THE EFFICACY OF THE COORDINATING ROLE OF THE
STATE MINISTRY OF CABINET AFFAIRS:
A CASE STUDY - JONGLEI STATE, SOUTH SUDA

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24TH FEBRUARY, 2013
DECLARATION

I, ALICE TIYO NATHAN- MPA Student, do hereby declare that this mini-thesis entitled, “The Efficacy of the Coordinating Role of the State Ministry of Cabinet Affairs: A case study of Jonglei State, South Sudan” submitted to the University of Fort Hare, in partial-fulfillment of the requirements for the degree of Master of Public Administration (MPA), has never been previously submitted by me or any other person for a degree at this or any other university. This is my own original work in design and execution and all material therein has been dully acknowledged by way of appropriate references and citations.

Signature: [Signature]  
Date, 24/02/2013
DEDICATION

This research is sincerely dedicated to my family, mother and children who despite the challenges, they understood the importance of this study and accepted to spend their precious time of Christmas without the presence of their mother.
ACKNOWLEDGEMENTS

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### ABBREVIATIONS AND ACRONYMS

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<thead>
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<th>Description</th>
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<tbody>
<tr>
<td>CPA</td>
<td>Comprehensive Peace Agreement</td>
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<tr>
<td>SMCA</td>
<td>State Ministry of Cabinet Affairs</td>
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<tr>
<td>MDAs</td>
<td>Ministries, Departments and Agencies</td>
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<tr>
<td>RSS</td>
<td>Republic of South Sudan</td>
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<tr>
<td>IGAD</td>
<td>Intergovernmental Authority on Development</td>
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<tr>
<td>UN</td>
<td>United Nations</td>
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<td>AU</td>
<td>African Union</td>
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<tr>
<td>VSAT</td>
<td>Very Small Aperture Transmission</td>
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<tr>
<td>USAID</td>
<td>United State Agency for International Development</td>
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<tr>
<td>UNDP</td>
<td>United Nation Development Programme</td>
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<tr>
<td>CANS</td>
<td>Civil Authority of New Sudan</td>
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<td>CCSS</td>
<td>Coordinating Council of South Sudan</td>
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<td>MDGs</td>
<td>Millennium Development Goals</td>
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ABSTRACT

The research attempts to investigate the effectiveness of coordination in the State Ministry of Cabinet Affairs (SMCA), Jonglei State government, South Sudan. The objectives of the study were to identify coordination functions of the state Ministry of Cabinet Affairs, challenges and its role in promoting ethics and good governance in service delivery in Jonglei State. Quantitative and qualitative data was collected from a sample of twenty one respondents which included the State Deputy Governor, Directors of SMCA and Secretariat through questionnaires and interviews. This explored the functions; roles; and its organizational hierarchy which promotes ethical delivery of services and good governance.

The study further discusses the levels of the implementation processes and the possible challenges facing SMCA. The results of the study reveal that the SMCA lacks qualified staff, unclear job descriptions and as a result it impinges on coordination and implementation of strategic plans and service delivery within the directorates. The study therefore recommends that for effective and efficient service delivery in promoting ethics and good governance, training of the human resource, recruitment of competent staff, clear job descriptions, regular performance appraisal and effective communication among others are paramount. The study further recommends that gender equality and equity should be addressed in order to meet the Millennium Development Goals (MDGs) in the community.
CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1. Introduction and background of the study

The war between South Sudan and North Sudan took over two decades which led to the cessation and subsequent independence on 9th July 2011 as the newest nation, “The Republic of South Sudan” (RSS). It is a sovereign and independent Republic with a decentralized democratic system of government consisting of the National, State, and Local Authority levels. Juba is the Capital of the government and headquarters of the national institutions. It is where the people of the Republic of South Sudan are politically, economically, socially and culturally organized and powers are exercised by the legislative, executive and judiciary (South Sudan Transitional Constitution, 2011:1, 47, 51).

It has been confirmed as a member state of the United Nations, the African Union as well as Intergovernmental Authority on Development (IGAD) (UN News Service, [Accessed 14 June 2012].

The Cabinet is made up of twenty nine ministries at the national level, with ten states, governed on the basis of decentralization with seventy nine Counties, administered by Commissioners, down to local levels of Payam as the second tier and Boma the subunit of local government which, is the coordinative organ of a County that exercises delegated powers from the County Executive Council. (South Sudan Transitional Constitution, 2011:162).

Jonglei State

Jonglei is the largest among the ten states of RSS with an area of approximately 123,600 square kilometers. Bor is the capital, and the seat of the State government. It borders the Federal Republic of Ethiopia to the east, Eastern Equatoria State to the south, Central Equatoria State to the southwest, Lakes State to the west, Unity State to the northwest and Upper Nile State to the north. It has estimated population of 1.36 million people (National Census of 2008). The people of Jonglei State mainly depend on Agro-pastoralism and fishing as their source of livelihood. The
natives are categorized into six ethnic groups known as; Dinka, Nuer, Anyuak, Murle, Kachipo and Jie. The State is divided into eleven Counties:- Twic East, Duk, Bor, Akobo, Nyirol, Uror, Pibor, Pochalla, Ayod, Pigi and Fangak. Each County is headed by a Commissioner with administrative centres known as Payams and Bomas. The state has 57 Payams and 263 Bomas respectively.

After the signing of the Comprehensive Peace Agreement (CPA) in 2005, the State government was formed, with eight cabinet ministries. Subsequent to the 2010 general elections, the cabinet increased to fifteen ministries where the Ministry of Cabinet Affairs was created. The Ministry of Cabinet Affairs, as the mother ministry coordinates government businesses in the State and it is headed by a minister.

Coordination is vital without it, nothing can effectively be accomplished and government businesses cannot be managed. It is one of the management functions that falls within the parameter of Public Administration as a discipline and in government institutions as a practice.

The State Ministry of Cabinet Affairs (SMCA) ensures that human and financial resources are available for the recruitment of qualified personnel to enhance the process of coordination. The financial resources are required to acquire technological assets such as VSAT to update communication system. As institutions expand, the organizational structures grow; hence, validates the coordination process. Government institutions require systems to integrate the responsibilities to enable proficient running of business. The duties must be synchronized to ease information flow within the system.

Previously; when the authority was centered in Sudan (Arab North), coordination of government business in South Sudan was carried out by the Central government of Khartoum (the North). The South only received directives from the North for execution. All decisions were centralized from the government in the North (Khartoum) and excluded the Southerners from decision-making arena. Today South Sudan has become an independent state but faces challenges in coordinating its government business due to lack of qualified personnel.

This research proposal aims to investigate the functions of coordination in the SMCA. It seeks to examine the extent of the challenges of the coordination in the SMCA. It also aims to carry out survey on how coordination promotes ethics and good governance in delivering services to the people.
1.2. Statement of the Problem

The research seeks to address the ability of the coordinating role as it remains a challenge due to the fact that effective and timely initiation, formulation and adoption, implementation and evaluation of guidelines based on the principle of collective responsibility are not followed accordingly. Hence, does not only seek to examine the extent of challenges of coordination in the SMCA but also explore the role of coordinating in promoting ethics and good governance in service delivery.

1.3. Objectives of the Study

The objectives under which this research is based on are:-

- To identify the coordinating functions of the SMCA
- To examine the extent of the challenges of coordination in the SMCA.
- To find out the role of coordination in promoting ethics and good governance in service delivery.

1.4. Research Questions

- What are the coordinating functions of SMCA?
- To what extent is coordination a challenge in the SMCA?
- How does the coordinating role promote ethics and good governance in service delivery in SMCA?

1.5. Significance of the Study

This study will be beneficial in the following ways:-

1. It will add to the academia, knowledge on the effectiveness of coordinating role of government departments, especially the SMCA in Jonglei State, South Sudan.
2. It will also improve the process of coordination in the SMCA in Jonglei and enable human resources to understand the importance of efficient and effective coordination in provision of services.
3. The study will be useful for reference.
4. The study will improve the communication system within the SMCA.

1.6. Methods of data Analysis

Interviews and questionnaires will be used as methods of obtaining detailed information regarding the study. Descriptive qualitative research analysis will be used to analyze data. It is the mechanism that allows the researcher to explore further the topic under research.

1.7. Clarification of Concepts and Terms

Public Administration (discipline) is the academic discipline which deals with study of activities of public administration in government institution and it is also a science which studies various processes and practical activities by the institutions that function within a particular environment to improve the general welfare of society by providing products and services (Du Toit and Van der Waldt, 1997:47).

Public Administration (function) is the real practice in the public sector. It is the organization and management of people and resources to achieve government objectives for the welfare of the people through service delivery.

Service delivery is the provision of public activities. Services relate to provision of tangible services (Fox and Meyer, 1995:118) in Van der Waldt (2007:148).

Commissioner is a person elected by the people of a county as the head of the local government in the County.

County is a territory in which the administrative jurisdiction of local government council is established (South Sudan Local Government Act, 2009).

Payam is the second tier of local government which is the coordinative unit of a county and exercises delegated powers from the County Executive Council.

Boma is the basic administrative unit of the county which shall exercise decentralized powers within a Payam.

1.8. Preliminary Framework for the study

Chapter one basically outlines the introduction to the study, the problem statement, the objectives of the study, research questions, significance of the study, research methods in brief as well as clarification of terms and concepts.
Chapter two presents related literature review on theoretical framework of the study.

Chapter three describes the research methodology detailing the research tools that were used to collect quantitative and qualitative data and sampling techniques.

Chapter four is the chapter discussing about the analysis, interpretation and the findings of the study.

Chapter five is the final chapter providing recommendations and conclusion to the study.

