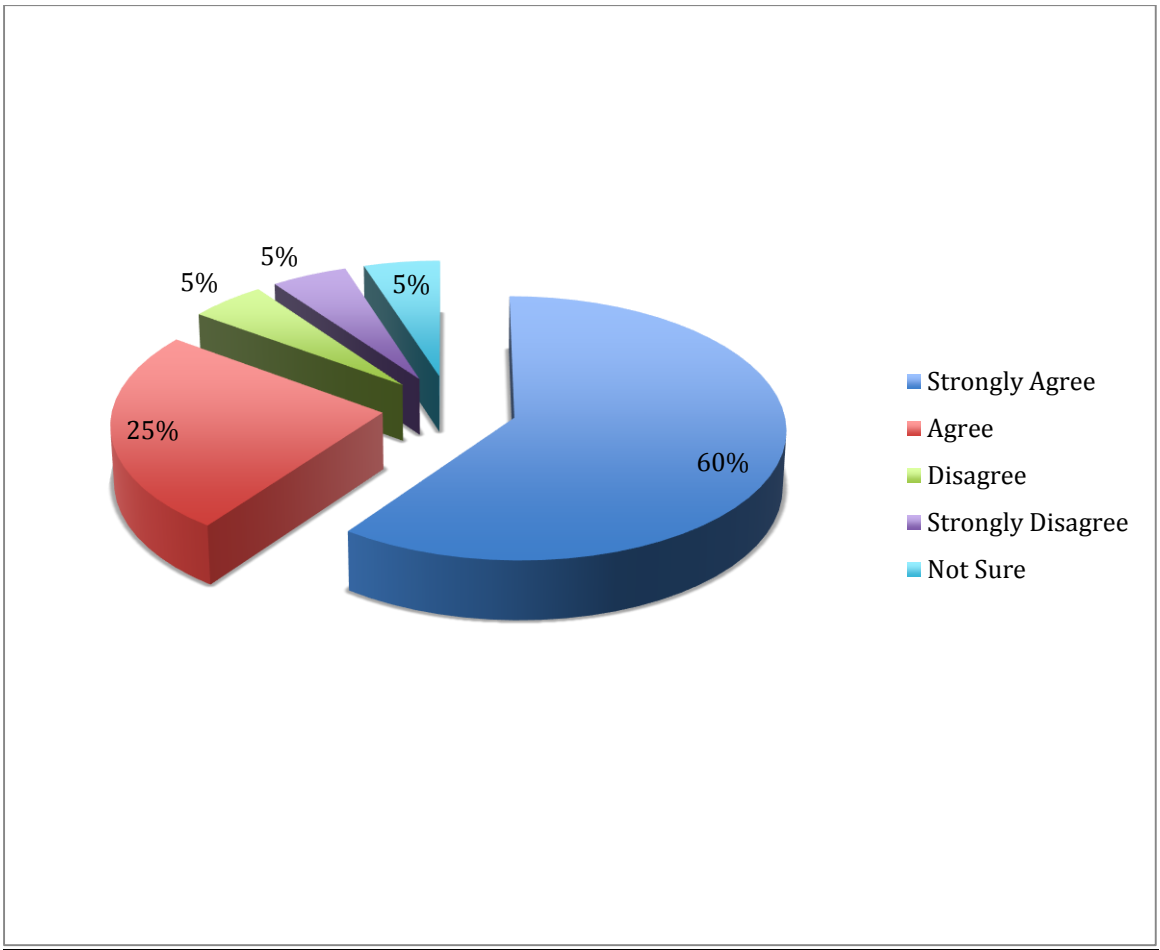


Directors			Inspectors			Personnel		
Yes	No	Not sure	Yes	No	Not sure	Yes	No	Not sure
6	3	0	12	6	0	21	0	12

The graph illustrates that 65% of respondents agree with the policy of right sizing and restructure of the SPLA in order to create affordable and effective force. It is very interesting that 15% of respondents reject the idea with the view that there is no policy in place to right size the SPLA. Nevertheless, another 20% of respondents are not sure of policy of right sizing and restructure of the SPLA.