1.9. Conclusion

In conclusion, the chapter mainly focuses on the introduction and background of the study, the statement to the research problem, objectives of the study, the research questions, and importance of the study as well as the concise methods of data analysis applied in the study, clarification of concepts, terms and preliminary framework for the study. It is further followed by chapter two which will basically discuss the review of the related literature of the study.
CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Introduction

Public Administration as a social science is mainly practiced in the public sector. It is an academic discipline studied in the university. Both the practice and the study are important in today’s government institutions. This implies that, as a university theory, it puts in picture the real practices in the public sector with the aim of improving the welfare of the people through efficient delivery of services as the main purpose of every government.

The practice of management is traced to the first government organizations, developed by the Sumerians and Egyptians, but the formal study of management developed recently. The early study of management began with what is now called the classical perspective which emerged during the nineteenth and early twentieth centuries (Daft, 2008:40).

Henri Fayol (1841-1925)’s concept on administration was based on the management experiences. He addressed organizational problems in a wider context. His concern was on management functions which he described it to a supervisor (manager). The functions were planning, organizing, leading, coordinating and controlling (Baker RJS, 1972:2). According to Fayol, the administrative functions involve a relationship between the head and other members forming the social structure of the organization. Hence, Fayol’s theory is relevant in today’s organization particularly his five management functions as mentioned. At present an organization cannot operate without forecasting on its activities. It has to organize and prioritize them to allow effective coordination and control.

In this chapter, an attempt is made to analyze an array of secondary sources. It reviewed the relevant literature available on coordination as a principle of management. Consideration was given to literatures that looked at the relationship between coordination and other administrative management principles as practiced in organizations. This entailed thinking of the efficacy of administration management
principles from the vintage of specific coordination. Theories and definitions of the concepts of coordination and related functions of management were discussed with the idea of getting a wider understanding of the linkage between coordination and other functions. Several questions, views, contributions, criticisms and contradictions of various studies carried out by some researchers were looked at with the purpose of investigating the status of the coordinating function in the State government of Jonglei.

2.2. Purpose of the Review

The review was mainly to examine the concept of coordination, to explore its objectives, the role of linkage of coordination with other functions and also, to discuss the importance of coordination. The main sources of literature information were: books, journals, pamphlets, unpublished papers, government archives which included publications and minutes of meetings, dissertation and thesis.

2.3. The Concept of Coordination

Coordination is one of the functions of management and it falls within the Public Administration discipline. An organization requires systems to process information and enables communication among people in different departments and at different levels.

Henri Fayol (1841-1925)’s management theory, contributed to the modern concepts of management. His theory was built on personal observation and experience and proposed that, there are five primary functions of management which are: planning, organizing, leading, coordinating and controlling (POLCO).

2.4. Organizing for Horizontal Coordination

One reason for the growing use of teams and networks is that many organizations are recognizing the limits of traditional vertical organizations structures in today’s fast-shifting environment. In general, the trend is toward breaking down barriers between departments. Many organizations are moving toward horizontal structures based on work processes rather than departmental functions. However, regardless of the type of structure, every organization needs mechanisms for horizontal integration and coordination. The structure of an organization is not complete
without designing the horizontal as well as the vertical dimensions of structure (Daft, 2008: 326).

2.5. Need for Coordination

As organizations grow and progress, two things happen. First, new positions and departments are added to deal with factors in the external environment or with strategic needs. For instance, in recent years most colleges and universities established internal legal departments to cope with increasing government regulations and a greater threat of proceedings in today's society. Whereas small schools once relied on outside law firms, legal counsel is now considered crucial to everyday operation of a college or university. Many organizations established information technology departments to manage the increase of new information systems. As organizations add positions and departments to meet changing needs, they grow into more complexes, with hundreds of positions and departments performing incredibly diverse activities. Secondly, senior managers have to find ways to tie all these departments together. The formal chain of command and the supervision it provides is effective, but it is not enough. The organization needs systems to process information and enables communication among people in different departments and at different levels (Daft, 2008:326).

According to Daft, coordination refers to the quality of collaboration across departments. He argues that, without coordination, the institutions will not perform well resulting to problems and conflicts. He further said coordination is required regardless of whether the organization has a functional, divisional, or team structure. He further states that, the problem of coordination is amplified in the international arena, because organizational units are differentiated by geographical distance, time differences, cultural values, as well as language. In all coordination is the outcome of information and cooperation. He asserts that, some of the coordination responsibilities require clear attention. Such as, good communication of plans, clarify and gain agreement to objectives; adequate work in developing plans; proper authorization, resolve conflicts of priority and maintain morale of the personnel. Dessler G. (1982:105) asserts that, coordination is the process of achieving unity of action among interdependent activities and therefore; it is a hidden force binding all other functions of management.
As institutions expand, their organizational structure grows creating need for coordination. According to Healy (1997:27) the function of coordination is seen by some as a shallow activity, but as institutions get bigger and more technically complex, coordination becomes an activity demanding a wide range of high-level caliber and technical skills. Thus, in the case of the SMCA, as its administrative activities increased, a great need for coordination arose. Therefore, for high-quality coordination to be realized, it requires delegation of responsibilities.

2.6. Delegation as a function of Coordination

Delegation is separation of duties and sharing responsibilities among staff to reduce workload that may lead to corruption and ineffectiveness. It is the assignment of authority and responsibilities to staff to carry out specific tasks (Robbins, 1991:506). Further Whitehead, Whitehall (2000:219-220) and (Daft,2008:311) also defined delegation as transfer to lower level staff the responsibility to perform a given task and to make management decisions consistent with the duties to be undertaken. For example, before the formation of SMCA, most issues were directed to the Head of State making it difficult for the top leadership to concentrate on its duties of planning, policy and decision-making. As such, much of the top leadership’s time was spent on trivial issues that were not falling under its jurisdiction.

Once responsibility has been delegated, the staff must be allowed to act without official supervision. Delegation is important to the operation of a growing institution such as SMCA. It makes senior staff to free themselves from the routine activities to concentrate on the more essential management tasks; hence, putting subordinate in charge of work which is within their capacity. It enables staff to develop, take responsibility, gain experience in a new field as well as promoting self-esteem and peer-group recognition. It distributes the work-load more fairly to allow decisions to be made at the lower levels. It further gives staff the chance to make mistakes and be held responsible for them. Delegation is most effective where it is properly disseminated for every staff in the institution to be aware of the measure of responsibility conferred upon the staff.

According to D’Souza (1994:473-475) delegation involves leaders assigning jobs to staff and giving them the necessary authority to get the jobs done. He further stated that the significance of delegating responsibilities is to make the leader increase his/her time to concentrate on important work that makes major contributions to the
institution. Therefore, inadequate delegation in the institution reveals itself in various ways, such as; every activity slows down when top leaders are away, slow decision making with too much authority clustered at the top levels, deadlines get missed and handling crash situations becomes the pattern of the institution.

2.7. Skilled Human Resources

For SMCA to coordinate its activities well, it requires qualified personnel. Organizations perform a wide variety of tasks. A fundamental principle that, work can be performed more efficiently if employees are allowed to specialize. Employees within each department perform only the tasks relevant to their specialized functions. Experienced human resources is important because each employee performs efficiently when he/she is qualified and assigned to specific task based on the skills they have acquired (Daft, 2008:309). (Denhardt (1995:305) explains coordinating as involving specialized competence in problem-solving and skills in communicating and negotiating. To realize effective coordination, cooperation and information among staff should exist in order to create understanding in the workplace and improve delivery of services.

To ensure effective flow of activities and achievement of the institution’s objectives, SMCA should emphasize in employing qualified personnel. All departments must have personnel who are capable of performing duties without much supervision by their superiors. This will shun collision in performance of SMCA activities such as meetings and other necessary programmes.

2.8. Theoretical Framework of Coordination

Coordination has traditionally been viewed as an information-processing problem by organization design and contingency theorists (Lawrence and Lorsch, 1967:47-59; Galbraith, 1977; Tushman and Nadler, 1978:613-624). According to Barnhart Dictionary of etymology (1988), the word coordination was first recorded in 1605, meaning ‘orderly combination’. Overtime, coordination was understood to be a relational process involving shared understandings of the work and the context in which it is carried out (Weick and Roberts, 1993:357-381; Crowston and Kammerer, 1998:227-245; Faraj and Xiao, 2006:1155-1169).

As the departments in the ministry grow and expand, new positions and departments are added to deal with new planned needs. For example, since the establishment of SMCA in 2010, the number of ministries have been increased to
cope with government regulations and information technology system that was set up to manage new communication systems (Daft, 2008:326).

The early management theorists recognized the importance of coordination and considered it as one of the primary functions of management. Fayol viewed it as the binding together of individual efforts to accomplish a common objective and identified it as one of the five major management functions. Mooney and Reilly defined coordination as “the orderly arrangement of group effort, to provide unity of action in pursuit of a common purpose”. So it is called “first principle of management in that it expresses the principles of organization”. March and Simon also point out that, coordination requires communication to give notice to deviations from planned or predicted conditions, or to give instructions for changes in activities in order to adjust to those deviations (Dessler, 1982:106-107). Effective coordination requires effective communication whether verbally or in memo form and what matters is that, the communicated information must be comprehensible.

2.9. The Function of Coordination

The term ‘function’ is widely used to describe almost every type of organizational activity. In its dictionary meaning, the word defines ‘the activity proper to do anything’ and on the broad definition every individual in an organization has special function to perform. Every job description is a specialist function (Whitehead and Whitehall, 2000:7). Henri Fayol divided the functions in an organization into six major groups as follows:-

1. Technical: which he considered to be (production or manufacturing function)
2. Commercial (function which buys, sells and exchanges)
3. Financial (function that seeks to achieve optimum use of capital)
4. Accounting (record-keeping function)
5. Security (function that seeks to preserve property and protect staff)
6. Management (function which plans, coordinates and controls).

According to Whitehead and Whitehall, the term ‘function’ implies authority to act with respect to a group of specific activities in the organization. This entails that, the staff in a particular office is given the authority to perform the activities as assigned to them. For an organization to attain its intended objectives, it is imperative that the function of each staff is clearly defined. Clear definitions of functions help staff to understand their particular roles in the organization and for accountability. On the
other hand it will also avoid conflicts within the organization. When the function of coordination is not taken severely, most work in the organization will be ineffective resulting to poor performance in the organization. Mills and Standingford (1977:3) state that, “the greater the complexity and the greater the degree of specialization, the greater the need for coordination”.

Government institutions require integrated responsibilities to enable smooth running of business. The success of government business necessitates qualified personnel to manage the activities. The duties of the institution should be coordinated in order to facilitate responsibilities and flow of information according to the required plan. Organization requires people to maintain cooperation among staff.

Functions of coordination entail control over activities and involving supervision. Government institutions should therefore have organizational structure to show the institution’s operation command lines. Structure facilitates the use of each resource to achieve the institution’s goals. It creates order in the institution and serves as a channel of communication in promoting accountability and control measures.

The structure is a hierarchical pattern of authority, designed to provide clear coordinating system of the organization. It is vertically and horizontally structured as in SMCA is headed by a minister, secretary general, director general and horizontally structured to other departments of directors and subordinates. Therefore, coordination is a managerial function which, improve effective institution’s performance.

**2.10. Methods of Coordination**

Botes (1994:147-148) identified coordination methods as; reporting on regular basis; personal directions to subordinates; small group activities; and staff meetings (ministerial meetings). The SMCA as a coordinating body must ensure that ministries/departments and agencies (MDAs) report on their performances regularly, meet monthly or quarterly; organize and conduct small developmental group activities so as to improve departmental performance. Through regular reporting, the Ministry will understand the challenges of each department and create ways of resolving them.

Coordination has techniques that can make it accelerate effectively. Some of them inter alia include the following:- planning, organization, effective communication,
leadership and supervision, chain of command, training, and liaison departments. They will be discussed briefly.

2.10.1. Planning

Planning is the management function concerned with defining goals for future organizational performance and deciding on the tasks and resource use needed to attain them; the act of determining the organization’s goals and the means for achieving them (Daft, 2008:787). It involves selection of objectives, policies, procedures and programmes from among alternatives. For predetermined course of action to attain a specific goal through thinking. Hence, it is the primary function of management.

The Ministry’s goals cannot be achieved effectively unless they are well coordinated. The Ministry must plan and work as a team to achieve the goals. Work must be shared within the ministries/departments. There must be collaboration in planning which consists of identifying the whole purpose of the Ministry, the activities of each department, their sequences and the resources needed to accomplish them (Rush, 1983:81). McConkey (1983:36-37) planning helps the Ministry determine what it must do during a particular period of time. To coordinate effectively, planning must be sound such that activities specified for a particular period are identified in advance. Its objectives, policies and procedures should be clear to ascertain consistency in action. As the Ministry has many plans to accomplish, the planning process enables prioritization. For instance, the office requires supplies but because stationery is fundamental, should be of first priority.

2.10.2. Organization

An organization is a structure made up of two or more people who accept coordinated direction to achieve certain goals (Robbins 1979:6). Hall (1972:9) also states that “an organization is a collectivity with a relatively identifiable boundary, a normative order, authority ranks, communications systems, and membership coordinating systems; this collectivity exists on a relatively continuous basis in an environment and engages in activities that are usually related to a goal”. Also Tausky (1971:6) states that, organization refers to both process and structure.
When the Ministry is structured it helps the coordination process to be effective because the line of authority and responsibility has been made clear by the organization process. Coordination becomes effective when the organization is simplified into manageable components. Coordination was ineffective in the State during the CPA period but after the establishment of SMCA in 2010, the coordinating role gained momentum as responsibilities and line of authority have been categorized but still this does not mean that coordination has achieved its intended results in SMCA.

2.10.3. Effective Communication
McClave (1997:2) communication is the process by which a message or information, ideas, opinions, attitudes and feelings are conveyed from one person to another or exchanged from a sender to a receiver. Further D’Souza (1994:124-125) states that, communication must have a purpose. The SMCA always prepare orders to be communicated to the MDAs as well as to the public. The purpose of communicating is to ensure that, created orders, policies and procedures are understood then implemented. Effective communication is imperative for the success of the organization. Effective inter-change of thoughts and information helps to resolve differences and creates common understanding between MDAs within the institution. Committees do assist to promote harmony and equality in action within the institution. For instance, in Jonglei State there have been existing tribal conflicts caused by lack of grazing land and water points for the livestock. The intra and inter-tribal conflicts have created hatred and killings among the ethnic communities. Due to constant loss of lives, a presidential committee for community peace, reconciliation and tolerance was formed to resolve the problems with each community in order to achieve lasting peace to be realized in the State. This resulted in the signing of the Peace Resolution on the 5th May 2012 in Jonglei State (Jonglei State 1-5th May, 2012 Resolutions).
To solve conflicts in different department, committees are often formed. Decisions made by these committees are collective decisions therefore; group decisions provide coordination within different departments in the institution. Effective communication helps group members build trust and respect, foster learning and accomplish goals. Reporting is also another way of communicating with the superior
and subordinates. Effective communication strengthens the positive relationship between different individuals within the Ministry.

2.10.4. Leadership
According to Daft (2008:590) leadership is defined as the ability to influence people towards the attainment of goals. Effective leadership enables coordination of efforts at the planning and implementation stage. A good leader must guide the programs of the Ministry to the right direction and encourage MDAs to work together in order to accomplish the general objectives of the entire Ministry. Effective leadership persuades the MDAs to have interest in accomplishing the work hence, reducing the dependence on formal ways of coordination like authority, rules and procedures.

2.10.5. Supervision
Botes (1994:285) states that, supervision refers to the human activity of leading, directing, motivating and inspecting the performance of subordinates, in order to achieve certain predetermined objectives. To supervise is to oversee a task or activity; to be in overall charge of something like programmes. Supervision is done to ensure that all planned work is effectively implemented. It also helps resolve differences of opinion in situations where there is no equitable allocation of activities.

2.10.6. Chain of Command
Chain of command is an unbroken line of authority linking all staff in an organization and shows who reports to whom. It brings together different departments of the Ministry and relates them to a central authority. Daft (2008:309) asserts that, unity of command means that the employee is held accountable to only one supervisor. The scalar principle clearly refers to a defined line of authority in the organization including all employees. All staff in the Ministry should know to whom they report and hence illustrates the authority structure of the organization. According to Daft, authority is the formal and legitimate right of a manager to make decisions, issue orders, and allocate resources to achieve organizationally desired results. Authority is distinguished by organizational positions, not people. Managers therefore have authority due to the positions they hold, and other people in the
same positions would have the same authority accepted by subordinates and complied because they believe that managers have a legal right to issue orders. Positions flow down the vertical hierarchy, thus, positions at the top of the hierarchy have more vested formal authority than positions at the bottom. Therefore, the chain of command is one of the essential methods of improving effective coordination.

2.10.7. Training
Training is simply the way one acquires knowledge, skills and competence as a result of the teaching of technical skills relating to specific useful competencies. For example, the South Sudanese students training at Fort Hare University, South Africa, are trained to attain good skills in public administration to become effective public administrators/managers. Therefore, as suggested by Du Toit et al (1998:122) that, training is the extension of knowledge for a specific purpose to fill a given position in order to perform the job involved effectively.

2.10.8. Liaison department
To liaise is to communicate with or be in contact with someone. A liaison department is important as it acts as a linking point in the institution. It makes coordination of activities easier especially between the national offices and the State. For example, Jonglei State Coordination office in Juba links the activities of the national offices in Juba to the State.

After the signing of the CPA on 9th January, 2005, the first government of Jonglei State was formed on 18th November, 2005 (Presidential Decree No. 020/2005). It comprised of eight ministers. This marked the era when South Sudan became semi-autonomous. For the State to start functioning, all South Sudanese employees from the Coordinating Council of South Sudan (CCSS- from the former regime) and Civil Authority for New Sudan (CANS- from SPLM) were integrated. Meaning they were to work under the leadership of the new government by then, the Government of Southern Sudan (GoSS). The CANS and CCSS were therefore integrated in government institutions as employees of same country. The challenge was lack of cooperation.

This state of affairs made the management of the organization and coordination of government business within the State administration ineffective. Employees worked for the sake of earning but not delivery of services. Due to lack of awareness the
two groups could not interact effectively. In 2006, the Government of Southern Sudan (GoSS) developed plans to train the public servants in order to build their capacities and maximize human potential so as to improve service delivery (Transitional Constitution of South Sudan 2011:139(h). The trainings were organized by the National Ministry of Public Service in conjunction with some development oriented agencies such as USAID, Windle Trust, to mention a few. When the staff got the training, transformation started which created unity and understanding among staff of the institution. Therefore, training is essential as it widens knowledge for specific purpose to fill a given position so as to perform work in efficient and effective manner (Du Toit et al, 1998:122).

The formation of Jonglei State government in 2010 increased the cabinet to fifteen ministries. Coordinating started to gain momentum and a council of ministers handbook was produced with support from the United States Agency for International Development (USAID) containing the coordinating roles of the SMCA and how it relates with other ministries.

2.11. The Coordinating Functions of the SMCA

According to (TCJS, 2011:109) the coordinating functions and duties of the SMCA inter alia are discussed below.