5.4.3 The process involved in the transformation and organizational change management in the Ministry of Defence.

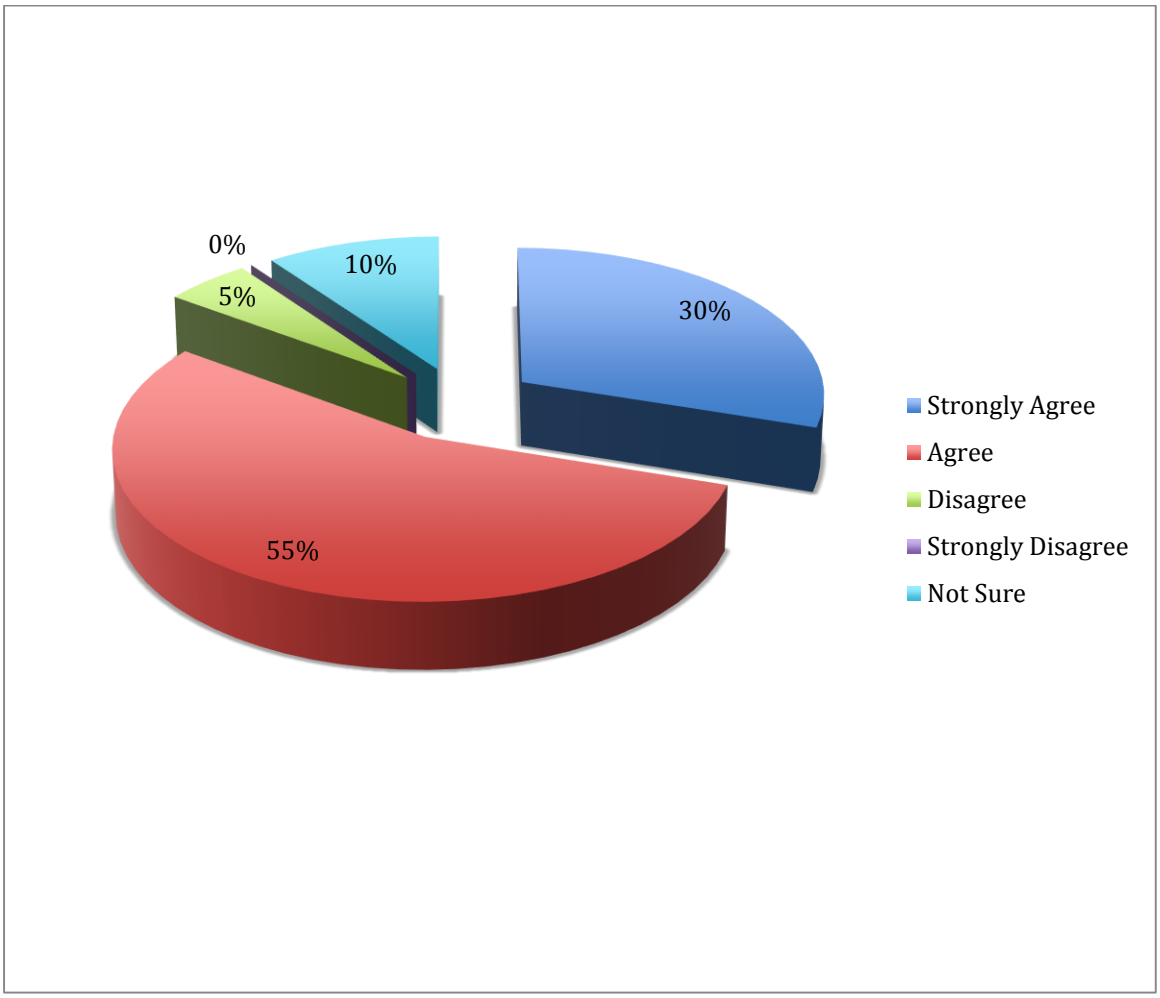
Figure 5.2.4.1: Respondents' views on the transformation of the Ministry of Defence as an important tool of good governance and civil control over the military.



Strongly Agree		Agree		Disagree		Strongly Disagree		Not Sure	
N	%	N	%	N	%	N	%	N	%
36	60%	15	25%	3	5%	3	5%	3	5%

The pie chart illustrates that 60% of respondents strongly agreed and 25% of respondents agreed that the transformation of the Ministry of Defence is the important indicator towards good governance of which the civil authority has control over the military. Nevertheless, 5% of respondents disagreed and also another 5% of respondents strongly disagreed. Therefore, 5% of respondents are not sure about the transformation indicators towards good governance in the Ministry of Defence.

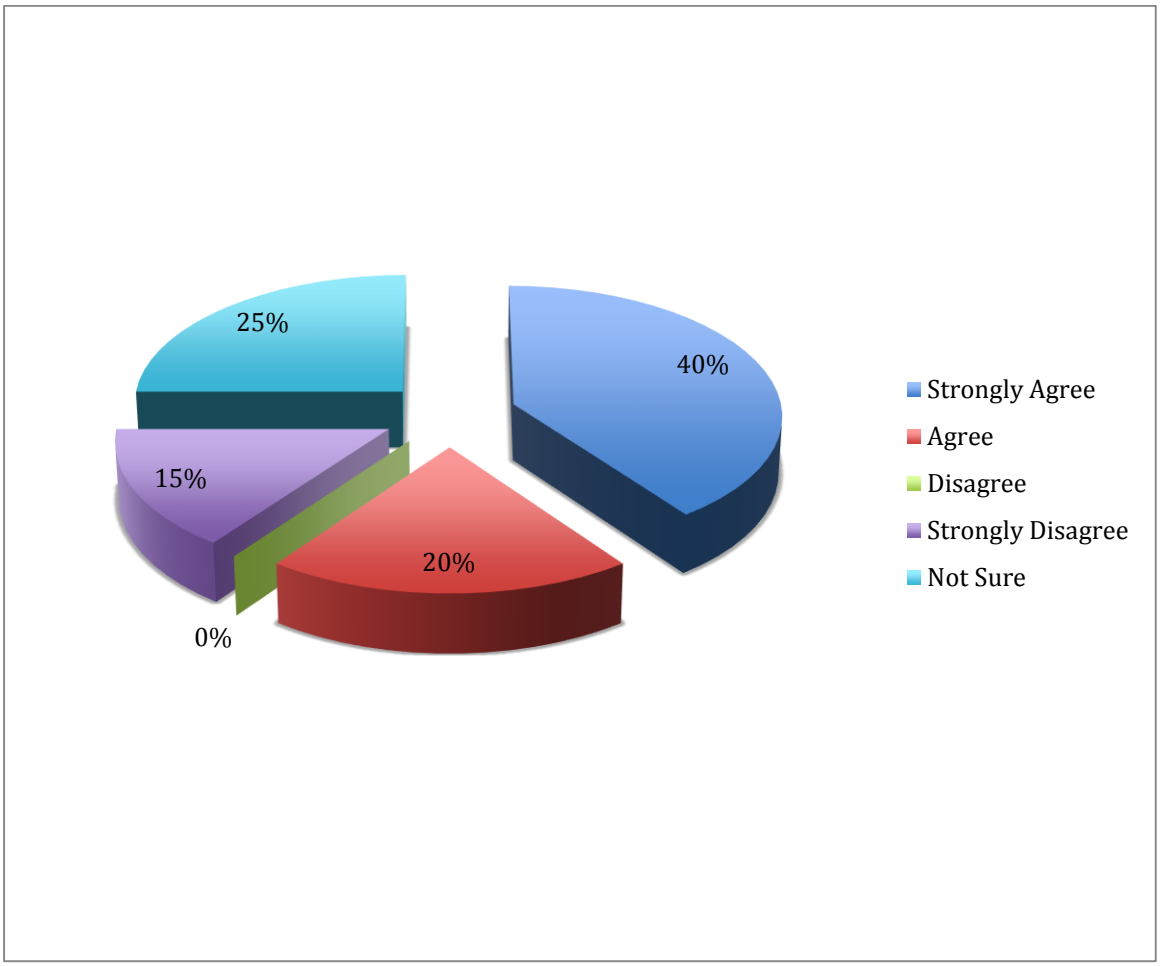
Figure 5.2.4.2: Respondents perceptions on the understanding of institutional change management by the management and employees.



Strongly Agree		Agree		Disagree		Strongly Disagree		Not Sure	
N	%	N	%	N	%	N	%	N	%
18	30%	33	55%	3	5%	0	0%	6	10%

The figure shows that 30% of respondents strongly agreed and 55% of respondents agreed that the managers and employees of the Ministry of Defence do not understand the institutional change management process. On the other hand, 5% of respondents disagreed, while 10% of respondents are not sure about the process. It is very interesting that there is no single respondent strongly disagree with the idea.

Figure5.2.4.3: Respondents' view on the relationship of management and employees in the Ministry of Defence enhance effective implementation of public service transformation.