**Organizing and coordinating government business**

This basically includes coordinating all government activities which involves monitoring and implementation of government development programs and humanitarian activities within the State. The ministry also coordinates implementation of the State strategic plan where activities relating to socio-economic development for the state are specified. It ensures that, the MDAs requiring material and financial support from the state treasury receive such allocations on time. To achieve fair distribution of resources and roles, it needs the organizational structures and clear mandates. Coordination in essence, is to ascertain that all the information and activities are effectively harmonized with the concerned staff to make use of the controlling mechanism. To make certain that activities are effectively implemented, monitoring and evaluation becomes a central role to the ministry as quality control measure ensures effective and efficient
delivery of services to the public. Another role of the ministry is ensuring that there is cooperation and good working relations among MDAs.

**Importance of time management in business**

The other role of SMCA is to ensure that set programs are implemented within the period specified in the State strategic plan. Aristotle Onassis (in Rush,1983:151) states that, “I have learned the value and importance of time; I work two additional hours each day in that way I gain the equivalent of one additional month each year”. Also Dawson Trotman, the founder and first president of the navigators said, “the greatest time wasted is the time getting started”. Successful coordination requires proper time management. According to John Maxwell’s law of timing, he states that, ‘the right action at the right time results in success.’ The prominent time management consultant, R. Alec Mackenzie, says that “Time is the scarcest resource. Unless it is managed, nothing else can be managed”. Time cannot be turned on or off nor can it be replaced (D’Souza, 1994:48). For the SMCA to improve in performing its coordinating role, time management should be a priority.

**Appropriate coordinating environment**

Rush, (1983:65-66) asserts that good working relations are the foundation on which all other management skills – planning, organizing, leading, staffing and evaluating are built. For appropriate coordination of activities to occur, the SMCA should develop and maintain good working relations with the MDAs. This can be achieved by conducting regular meetings, discuss developmental issues, and report on challenges and plan for a way forward. As Gittell (2006) puts it, the theory of relational coordination states that, the effectiveness of coordination is determined by the quality of communication among participants in a work process, depending on the quality of their primary relationships. Participation encourages staff to open up and exercise their ability. David et al (2009:242) asserts the Batho- Pele Principles – “Putting People First.” This when applied will create openness and transparency in the working environment.

**Providing administrative support**
The SMCA is to ensure that, proper managerial and secretarial support is rendered to the state council of ministers and MDAs. This requires systematic communication to prevent duplication of work. The effective and efficient management of information in the institution requires communication. It is through effective communication that information flows between various public institutions and between public and private organizations. As far as management of information is concerned, communication between the different MDAs is significant. This concurs with Du Toit et al, (1998:51-52) who asserts that, one vital aspect of organizing, is division of work into different units. Improper coordination may cause delay in getting valuable information promptly.

**Resolutions follow-up**

A resolution is a formal decision carried at a meeting. It must be proposed, seconded and put to the meeting in the customary way. A resolution cannot be rescinded at the meeting at which it is adopted (Harrison, 1988:238). It is a written motion adopted by a deliberative body. Follow-up system is used to ensure that a matter is not overlooked (Harrison, 1988:130). The SMCA must ensure that follow-ups are made to ascertain implementation of the resolutions. Follow-up should start from the time resolutions are passed for distribution. The department charged with such duty is to make sure that the resolutions are delivered to the concerned MDAs for necessary action as per the directives. Example, in 2006, many peace resolutions were resolved and passed in Jonglei State but few were effectual due to lack of follow-up. Most resolutions ended on papers as there was no assigned official within the department to monitor implementation – like, the Yuai Peace Conference between Lou –Nuer, Gawar Nuer and Dinka of Duk and Uror Counties (Feb. 27th – 2nd March 2006). Conflicts still exist in these counties.

**Preparation of draft agendas**

According to (Harrison, 1988:232) an agenda is a programme of details of the business to be discussed at a meeting. Fox and Meyer (1995:6) define agenda as a plan which, a group agrees to discuss in chronological sequence of items listed at a meeting. Each ministry in the SMCA sends their agenda on a particular day of the
week for quick compilation before meeting day. Agenda preparation enables the chair to reflect and prioritize them on time.

**Maintaining official archives**

Records are important information in the Ministry. They provide evidence which can be referred to when required. Hence, they must be managed and safeguarded well. The SMCA is to ascertain that all valuable documents processed are stored in a clean and safe place for future reference, for example, the decisions made in the council meetings are vital as they are directives of different kinds. There must be storing facility specifically for government records.

Whitehead and Whitehall (2000:203-204) assert that, proper record-keeping involve filing and archiving. Filing is the systematic storing of current records so that they are accessible at any time and also preventing them from getting lost. Archiving is the long-term storage of material which is no longer deemed ‘current’ but which may be required in the future. For example, when there is a dispute, records can be accurate proof to settle such disputes. Therefore all ministries/departments must be obliged to have an efficient filing system to allow effective functioning of the office. In so doing, locating of vital documents will not interfere with other sections of the business (Harrison, 1988:114).

**Reporting**

Reports are necessary because they inform on the progress and challenges of the institution. The SMCA as the coordinating ministry should ensure that, MDAs deliver their reports regularly for easy monitoring. Without reports it is impossible to measure progress and whether the ministry objectives are implemented. Timely reporting should be emphasized to enable the SMCA to know what is taking place within the MDAs. Fox and Meyer (1995:112) affirm that, *reporting is the process whereby information is communicated to the proper decision-authority centre in an organization.*
Monitoring government performance

Monitoring is a process of checking how implementations of set programmes have been carried out against the set objectives. Performance is the way in which planned action takes place; operational behaviour directly related to the organization's effectivity: performance = ability x motivation (Fox and Meyer, 1995:94-95). Without supervision, the performance of MDAs cannot be known. According to Botes (1994:285), supervision refers to, the human activity of leading, directing, motivating and inspecting the performance of MDAs, in order to achieve certain predetermined objectives. It is important to monitor performance so that improvement in service delivery is realized.

The coordinating role of the SMCA is to ensure that government businesses such as holding of meetings, preparation of ministry summary reports, monitor implementation of set programmes according to the state strategic plan, compilation of data and reports, resolutions follow-up and implementation, set performance indicators and planning exercises are effectively coordinated by ensuring that information is exchanged and understood to accomplish its intention. Communication should be systematic to create transparency (South Sudan Transitional Constitution, 2011:139). McClave (1997:1) states that, communication is the single element central at every level of a business in the institution. It requires thought and effort if it is to be done effectively. For example, an information that is supposed to be delivered in the morning is delivered the next day affects the planning and organizing process hence, making coordination ineffective and cause delay in performing activities.

In the SMCA, the functions of management are in existence. They relate as follows: (a) the technical; which is the function of production or manufacturing. Production of abundance of goods and services has to do with secretariat services in terms of typesetting, printing, photocopy, binding as well as information technology. (b) The commercial; is the function of buying, selling and exchange which deals with purchasing of institution’s equipment, stationery, vehicles, and other assorted items required. (c) Financial; being the function that seeks to achieve optimum use of capital. This concerns the institution’s finance/accounts department that manages the use of finances for example, payment of salaries, post benefits and other basic financial requirements such as reimbursements of loans. (d) The accounting is a record-keeping function. Records are vital resource to the institution. Governments
come and go but records are maintained because they are evidence which can be used once required.

After the CPA the system of record-keeping improved and it continues to improve. (e) Security– is essential in the place of work to protect the staff and the properties of the institution. Essential documents need proper security from loss and mismanagement. (f) Management– is the planning, coordinating and controlling function. Planning is the first and foremost thing to start an activity. The top management does the planning of programmes which are then coordinated for implementation. The institution also on the other hand ensures that planned programmes are carried out as required and as Daft (2008:454) puts it, organizational control is the systematic process whereby the management regulates the organizational programmes making them consistent with expectations established in the plan, targets, and standards of performance.

2.12. The Role of Coordination in promoting Ethics in service delivery

In each and every society, ethics, beliefs and norms are exercised as guiding principles for people to stay in harmony. In a general sense, ethics are the code of moral principles and values governing the behaviors of a person or group with respect to moral standards. Ethics set standards as to what is good or bad in conduct and decision-making. Hanekom (2001:162) states that, the establishment of codes of conduct is essential to guide the moral standard of the human race. An example of a set of rules of prescribed and acceptable conduct, originally of a specific society and today associated with the supporters of the Christian religion, are the Ten Commandments in the old Testament of the Bible (Exodus 20:1-17). They guide the community to live in harmony with one another. Daft (2008:140) asserts that, ethics is about making decisions and Du Toit et al (1998:3-4) views ethics as those moral principles emanating from the value system of society prevailing in a particular community.

In the public sector, ethical norms are usually ensconced in form of a code of conduct to which the public official must subscribe when assuming duty. The basis of these ethical codes is to be found in the ethics of society and varies from society to society, and from culture to culture. The ethical norms represented in codes are a generalization of the ethics prevalent in a society of a specific country, and are ultimately based on the religious life of that particular society. For example, the
constitutional post holders, when it comes to campaign each sells his or her manifesto to persuade the electorate that when elected to power, they will provide particular services to the public. But the question is, are these services delivered to the public as promised? It is unethical for officials to make promises without fulfilling them. Promises made must be fulfilled as matter of principle.

2.13. Coordination in promoting good governance

Governance is a term that most people associate with government. The purpose of governance include maintenance of law and order, the defense of its sovereignty against external enemies and the advancement of what is thought to be the welfare of the society. The government makes decisions and implements them. Therefore, the term governance means a process of decision-making and where the made decisions are implemented. David, et al, (2009:65) states that, good governance is central in creating and sustaining an environment for development. Therefore, good governance is development. According to UNDP (1997), good governance is through participation, transparency and accountability. It is also effective and equitable and promoting rule of law.

To understand how coordination promotes good governance, this section is going to focus on few of the core elements of good governance which include transparency, participation, responsiveness, accountability and responsibility, and equity.

Coordination helps to promote participation

Public participation means allowing people to make decisions and share in the decisions (Berkley, Rouse and Begovich, 1991:189). Coordination helps to bring people together and to participate in decision-making. The participation of the public in making decisions is vital as the decisions made, enable them to abide by those decisions. Making the public to participate creates unity and harmony among them. When participation is coordinated it makes people to plan together towards development and ease work. The importance of participation must be communicated to all staff for them to understand its value in the workplace.

Coordination encourage transparency
According to Schwella et al, (1996:16) transparency is concerned with the extent to which the functioning of public sector institutions and actions of public managers are open to public scrutiny. The institution’s practice and programmes must be coordinated and made open to the public and the media. Du Toit et al, (1998:145-146) assert that, transparency is the effective functioning of public and private institutions and also the ability of citizens to make contributions. Public institutions must deliver the services required by citizens for their general welfare. The public can only contribute sufficiently to the quality of performance of the institution when transparency prevails. The image of the Ministry is perceived by the public in terms of the quality of services received and the amount of information available concerning the decisions behind the services.

In order to build confidence and trust between the institutions and the citizens they serve, there must be openness and transparency (Du Toit et al, 1998:153-154). To ensure full transparency, communication and availability of information must be extended to the public. The information must be freely availed and directly accessed by the public as stipulated in (RSS Transitional Constitution, 2011:139 and Jonglei State Transitional Constitution 2011:120) that transparency shall be fostered by providing the public with timely, accessible and accurate information. Coordination enables transparency to be realized through effective communication of information. Lack of effective communication results to failure of information to reach the intended recipients (public) (Du Toit et al, 1998:148). The lack of transparency and openness leads to maladministration, unaccountability and irresponsiveness (Du Toit et al, 1998:156). Coordination encourages transparency and openness so that there is freedom of expression. Once transparency exists, it eliminates mistrust and hatred hence, improves relations within the institution.

**Coordination promotes Equity**

Equity is the fair distribution of responsibilities and resources in each department to improve delivery of services. (RSS Transitional Constitution, 2011:139(d) stipulates that, services shall be provided to all persons impartially, fairly, equitably and without discrimination on the basis of religion, ethnicity, region, gender, health status or physical disability. Coordination facilitates tasks to be distributed equally to officials in the departments so that each carries equal responsibility. Coordination
helps to organize tasks and resources to be distributed equally to people without causing conflicts.

**Coordination improve Accountability**

Accountability is an obligation to expose, explain and justify actions. Public accountability demands that the actions of public institutions be publicized to encourage public criticism. It is answerability to someone or something outside the public institution (Normanton in Schwella et al, 1996:16). “Accountability is also referred to direction and control so that when something goes wrong, someone is held liable” (Berkley, Rouse and Begovich, 1991:380). Coordination gives proper direction in the institution to enable accountability. It also helps to make proper use of resources through being accountable.

Accountability ensures that resources are properly utilized to achieve the institution’s objectives. Therefore coordination helps to minimize wastage of resources. For example, each department must be assigned roles to be accountable and responsible. Banki (1981:97) defines accountability as a personal obligation, liability, or answerability of a staff to give his/her superior a desired report of the quantity and quality of action and decision in the performance of responsibilities that are delegated. According to Schwella et al (1996:164-165), accountability is an obligation and a responsibility. The public officers must be accountable to the society (Du Toit and Van der Waldt, 1997:94).

**Responsibility**

Fox and Meyer (1995:113) describe responsibility as, “the obligation that organizational members assume to carry out their duties to the best of their ability and in accordance with direction and the requirements with which the holder of each position is charged”. Du Toit et al (1998:84-85) further refers to responsibility as the situation where an individual from the top to bottom of the hierarchy is responsible for the specific task allocated to him/her and has to account for the way in which it is conducted.

To promote good governance in the SMCA, accountability, transparency, and equity must be utilized effectively. Each staff must be assigned duty of which he/she will be accountable for in terms of reporting on progress, weaknesses and way forward to overcome those problems that have caused weakness. It is necessary that SMCA
must ensure that job descriptions are availed to all departmental staff in order to account for their actions. Through such practices then services will be delivered properly. RSS Transitional Constitution, (2011:139(f) stipulates that the civil service shall be accountable to the appropriate level of government/institution. Once the core elements of Good governance are well coordinated, this will minimize corruption and the views of the minority will be taken into account and the voices of the vulnerable in society will be involved in decision-making (Transitional Constitution of Jonglei State, 2011).

2.14. Conclusion

This chapter discussed the theoretical perspective of the related literature review on the effectiveness of the coordinating role in an institution of the government. The theoretical frame viewed the elements of delegation, concepts, need for coordination, functions, skilled personnel and methods for an institution as necessary in achieving its goals and objectives. In regards to the literature sources, coordination synthesis departments in an institution collectively render daily services to attain desired and tangible outcome of the tasks assigned to each staff in an organization. The literature reviews coordination as direct authorities in an institution that takes decisions in daily routine assignments of the organizational subordinates. The next is chapter three that will apply the methods the research used for collection of data.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

Research is a structured inquiry that utilizes acceptable scientific methodology to solve problems and creates new knowledge that is generally applicable (Grinnell, 1993:4). In contrast, methods are systematic ways of gathering information to achieve the required results. Research methodology is the most central part of the research whereby the problems and objectives of the study are dealt with in detail. Descriptive qualitative research is used in this study to describe the efficacy of the coordinating role in the State Ministry of Cabinet Affairs (Kumar 2005:10). It is the mechanism that enables the researcher to explore further on the particular topic under research.

The aim of the research study is to describe systematically and investigate the selected officials from SMCA regarding the administrative structure and efficacy of the coordinating role. The chapter includes the description of the research methodology, target population, sampling, ethical consideration, scope and limitations to the study.

3.2. Constructing an instrument for data collection

Anything that becomes a means of collecting information for research study is called a research tool or a research instrument. For example, observation forms, interview schedules, questionnaires and interview guides are all classified as research tools. The construction of research tools is the first practical step in carrying research
study. A researcher needs to decide how to go about in collecting data proposed for the study, and construct a research instrument.

There are two major approaches for gathering information about a situation, person, problem or phenomenon. Sometimes, information required is already available and need only to be extracted. However, there are times when the information must be collected. Based on these broad approaches to information gathering, data are categorized as secondary and primary data. The information gathered using the first approach is said to be collected from secondary sources, whereas the sources used in the latter approach are called primary sources. Examples of secondary sources include the use of census data to obtain information on the age-sex structure of a population; the use of hospital records to find out the morbidity and mortality patterns of a community; the use of an organization’s records to ascertain its activities; and the collection of data from sources such as articles, journals, magazines, books and periodicals to obtain historical and other types of information. On the other hand, finding out first-hand the attitudes of a community towards health services, ascertaining the health needs of a community, evaluating a social program, determining the job satisfaction of the employees of an organization, and ascertaining the quality of services provided by a worker are examples of information collected from primary sources. Therefore, primary sources provide first-hand information and secondary sources provide second-hand data (Kumar, 2005:118).

3.3. Instruments/ Methods for data collection

The method used for data collection in this study was through primary sources by designing questionnaires for interviews to investigate the selected officials from SMCA for the effectiveness of the coordinating role. Further, another technique used was through observation in which the researcher purposely selected the officials who are able to give responses to the information required.

3.3.1 Interviews

Interview is direct way of obtaining information and involves direct personal contact with participant who is asked to answer questions (Bless, 2000:106). This study used structured interviews to get information from the participant as shown in table 1 below.
3.3.2 Questionnaires

Questionnaires are instruments with open and closed-ended questions which respondents react to (De Vos, 2005). Written questionnaires are data collection tools where written questions are presented to be answered by respondents in written form. The study used open-ended questions to enable respondents selected from SMCA departments to have adequate time to think and answer the questions (Brynard and Hanekom, 1997:38).

3.4. Target Population

The target population is the staff selected from the four departments of (Secretariat, Administration and Finance, Resolutions and Follow-up, and Protocol) of SMCA purposively because the participants have the required information the researcher requires and desire to share it. Out of the 21 questionnaires distributed, 14 were fully answered and returned regardless of the 7 which were not returned. The Deputy Governor answered the questions and an interview was conducted whereas the respondents from the four departments mentioned above answered the questions and no interviews carried out.

Table 1: Indicates the respondents who answered the questionnaires and those who failed to return.

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Sample size number</th>
<th>Method of Data collection</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Deputy Governor</td>
<td>1</td>
<td>Filled a questionnaire and interview conducted</td>
</tr>
<tr>
<td>Secretariat</td>
<td>1</td>
<td>Questionnaires</td>
</tr>
<tr>
<td>Administration and Finance</td>
<td>5</td>
<td>Questionnaires</td>
</tr>
<tr>
<td>Resolutions and Follow-up</td>
<td>4</td>
<td>Questionnaires</td>
</tr>
<tr>
<td>Protocol</td>
<td>3</td>
<td>Questionnaires</td>
</tr>
<tr>
<td><strong>Total answered</strong></td>
<td><strong>14</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Not answered</strong></td>
<td><strong>7</strong></td>
<td></td>
</tr>
</tbody>
</table>

3.5. Ethical Considerations
In this study, ethical issues like confidentiality and informed consent were strictly taken into consideration and all respondents were assured that all the information collected was mainly used for academic purposes only (Bak, 2004:28).

3.6. Scope and Limitation of the study

3.6.1. Scope of the Study

The study was about the efficacy of the Coordinating Role in the Ministry of Cabinet Affairs, Jonglei State after the signing of the Comprehensive Peace Agreement (CPA) in 2005. The Ministry has the responsibility of coordinating government business in Jonglei State of South Sudan.