Strongly Agree		Agree		Disagree		Strongly Disagree		Not Sure	
N	%	N	%	N	%	N	%	N	%
24	40%	12	20%	0	0%	9	15%	15	25%

The pie chart shows that 40% of respondents strongly agreed and 20% of respondents agreed that the relationship and cooperation between the management and employees enhance effective implementation of public service transformation in the Ministry of Defence. However, 15% of respondents strongly disagreed with the view of relationship and cooperation and there is no respondent disagree with view. In other words, no relationship between managers and employees to enhance effective implementation of transformation. However, 25% of respondents are not sure about the management and employees relationship.

5.5 Discussion of the findings

This section will analyse the findings as presented above. This will be done by organizing the findings into sections aimed at addressing the key questions of this study.

5.5.1 Transformation approach in the Ministry of Defence

The approach adopted by the Ministry of Defence in term of transformation strategy includes formulation of White Paper on Defence, SPLA Rules and Regulations, and SPLA transformation strategy 2017. Based on the SPLA White Paper, the SPLA GHQs developed the military strategy which identifies the strategic objectives, strategic capability and objective force structure of SPLA in order to carry out the mandated mission as stipulated in the National Transition Constitution. In the light of the above mentioned, the Ministry of Defence adapted transformation mechanism in order to facilitate the SPLA strategy and provision of the strategic capabilities required for modernization of the SPLA as the National Armed force of the Republic of South Sudan.

In relation to transformation in the Ministry of Defence, according to the respondents the Ministry of DefenceTransformation Strategy and SPLA Objective 2017 are in place, but such strategy has never been implemented up to now due to unknown reason from policy makers, so strategy is already there but not implemented. However, the literature review of this study reveal that the Public Service Reforms Implementation Framework Manual of 2008 set policies, regulations and legal framework that support transformation and promotes change management approach. Therefore, transformation policies are there. But the main challenge is that the employees in public institutions do not follow the change management approach.

Nevertheless, the study shows that the Ministry of Defence is committed to good governance by ensuring democratic civil control of the armed forces under the civilian political leadership in consultation with civil society on Defence issues. While, half of the respondents rejected the view that top leadership has a complete control on transformation and it implementation in the Ministry of Defence. The perception is that top leadership is responsible for decision while implementation at the managerial level in the Ministry of Defence. Further, the study shows that the lack

of commitment by the relevant authorities is hindering the public institutions to adapt change and change management. However, has the literature review of this study acknowledged that the success of transformation in the public institutions depends upon management, if the management emphasis on the development and welfare of employee, itwill achieve the high return of the programme.

According to the findings of this study eighty percent of the respondents believe that transformation programme require willingness on the part of leadership to make difficult decisions, despite the fact that half of respondents agreed that the top management of the Ministry of Defence has complete control on the implementation of the strategic plan to adapt transformation and change management. But some respondents are with the view that the strategy is not understandable to all the stakeholders

5.5.2 Experience from post conflict to democracy

The experience learnt by the Government of South Sudan according to respondents' view includes conflict resolution through peaceful means such as dialogue and mediation; formulation of the Interim Constitution and National Transition Constitution of the Republic of South Sudan. Establishment of multi-party system in which oppositions are allowed to air out their voice and sharing of power among all the political parties in the country at all levels of government; government of National Unity and States Governments. Another experience learnt is the presidential election and elections of the National Assembly and States' Assemblies members. Also adoption of decentralization system of governance in which national, states and county assemblies operates concurrently.

However, experience shows that the activities and procedures related to the services of employees in the Ministry of Defence are poor due to lack of skills and competence, not placing the person in the right position, at the right time, to ensure the predetermined goals of public institutions. Therefore, there is need to build confidence in order to promote social interaction and to maintain effective communication. Furthermore, the ongoing conflict in the country caused unhealthy - working environment in the Ministry. Therefore, there is need for conflict resolution skill; carry out clear objectives; maintain health-working relationships. The rights of

services to both civil and military should be a priority as a part of transformation process.