3.6.2. Limitation of the Study

There were not many women in the department to answer the questionnaires and this is gender bias. No archive to match the study as this is still a new Nation. Some staff could not answer the questions due to language barrier. In addition to this, poor library facility hampers investigation of more information. Being a civil servant, time factor also contributed to less fur exploration.

3.7. Conclusion

This chapter principally provides the methods, techniques and procedures of data collection through questionnaires and interviews to investigate the staff of SMCA for the efficacy of coordination. Chapter four will broadly discuss about the analysis, interpretation and discussion of the findings of the study.
CHAPTER FOUR

ANALYSIS, INTERPRETATION AND DISCUSSION OF FINDINGS

4.1. Introduction

This chapter discusses the analysis of the data, interpretation and findings of the study. The aim of this section is to provide answers to the research questions as outlined in chapter one, thus achieving the research objectives of this study.

The selected departments in the SMCA are the Secretariat, Administration and Finance, Resolutions and Follow-up, and Protocol. According to the South Sudan Ministry of Labour, Public Service and Human Resource Development, (Vol. 1, 2008), the responsibilities of these departments are stated as follows:-

**Secretariat** is the heart of the SMCA. It is responsible for the administrative coordination of the Executive branch of the State government; it is headed by the secretary general who is the head of the Civil Service of the State government; the duties include management of the organization and harmonization of government business in the State; maintenance of official archives of the Council documents; organization and follow-up of Council meetings and decisions; recording and keeping minutes, resolutions and directives of the State Council; organization of the secretariat activities; supervision of the general administration of the Secretariat; link functions between State Secretariat, State ministries and Counties.

**Department of Administration and Finance** is headed by a director. It is divided into two sections. The administration section handles administrative matters while the finance section is responsible for financial issues. Its main functions include:-

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supervision of administrative services provided by the Secretariat like office furniture supply, office buildings maintenance, supply of electricity, water services, maintenance and repair of vehicles among other functions; organization of official functions of the head of State, ministers and other committees in the State Secretariat General; management and maintenance of stores and guest houses as well as ensuring security of offices, documents and properties of the Secretariat General.

**Department of Resolutions and Follow-up** is headed by a director and it is responsible for the following:- study, summarize and make comments on memos submitted to the Governor’s Office; undertake all procedures connected with issues submitted for confirmation before the issuance of resolutions; compile and draft resolutions and orders of the State Council of Ministers and distribute to the concerned authorities; keep minutes and registers concerning the resolutions of the State and the proposed bills; follow-up formulation of bills and temporary orders and completion of their constitutional process; work out modalities to determine issues affecting the delivery of policy programmes for the State and institute proper performance improvements.

**Department of Protocol** is headed by a director. Its responsibilities include organization of Council sittings according to the required procedure; Governor’s visits within the State; official functions of the Governor; State officials’ protocol list; arrange for oath taking ceremonies of constitutional post holders, and for other official meetings.

The SMCA is headed by a minister. This position is a political position and therefore not permanent. The minister is accountable to the head of the state (Governor), Council of Ministers, Legislative Assembly and the Public.

**4.2. Results (findings of the study)**

This section discusses the main findings of the study. It begins with the demographic features of the respondents.

**4.2.1 Socio-Economic Profile of Respondents**

One female and thirteen (13) males answered the questionnaires. Their ages range from 28 to 60 years. Respondents’ educational background cross cut from
secondary education to tertiary level and employment status from middle to senior level officers. As to years in the civil service the least is two years and the oldest is seven years.

4.2.2. Importance of Coordination

All responses link and are collaborative of each other on the importance of the coordinating role in the SMCA. In general they all indicated the role for effective harmonization of plans, execution, monitoring and evaluation of projects, as well as the promotion and control of all government programs and activities. They also denoted enhancement in the delegation of responsibilities to the various ministries and departments, thereby improving government business. Therefore, the SMCA is the facilitator of government business. However, the varying differences come as a result of the particular roles of the different departments where the respondents are represented as shown in table 2 below.

Table 2: Indicates the importance of the Coordinating Role

<table>
<thead>
<tr>
<th>Department</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretariat</td>
<td>Enables smooth running of daily activities, eliminates duplication, confusion and mixed feelings, easy follow-up and suitable documentation of resolutions, creates openness and make sharing of information with other institutions effective and facilitate evaluation and monitor activities.</td>
</tr>
<tr>
<td>Administration and Finance</td>
<td>Links state to national and local levels of governments and different institutions; harmonize activities to easy target achievement and facilitate government affairs.</td>
</tr>
<tr>
<td>Resolutions and Follow-up</td>
<td>Enhances effective communication from vertical to horizontal levels and vice versa; promotes mutual respect and understanding among staff through delegation of responsibilities and implementation of programmes and activities. Timely completion of tasks to improve productivity. Facilitates control and follow-up of resolutions and policies for future planning and organization. Allow officials to make proper decisions by setting priorities and connects sister ministries, institutions and agencies.</td>
</tr>
<tr>
<td>Protocol</td>
<td>It improves government interlink-age of different activities in the institution, promote planning and proper implementation of programmes and prevent duplication.</td>
</tr>
</tbody>
</table>
According to the research findings and based on the study of Fayol’s theory, it is relevant and applicable in today’s management of organization. But the failure that makes coordination ineffective is the fact that activities such as follow-up and delegation are not put in practice and at times more activities are done by one person which drags activities flow. Therefore, the SMCA must ensure proper transfer of responsibilities to subordinates to improve their performance.

4.2.3. Requirements for coordination

Basically, coordination requires knowledge with interpersonal and specialized skills in communication; spirit of team work in conducive environment; and upholding basic core values of transparency, mutual respect and punctuality were the responses given as shown in table 3 below.

**Table 3: The Requirements of Coordination**

<table>
<thead>
<tr>
<th>Department</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretariat</td>
<td>Effective communication, spirit of teamwork, transparency / openness, commitment and being knowledgeable on the priorities.</td>
</tr>
<tr>
<td>Administration and Finance</td>
<td>Manpower and resources, good working environment, policies, monitoring and evaluation of activities, communication, leadership and management.</td>
</tr>
<tr>
<td>Resolutions and Follow-up</td>
<td>Good communication skills; qualified human resources, respect and trust. Understanding of responsibilities; and follow-up of set plans.</td>
</tr>
<tr>
<td>Protocol</td>
<td>Ability to work in multiple areas; proper reporting channels and supervision.</td>
</tr>
</tbody>
</table>

In relation to the study, it is essential to understand that some of the coordination responsibilities require clear attention and to ensure good communication of plans, clarify and gain consensus to objectives.

4.2.4. Coordinating Functions of SMCA

Respondents collectively related the following as the main responsibilities or functions of the SMCA. Disseminate information on national policies and directives
to state ministries and local authorities. Links the state to the national government and institution; and represents the state at national government. Reception of memos from sector ministries; organize Council meetings and dispatch resolutions for implementation. These are depicted below in table 4.

### Table 4: The Coordinating Functions of the SMCA

<table>
<thead>
<tr>
<th>Department</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Secretariat</strong></td>
<td>Pass directives from the leadership to sister ministries and down to the local authorities and vice-versa. Discuss memos of various ministries; distribute Council resolutions and government decrees to concerned bodies; monitor and evaluate institutions; disseminate documentation received from national government to all state institutions; and organize governors’ forums presentations with other state institutions. It is a custodian of Council decisions; acts as the face of the State and receive state visitors.</td>
</tr>
<tr>
<td><strong>Administration and Finance</strong></td>
<td>Links the state to the national government; establishing internal auditors for financial transaction and disbursement; distribute resources, evaluate and monitor implementation of government policies.</td>
</tr>
<tr>
<td><strong>Resolutions and Follow-up</strong></td>
<td>Represent the State at national government; disseminate national policies to state ministries and the local authorities; ensures implementation of planned activities, policies, orders and decrees and to deliver timely services to people as planned.</td>
</tr>
<tr>
<td><strong>Protocol</strong></td>
<td>Monitoring government activities and plans; preparing Council agenda; keeping minutes; drafting of resolutions, orders and decrees; and directing the functions of the local authorities.</td>
</tr>
</tbody>
</table>

In the study, the coordinating functions of SMCA include technical production such as typesetting, printing, binding, photocopy and information technology (Whitehead and Whitehall, 2005:57). Accounting is a record-keeping function which is a custodian of SMCA records. After the signing of the CPA, the coordinating functions improved significantly through technical production as stated above.

### 4.2.5. Effectiveness of the coordinating role

44
According to the responses, the usefulness of the roles enabled monitoring and evaluation of activities, checks performance against the set plans, planning administrative issues and delegate responsibilities. It is to help citizens appreciate the work of government as it checks corruption, creates opportunities and enables environments for total growth as shown in table 5 below.

**Table 5: Usefulness of the role of coordinating the activities in the ministry**

<table>
<thead>
<tr>
<th>Department</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretariat</td>
<td>Enables monitoring and evaluation of activities and easy access to information.</td>
</tr>
<tr>
<td>Administration and Finance</td>
<td>Links ministries to the state government, helps in planning administrative issues; evaluates performance against plans, bring together ministry activities with its departments and other institutions.</td>
</tr>
<tr>
<td>Resolutions and Follow-up</td>
<td>Connects sister ministries to the national ministries; encourage rapid development in the state and ensures citizens to build trust in the government. Checks the level of corruption among officials, bring growth opportunities in the ministry through quality production.</td>
</tr>
<tr>
<td>Protocol</td>
<td>Avails opportunities to focus on professional work; monitor and evaluate ministry activities and responsibilities.</td>
</tr>
</tbody>
</table>

In regards to the usefulness of the role of coordinating the activities in the Ministry, Rush (1983:65-66) asserts that good working relations involves all management skills as well as providing administrative and secretarial support. Practically in the SMCA, it ensures systematic communication to prevent duplication of work like retrieval of information from computer and processing and delivery of information to MDAs.

**4.2.6. Organization of the coordinating role**

Here the responses are more similar indicating that the structure of the ministry has made the coordinating role to be well organized through the centralized system of
reporting, well-defined terms of reference but to some extent it requires expansion by recruiting more staff into the departments to improve effectiveness. See table 6 below.

Table 6: The responses on the organization of the Coordinating Role

<table>
<thead>
<tr>
<th>Department</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretariat</td>
<td>Is organized as per the structure of the civil service structure. But recruitment of more staff is needed for effectiveness.</td>
</tr>
<tr>
<td>Administration and Finance</td>
<td>Well organized.</td>
</tr>
<tr>
<td>Resolutions and Follow-up</td>
<td>It is organized because the departments are well distributed.</td>
</tr>
<tr>
<td>Protocol</td>
<td>Through the structures of the functions and duties, well-elaborated chain of responsibilities, defined terms of reference and the centralized reporting system.</td>
</tr>
</tbody>
</table>

In relation to the organization of the coordinating role in the study, Fox and Meyer (1995:124) opined that, a structure is hierarchical pattern of authority, responsibility and accountability relationship designed to provide coordination of work of the organization. It arranges jobs in both vertical and horizontal. Therefore, the findings also show that, although the coordinating role is properly organized, there is a major need to recruit more staff in order to attain efficiency in SMCA.

4.2.7. Coordinating role in promoting ethics in delivery of service

The responses indicated that cooperation and communication makes staff to understand their roles and others while eliminating interference and enables quick delivery of services to people. On the other hand, it makes easy flow of information to ministries creating good relationship. They explained that working as a team,
allows accountability and diligent execution of responsibilities as reflected in table 7 below.

**Table 7: Responses showing the Coordinating Role in promoting ethics in Service delivery**

<table>
<thead>
<tr>
<th>Department</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretariat</td>
<td>It promotes ethics as a matter principle.</td>
</tr>
<tr>
<td>Administration and Finance</td>
<td>Promotes ethics by adequate cooperation and teamwork spirit.</td>
</tr>
<tr>
<td>Resolutions and Follow-up</td>
<td>By understanding of roles and respecting others’ roles. Setting good standard of communicating information to ministries at national level. Partnership between national and state governments; recruiting specialists who understand ethics of particular fields. Promote accountability and execution of assigned tasks.</td>
</tr>
<tr>
<td>Protocol</td>
<td>Encourage transparency and collaboration.</td>
</tr>
</tbody>
</table>

Hanekom’s (2001:162) view states that rules guiding ethical behaviour of human being have been in existence since the creation of the universe. This set of ethical rules guide the community to live in harmony with one another in a society. In the findings, transparency and confidentiality promotes moral virtues in delivery of service.

**4.2.8. Coordinating role in promoting good governance**

According to these responses, coordination promotes good governance by engaging officials to take part in decision-making; monitor activities for timely execution; make staff accountable and responsible in their obligations; support mutual understanding, cooperation, commitment, and facilitating speedy delivery of information by effecting communication as indicated in table 8 below.

**Table 8: Responses indicating coordinating role in promoting good Governance**

<table>
<thead>
<tr>
<th>Department</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretariat</td>
<td>Allows implementation of plans, evaluate and harmonize activities</td>
</tr>
</tbody>
</table>
in the institution and avoid duplication.

<table>
<thead>
<tr>
<th>Administration and Finance</th>
<th>Engross officials to participate in decision making, monitor implementation and follow-up; management of time; accomplishment of priorities and good communication.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resolutions and Follow-up</td>
<td>Makes staff answerable to their roles; timely completion of tasks; promote joint effort and cooperation between executive and legislatures and implementing what is stipulated in the constitution.</td>
</tr>
<tr>
<td>Protocol</td>
<td>Respecting rules and regulations; and minimize wasting of resources.</td>
</tr>
</tbody>
</table>

Davids et al (2009:65) viewed that good governance is central in all aspects of development. Further, coordination promotes good governance through participation and equitable distribution of resources. Good governance requires leadership qualities to enable the staff responsible to their duties and roles, to accomplish their assigned tasks.

4.2.9. Strategies for staff orientation on effective coordination.

Most responses indicated that, the strategies used to orient staff on effective coordination are building of their capacities through training in various fields as shown in table 9 below.

Table 9: Responses stating strategies used in orienting staff on effective coordination

<table>
<thead>
<tr>
<th>Department</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretariat</td>
<td>Training in communication system.</td>
</tr>
<tr>
<td>Administration and Finance</td>
<td>Short and long term strategic planning and training in effective time management.</td>
</tr>
<tr>
<td>Resolutions and Follow-up</td>
<td>Capacity building training; provide comprehensive job descriptions to make staff understand their roles. Regular evaluation and performance appraisal and use of conflict resolution methods.</td>
</tr>
<tr>
<td>Protocol</td>
<td>Training, and provide accurate information.</td>
</tr>
</tbody>
</table>
Coordination must be achieved through hierarchal control from vertical to horizontal levels of communication system. As viewed by Botes (1994:147-148), coordination strategies can be successful when there is regular reporting and directing subordinates to carry their activities. From the findings, the respondents assert that building of staff capacities through training in different fields is the basic requirement to attain effective coordination.

4.2.10. **How effective coordination in SMCA is achieved**

To achieve effective coordination in the SMCA, the responses showed the need for continuous staff development and involvement in planning as a team with other ministries, set achievable goals, monitor and evaluate projects/programs as well as timely reporting. See table 10 below.

**Table 10: Means to achieve effective coordination in SMCA**

<table>
<thead>
<tr>
<th>Department</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretariat</td>
<td>Improve on communication and build the capacities of staff members through training; continuous evaluation and monitor implementation of decisions; use of information technology to disseminate information and provide applicable equipments for documentation.</td>
</tr>
<tr>
<td>Administration and Finance</td>
<td>Proper management of information; training in related fields; delegation of responsibilities to ministries and local authorities; and good planning, organizing, supervision and evaluation of activities.</td>
</tr>
<tr>
<td>Resolutions and Follow-up</td>
<td>Involve staff participation in developmental activities; work with other ministries; set achievable goals and regular reporting. Staff orientation upon recruitment and assign specific duties in the institution.</td>
</tr>
<tr>
<td>Protocol</td>
<td>Develop training action plan, set standard operating procedures.</td>
</tr>
</tbody>
</table>

Coordination is the harmonization and integration of activities. To achieve the ways of effective coordination, this requires the management functions such as planning, organizing, supervision, monitoring and evaluation.

4.2.11. **Challenges encountered in coordination**
The pitfalls include ineffective communication and scarce resources. Absence of focal leader to ensure continuous trainings, unclear job descriptions which curbs understanding of roles; and lack of collaboration among staff as described in table 11 below.

**Table 11: Responses stating the challenges of the coordinating role in the SMCA**

<table>
<thead>
<tr>
<th>Department</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretariat</td>
<td>Lack of information technology in the State Headquarters, inadequate staff, office space and equipments like computers, projectors, copiers, printers and transport for execution of tasks. None cooperation among most junior staff due to improper understanding of roles.</td>
</tr>
<tr>
<td>Administration and Finance</td>
<td>Poor communication with line ministries and local authorities; affect accomplishment of goals; slows response to issues; limits planning and insufficient resources for quick harmonization.</td>
</tr>
<tr>
<td>Resolutions and Follow-up</td>
<td>Lack of leadership to ensure staff training and undefined job descriptions hindering understanding of roles. Rigidity among staff to accept innovation and incapability to manage the work as well as follow-up of planned activities. Insufficient equipment to perform tasks. Inability of the Ministry to provide basic training in coordination and irregular meetings to determine performance.</td>
</tr>
</tbody>
</table>

The drawbacks encountered in coordination as stipulated by Rush (1983:81), planning is the first stage of identifying the whole purpose of the Ministry. On the contrary, lack of planning affects the determined goals and objectives of the Ministry. Therefore, in regard to the respondents, inadequate communication system and poor quality of leadership ensures failure of coordination in SMCA.

**4.2.12. Extent of success of SMCA**

The responses indicate that, the SMCA is successful in its coordination but the major setbacks are inadequacy of equipments and qualified human resources. Internal coordination is successful but external coordination is poor due to insufficiency of information technology to facilitate the needed communication. To some extent the ministry is on course in harmonizing its set activities thereby improving good governance. See table 12 below.
Table 12: The degree to which the coordinating role is successful in the SMCA

<table>
<thead>
<tr>
<th>Department</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretariat</td>
<td>To some extent the SMCA is successful in its coordination but lack of equipments and qualified staff makes the role not very successful.</td>
</tr>
<tr>
<td>Administration and Finance</td>
<td>Success is high at both vertical and horizontal levels. To a higher degree communication, directing, delegating, and time management is successful but external coordination is poor because internet facilities are lacking.</td>
</tr>
<tr>
<td>Resolutions and Follow-up</td>
<td>SMCA is successful in coordinating its set activities despite inhibiting challenges.</td>
</tr>
<tr>
<td>Protocol</td>
<td>Good collaboration with state assembly; good coordination with ministries and local authorities; well established governance structure and follow-up of programmes.</td>
</tr>
</tbody>
</table>

Henri Fayol’s (1841-1925) contribution to the modern concepts of management to be successful should be based on the five management functions such as planning, organizing, leading, coordinating and control (POLCO). In reference to the organizational chart, despite the hindering challenges, the degree of internal coordination is successful regardless of the external coordination which is not successful.