5.5.3 System of monitoring and evaluation

The system of monitoring and evaluation to ensure smooth implementation of transformation and change management, as it is mentioned earlier that, National Parliament is charged with the functions of monitoring and evaluating the operations of government institutions to ensure accountability and good governance, but in reality; the role of monitoring and evaluation in the public institutions is very limited. Therefore, transformation and approach is not being monitor nor evaluated. However, Directorate of Policy, Planning and Research in the Ministry of Defence is responsible for the development of the policies, plan and monitoring and evaluation of the implementation in the Ministry as well as the SPLA G/HQs at all levels of the SPLA Command.

In fact the processes of planning, monitoring and evaluation are key to the assessment of transformation programme or strategy to ascertain whether the objectives of the transformation have been achieved or not, in case of the Ministry of Defence of South Sudan, such procedures are not being followed. The system of monitoring and evaluation is weak if available. Nothing, since the beginning of the Ministry such as monitoring and evaluation system in the Ministry as well as in the SPLA G/HQs, but there is policy. It is the right of the public to see monitoring and evaluation taking shape to address their benefits and other issues of concern.

5.5.4 Strength and opportunities

The political sovereignty and integrity of the Republic of South Sudan as the independent state with system of government structures is in place, despite of inherited weak institutions. The strength of Government of South Sudan is the formulation of public policies and appropriation of annual budget in the government institutions to run the programmes in term of development and service delivery. Nevertheless, there is no continuous training of employees to deliver quality services to the people.

The main strength for the Ministry of Defence in Defence sector is the political leadership support to enforce the efforts of transformation of human development.

The projects for human resources development is already underway and are expected to yield good results in the near or long run. The Ministry also has a very small qualified but highly committed managers and advisors that work hard to realize the dreams of building an effective, affordable and efficient human resource systems and workforce.

The responsibility of the Government of South Sudan is to encourage unity, harmony and reconciliation among the politicians and between the South Sudan societies. Furthermore, maintenance of peace, stability and restoration of law and order through security sector reform in the country to pave way for developmental programme and transformation to take place. In fact the policy documents on transformation strengthen the support of the Government to the military transformation and the availability of manpower ready to join the Ministry is an opportunity.

5.5.5 Weakness and challenges

The main weakness, which is a retarding the transformation of public institutions, is lack of commitment from the relevant authorities and insufficient budget to implement transformation programme. Continuous integration increases the size of the Army that affects the allocated budget to the Ministry of Defence. Also lack of implementation of DDR programme due to the lack of clarity of the roles and responsibilities of the Ministry and SPLA G/HQs to right size the SPLA and exiting none active personnel to other walks of live. Lack of transparency and accountability led to harsh working conditions and absence of basic services. Also deficits in budget make it difficult for the Ministry of Defence to recruit more qualified workforce and to develop adequate work infrastructure.

Generally, the transformation within the MOD is a process which needs to put more efforts to it, to harmonize both the civilians in the Ministry and SPLA G/HQs to comprehend that no differences between the two organs in terms of transformation strategy. The main challenge is the articulation and orientation of all the human resource about the policies of ministry, and its relations with the MLPSHD and other public institutions of the government.

There is lack of professional and more competent personnSDFel to run the Ministry led the failure to maintain the database of the SPLA and misappropriation of resource of the Defence for transformation. Non-availability of enough budgets to enable smooth transformation process that entails the payment of benefits packages to the Veteran beneficiaries and to remove their names from SPLA parade.

The absence of accountability increased lack of confidence in the SPLA, none demarcation of boundary between military and politics make SPLA to be involved in civil politics and power struggle between the political parties and that is dangerous for the future of the country. Further, the Ministry's unclear job description and non-implementation of human resource development policies, affects the implementation of transformation. Furthermore, issues of social welfare and adjustment of salaries to address living conditions of soldiers and recruitment of educated manpower into the army is another challenge.

5.6 Conclusion

It is clear from findings of the study that the majority of 90% of respondents believed that transparency is the objective of the transformation in the Ministry of Defence that can ensure proper accountability within the military; and half of the respondents believe that the top management of the Ministry of Defence has complete control on the implementation of the strategic plans to adapt transformation. But there is no system in place to ensure well-informed decision-making and dissemination of leadership intent in relation to transformation and change management. The decision making process is very slow, employees get demotivated and participation is less. The human resource development policies are formulated but are not implemented for unknown reason, whether it is ignorance or lack of employee's capacity to implement the policies. The study shows that the policy of public service transformation in the Ministry of Defence is not widely understood by the employees.

6.0 CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

The previous chapter presented, analyzed and interpreted the data of the study. The research investigated whether Ministry of Defence has embarked on transformation of its institutions and services. Nevertheless, this chapter presents the conclusion; suggestions and recommendations of the investigation for future used and further research.

6.2 Conclusion

Ministry of Defence has produced several policy documents among them are White Paper on Defence, Ministry of Defence Transformation Strategy of 2013 – 2018, Pension Policy Document, SPLA Objective Force 2012 – 2017 and others. White Paper on Defence is the principle transformation document upon which the SPLA's transformation strategy is being built. Ministry of Defence as an oversight Ministry, human resource development and institutional structuring is a key in transformation strategy in the Ministry of Defence. The challenge of transformation in the Ministry of Defence, it is clearly true and nobody would disagree those policies are in place but are not implemented.

The first chapter outlines the main objective of this study that was to assess transformation and organizational change management approach in the Ministry of Defence of the Republic of South Sudan. Also it was mentioned earlier that transformation processes are concerned with understanding of the forces that affect both institutional structures and individuals. Investigation indicated that there is a vacuum in achieving public service transformation in public institutions of South Sudan in general and the Ministry of Defence in particular.

The second chapter highlights the literature review and dealt with approaches and different strategies to manage transformation and change approach. The third chapter examined international practical experience of public service reform or transformation especially in some leading countries in public service transformation policies in Africa such as South Africa and Nigeria as well as Rwanda. Also it examined public service transformation as part of the state building and its core values that guide

public institutions and strategy of public service transformation of South Sudan. Further, the chapter highlights the speech of the late Dr. John Garang about the transformation strategies and programmes in terms of social, political and economic development in the new emerging democratic country.

Chapter four provides research design and methodology that were followed during the process of data collection. The presentation of the collected data from chosen respondents mostly in the Ministry of Defence as shown by chapter five, traditionally, National Parliament is charged with the functions of monitoring and evaluation of the operations of government institutions to ensure accountability and good governance, but in the case of South Sudan, there is no actual monitoring and evaluation by national parliament. Therefore, transformation and change management is not being monitored or evaluated

The findings of this study, the number shows the transformation and reforms policies are formulated and implementation is the only problem facing the Ministry of Defence. This required Ministry to change the strategy of non-implementation of policies and to adapt effective implementation to ensure accountability and transparency to materialize change in the SPLA and Ministry as a whole.

6.3 Suggestions and recommendations

The following suggestions and recommendations were drawn as a result of the constraints raised during the study:

- Allocation of special budget to the implementation of transformation strategy.
- Full implementation of transformation strategy with support of technical advisors.
- Commitment of the relevant authorities is required as well as creation of a body in the Ministry of Defence for monitoring and evaluation to ensure effective implementation of transformation programme.
- Effective training of the SPLA officers starting from top to bottom is vital in understanding of transformation and organization of SPLA rank and file.
- Allocation of adequate budget to DDR and Pension to pave way for the SPLA ineffective personnel's to exit from military active service to civil service and others.

- Perfect management in the Ministry of Defence is extremely vital in change management. Reliable channels of communication should be developed between directorates, military personnel and civil servants to promote faith toward public service transformation.
- Restoration of peace and stability as well as maintenance of the integrity of the country and restructuring of institutions.
- Ministry of Defence should embark on activities that motivate employees to implement transformation strategy. Suggested areas of motivation could be further training, education, health insurance and other welfare provisions such as allowances, annual increment, promotions, affordable housing and transportations.
- To bridge the gulf between MOD and SPLA G/Headquarters; it is suggested that both entities engage in cross-cultural activities by sharing policies and objectives, regular communication about the transformation of both the MOD and the SPLA G/GHQs, team-building activities to enhancing transformation and change management.
- Ministry of Defence should prepare a roadmap for transformation and development. The roadmap should focus on policies and procedures that would result in both military and civil personnel reforming at fair best abilities.
- Adaptation of transparency and accountability in the ministry of Defence and at all levels of SPLA command. Application of rule of law to restore back discipline in the SPLA and downsizing of the SPLA mass forces to reasonable number/size.
- The Directorate of Policy, Planning and Research (DPPR) should review all the existing policy documents pertaining to transformation strategy in order to fit the current evolving situation. Refocus the transformation strategy, study and restructure structures within MOD in order to make them effective and efficient.
- Consider to recruitment process rather them stick on the integration process. Training and workshops about transformation in the Ministry of Defence and SPLA G/HQs will enhance effective implementation of transformation.
- Borrowing experiences from leading countries in public service transformation policies, embarking on human resource development and employing the right persons in the right positions.

7.0 ANNEXES

Annex 1: Research Questionnaires
Section A: Biographical information

1. What is your sex? Please indicate by ticking the relevant answer in box.

Sex	
Male	
Female	

2. Please tick your age in the relevant box.

Age	
18-25 years	
26-35 years	
36-45 years	
46-55 years	
56-65 years	

3. What is your educational background? Please tick the answer in the relevant box.

Qualification	
Certificate	
Diploma	
B. Degree	
M. Degree	
PhD	

4. What is the nature of your employment? Please, tick the relevant answer.

Nature of Employment	
Temporary	
Contract	
Secondment	
Permanent	

5. What is your position in the Ministry? Please tick the appropriate box.

Position	
Personnel	
Inspector	
Manager	
Director	
D/General	

6. How long have you been in that position? Indicate by ticking the right answer.

Period of Service	
0-12 Month	
1-5 years	
6-10 years	
11-15 years	
16-20 years	
21-25 years	

7. Are you civil servant or military personnel? Tick in the relevant box.

Occupation	
Civil servant	
Military personnel	

Section B: Guiding principles, key objectives and change management in relation to transformation in the Ministry of Defence.

In answering each question in this section, read and indicate your answer with X under the appropriate box.

8. In your view, does the top management of the Ministry of Defence have complete control on the implementation of the strategic plans to adapt to transformation priorities.

Yes	No	Not sure

9. Do you think that the transformation strategy of the Ministry of Defence understandable to all stakeholders.

Yes	No	Not sure

10. In your view, does the transformation programme require willingness on the part of leadership to make difficult decisions, and then to implement and defend them.

Yes	No	Not sure

11. Do you think that the capability of Ministry personnel and management can provide effective and efficient service delivery system.

Yes	No	Not sure

12. Do you think the present leadership makes it easy to adapt change and it management.

Yes	No	Not sure

13. Do you think transparency as one of the objectives of the transformation in the Ministry of Defence can ensure proper accountabilitywith the military.

Yes	No	Not sure

14. In your view, does the Ministry of Defence committed to good governance by ensuring democratic civil control of the armed forces under the civilian political leadership in consultation with civil society on Defence issues.

Yes	No	Not sure

15. Is there system in place regarding communications to ensure coherent and well-informed decision-making and dissemination of leadership intent in relation to change management.

Yes	No	Not sure

Section C: Government policies and public institutions provisions in particular focus on transformation in the Ministry of Defence.

In answering this section, indicate your answer by putting letter X under the relevant box.

16. Is there a Government policy that guides public service transformation process in public institutions of South Sudan in general and particular in the Ministry of Defence.

Yes	No	Not sure

17. Is there system in place to follow public service transformation in the Ministry of Defence in relation to provision.

Yes	No	Not sure

18. Are employees aware of this transformation policy.

Yes	No	Not sure

19. Is there policy in place in terms of right sizing and restructure of the SPLA to create a more affordable and effective force.

Yes	No	Not sure

Section D: The process involves in the transformation and organizational change management in the Ministry of Defence.

In completing each statement in this section, read statement and indicate the answer, which you agree with such as strongly agree, agree, disagree, strongly disagree and not sure by marking appropriate column with X.

Key:

1. Strongly agree (SA)
2. Agree (A)
3. Disagree (D)
4. Strongly disagree (SD)
5. Not sure (NS)

Statement	1 SA	2 A	3 D	4 SD	5 NS
20. The transformation of the Ministry of Defence is seen as an important indicator to towards good governance where the civil authority has control over the military.					
21. The institutional change management process is not widely understood by the management and the employees of the Ministry of Defence.					
22. The relationship and cooperation between the management and employees in the ministry enhance effective implementation of public service transformation.					

Section E: Lessons learnt in post war transformation to democracy and suggestions towards change in the Ministry of Defence.

This section is designed in a way that allows the respondents to explain freely the issues pertains the impact of experience from other countries in transition particular in Africa. Also it gives the respondents opportunity to explain their views regarding transformation in the Ministry of Defence.

23. What is the approach adapted by the Ministry of Defence in terms of transformation strategy?
24. What are the experiences learnt by Government of South Sudan regarding transitioning from post conflict to democracy?
25. Is there system in place regarding monitoring and evaluation to ensure smooth implementation of transformation or change approach?
26. What are strengths and opportunities of the Government of South Sudan towards the transformation of public institutions?
27. In your view, what are the weaknesses and challenges facing public service transformation in the Ministry Defence?
28. What are the likely suggestions to be address to improve transformation process in the Ministry of Defence?

8.0 ANNEX 2: ETHICAL CLEARANCE CERTIFICATE

University of Fort Hare
Together in Excellence

ETHICAL CLEARANCE CERTIFICATE

Certificate Reference Number:	NZE061SNYU01
Project title:	**Transformation in the Ministry of Defence of South Sudan: An organizational change management approach**
Nature of Project:	Masters
Principal Researcher:	Mayen Garang Malual Nyuon
Supervisor: Co-supervisor:	Dr O Nzewi

On behalf of the University of Fort Hare's Research Ethics Committee (UREC) I hereby give ethical approval in respect of the undertakings contained in the above-mentioned project and research instrument(s). Should any other instruments be used, these require separate authorization. The Researcher may therefore commence with the research as from the date of this certificate, using the reference number indicated above.

Please note that the UREC must be informed immediately of

- Any material change in the conditions or undertakings mentioned in the document
- Any material breaches of ethical undertakings or events that impact upon the ethical conduct of the research

The Principal Researcher must report to the UREC in the prescribed format, where applicable, annually, and at the end of the project, in respect of ethical compliance.

The UREC retains the right to

- Withdraw or amend this Ethical Clearance Certificate if
  - Any unethical principal or practices are revealed or suspected
  - Relevant information has been withheld or misrepresented
  - Regulatory changes of whatsoever nature so require
  - The conditions contained in the Certificate have not been adhered to

- Request access to any information or data at any time during the course or after completion of the project.

- In addition to the need to comply with the highest level of ethical conduct principle investigators must report back annually as an evaluation and monitoring mechanism on the progress being made by the research. Such a report must be sent to the Dean of Research's office

The Ethics Committee wished you well in your research.

Yours sincerely

Professor Gideon de Wet
Dean of Research

14 January 2015

Republic of South Sudan
MINISTRY OF DEFENCE

Office of the Undersecretary

RSS/MOD/US/J/33

19/6/2014

To: All Director Generals - MOD&VA
All Directors of Independent Units
Inform Hon. Minister

Subject: Col. Garang Mayen

The above mentioned officer has enrolled in the University of Forte Hare to study Master of Public Administration and Research related to the Ministry of Defence of the Republic of South Sudan.

You cooperate with him if he requested any information related to his field of research. Here attached

Regards

REPUBLIC OF SOUTH SUDAN MINISTRY OF DEFENCE
19 JUN 2014
OFFICE OF THE UNDERSECRETARY

Lt. Gen. Bior Ajang Duot
Undersecretary
Ministry of Defence
RSS, Juba

Cc: File

DEPARTMENT OF PUBLIC ADMINISTRATION

Office of the Chair & Head of Department:

Professor Edwin Ijeoma
Bsc (Hons) Lagos, MBA. Honolulu USA, PhD (Pret.)
Professor of Policy & Public Sector Economics

P.O. Box X1153, King William's Town, 5600, RSA
Tel: +27 (0) 40 608-3403 • Fax: +27 (0) 40 608-3408

University of Fort Hare
Together in Excellence

20 June 2014

TO WHOM IT MAY CONCERN

RE: REQUESTFOR CONDUCTING ANACADEMICRESEARCH

PROGRAMME: MASTEROFPUBLICADMINISTRATION (M.Admin)
NAME: Mr. Garang Mayen
STUDENT NUMBER: 200808093

The above named is a registered student of the university of FortHare.Aspart of the requirements for completing his M.Admin degree, the student is expected to conduct a research and submit its findings accordingly.

We hereby request you to allow the student conduct are search in your institution and to interact with relevant selected office-bearers and officials. We have instructed the student to observe professionalism and ethical considerations by maintaining anonymity of the participants concerned. The student has also been advised to maintain strict confidentiality in his interaction with respondents.

Once the research is completed, it may be availed to your institution on request. We hope that the findings of the research will benefit your institution in particular and South Sudan in general.

Please extend every assistance he stands in need.

Regards

EOC Ijeoma

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