4.2.13. Extent to which SMCA is unsuccessful in its coordinating role

The responses show that the scope of unsuccessfulness of coordination in the SMCA is due to lack of defined recruitment procedures and training of human resources; inadequacy of equipment to execute activities. The poor performance, team spirit and communication lines cause improper planning and timely coordination whereas some responses indicate that it is not applicable. See table 13 beneath.

Table 13: Responses indicating the extent to which the coordinating role is Unsuccessful in the SMCA

<table>
<thead>
<tr>
<th>Department</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretariat</td>
<td>Not applicable</td>
</tr>
</tbody>
</table>
In regards to table 13, refer to table 11 as the hindering factors which indicate the coordinating role are unsuccessful.

4.2.14. The coordinating roles’ contribution to the success of the Institution

According to the responses, the coordinating role has contributed effectively to the achievements of the institution as the State won twice, awards during Governors’ Forums. This indicated that there was good coordination which contributed to excellent presentation and documentation leading to winning the prizes. It created team spirit, good communication with other ministries, good time management. It highlighted the level of competence, improved planning and organizing as well as making government agencies more active as shown in table 14 below.

**Table 14: The coordinating role in contributing towards the achievement of the institution**

<table>
<thead>
<tr>
<th>Department</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretariat</td>
<td>To some extent it contributed towards the attainment of the entire institution by enabling the State to win twice good presentation award during the Governors’ Forums conducted in Juba.</td>
</tr>
<tr>
<td>Administration and Finance</td>
<td>Through spirit of teamwork, sharing of ideas by all employees, effective communication with other ministries and proper time management.</td>
</tr>
<tr>
<td>Resolutions and Follow-up</td>
<td>Making work easier, save time and energy, highlights the level of competence, create good relationship among staff, encourage planning, organizing and monitor implementation of decisions.</td>
</tr>
<tr>
<td>Protocol</td>
<td>Has contributed in a significant way, and collaborative and...</td>
</tr>
</tbody>
</table>
positive mechanisms of resolving conflicts.

As stated by Robbins (1991:506), delegation of powers enables separation of duties and responsibilities among staff. Thereby preventing tasks to be performed by a single person which may result to corruption and workload. Because of well structured coordination system, the Jonglei State won twice good presentation award during the Governor’s Forums conducted in Juba, South Sudan.

4.2.15. Importance of record keeping
Record-keeping is vital as they are kept for various intentions which includes reference, serve as facts in times of dispute and for identification of responsibilities – that is for proper accountability as specified in the responses in table 15 below.

Table 15: Responses indicating significance of record keeping

<table>
<thead>
<tr>
<th>Department</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretariat</td>
<td>Records are essential for future reference; historical events; utilized for follow-up purposes and to know who is responsible for what.</td>
</tr>
<tr>
<td>Administration and Finance</td>
<td>Records are important for future reference and evaluation of the past.</td>
</tr>
<tr>
<td>Resolutions and Follow-up</td>
<td>They serve as evidence in case of present or future disputes. Shades light to understand what occurred in the past.</td>
</tr>
<tr>
<td>Protocol</td>
<td>For future reference and proper accountability.</td>
</tr>
</tbody>
</table>

Record-keeping is essential as stated by Whitehead and Whitehall (2000:203-204), it involves filing and long-term documentation. With references to the respondents, records are important for future references and evaluation of the past.

4.3. Summary of the findings
The findings of this study are based on the research objectives as outlined in chapter one and summarized below. They indicate that the efficacy of the coordinating role is important in the management of the institution. Other findings are summarized as follows:

The coordinating functions of the SMCA include management functions and technical skills such as clerical duties, information technology.

With regards to the organizational chart of SMCA, the efficiency and effectiveness of the coordinating role, the communication system flows vertically from Ministry of Cabinet Affairs and down to the three departments of protocol, resolution and follow-up down to the subordinates of the mentioned departments.

The coordinating role is very important which promotes ethics and good governance by ensuring that moral values and code of conduct are followed to harmonize staff to collaborate in delivery of services and as well through participation and fair distribution of responsibilities and resources.

4.4. **Requirements for Coordination**

Based on the literature, the requirements for successful coordination in South Sudan are as follows: good communication of plan, clarify and gain agreement to objectives; adequate work in developing plans; proper authorization, resolve conflict of priority and maintain moral of the personnel, need a wider range of higher-level caliber and technical skills, delegation of responsibilities, as well as proper management of time.

4.5. **Conclusion**

This chapter discussed in details the results of the study through analysis, interpretation and findings which projects the objectives of the efficacy of the coordination in SMCA. Finally chapter five will discuss about challenges affecting the coordinating role in SMCA.
4.6. Organizational Chart for the Ministry of Cabinet Affairs – Jonglei State

Minister of Cabinet Affairs

Secretary General/Head of Civil Service

Department of Protocol
- Protocol
- Public Relations
- Information and Press

Department of Resolutions and Follow-Up Secretariat
- Resolutions
- Follow-Up

Department of Administration and Finance
- Human Resource
- Accounts
- Liaison Office
CHAPTER FIVE

RECOMMENDATIONS AND CONCLUSION

5.1. Introduction

This is the final chapter whereby the researcher made recommendations and conclusions after having analyzed the responses and interpreted the findings of the study. It provides an overview of the study with the recommendations and conclusions. The chapter concludes with a summary of this research study.

5.2. Recommendations

For effective coordination based on the findings, the following recommendations should be address.

- Build the capacities of the staff through trainings in various fields of services such as:-
  (i) Strategic planning to enable the ministry have good programs and projects planners; general office management which includes typesetting, printing, binding, photocopy, information technology and record-keeping.
  (ii) Effective communication – as civil servants, communication is the main key instrument that creates and strengthens relationships between groups of people.
  (iii) Training in public relations is essential to enable staff communicate effectively with clients and visitors.
  (iv) Training of financial managers in order to be effective and efficient financial planners and managers to ascertain control and equitable distribution of resources and as well to ensure proper financial management to prevent mismanagement of resources in unplanned programs and projects.
  (v) Coordination unit – bank for dissemination to other ministries.

- Recruitment of competent human resources by specialization as this prevent many problems within the management such as minimize the rate
of supervision; avoid conflicts; impact knowledge to the incompetent and increase efficiency and effectiveness.

- Allocation of financial resources for procurement and maintenance of modern equipments to improve performance. There must be procurement officers who have specialization in their work (based on procurement procedures by the Ministry of finance and economic planning) not to just purchase but first to conduct market research on the item before its acquisition.
- To encourage gender equality in the Ministry by recruiting more female secondary level leavers to clerical positions and thereafter builds their capacities through training in managerial practices.
- Clear definition of job description and responsibilities for easy supervision and accountability to avoid overlap.
- Regular performance appraisal. To achieve effective coordination, needs constant assessment to observe daily performance of activities; regular reporting and feedback by heads of departments to ensure the successes and challenges encountered.

5.3. Conclusion

In conclusion, the research seeks to address the efficacy of the coordinating role in SMCA. South Sudan as a new Nation faces more challenges in performing daily service delivery due to poor communication systems and thus, affects the coordinating process in achieving its desired ends. The problems encountered by the researcher during the study are language barrier, gender equality and absence of some official staff in the ministry who were expected to participate in the interviews.

The sources in this research thesis are from the literature review which focused on the theoretical aspects of the study. It contains an in depth literature review on coordination as a key management function for good governance. Principally, the methodology applied in data collection was purposively through questionnaires and interviews to investigate the staff of SMCA on the efficacy of coordination.
Although this study was limited by time, with regards to the organizational chart of SMCA, the efficiency and effectiveness of the coordinating role, the communication system flows vertically from the ministry of cabinet affairs down to the departments of protocol, resolution and follow-up and to the subordinates of the stated departments. Coordination is vital which promotes ethics and good governance by ensuring that moral values and code of conduct are followed to harmonize staff to collaborate in delivery of services and through participation and fair distribution of responsibilities and resources. Therefore, these findings have suggestion for future research study for the efficacy of coordination.

Finally, the researcher, in line with general scholarship consensus is of the view that coordination in the public sector is a necessity. To achieve this, public officials have to be willing to transfer responsibilities to subordinates and effective communication systems and processes established. In addition to all these, this research has also shown that good time management and record keeping will lead to better coordination outcomes in the public service of South Sudan.
Dear Colleagues/ Friends,

My name is Alice Tiyo Nathan, student of Public Administration at the University of Fort Hare, South Africa. I am requesting you to answer these questions, which I believe will benefit the State Ministry of Cabinet and possibly other ministries in the State.

The research is investigating the effectiveness of the coordinating role in Jonglei State Ministry of Cabinet Affairs and I am interested to find out more about the effectiveness of the coordinating role. I am carrying out this research to help identify how effective is the coordinating role.

Please note that you are not being forced to take part in this study and the choice whether to participate or not is yours alone. However, I would really be grateful if you can share your thoughts with me. If you choose not to take part in answering these questions, you will not be affected in any way. If you agree to participate, you may stop at any time and tell me that you do not want to go on with the interview. Confidentiality will be observed professionally.

I will not be recording your name anywhere on the questionnaire and no one will be able to link you to the answers you provide. Only the researcher will have access to the unlinked information. The information will remain confidential and there will be no “comeback” from the answers you give.

The interview will last around (20) minutes. I will be asking you a question and ask that you are an open and honest as possible in answering these questions. Some questions may be of a personal and/or sensitive nature. I will be asking some questions that you may not have thought about before, and which also involve thinking about the past or the future. I know that you cannot be absolutely certain about the answers to these questions but I ask that you try to think about these questions. When it comes to answering questions there are no right and wrong answers. When I ask questions about the future I would want to know what you think would actually happen.

If possible, I will come back to your department once I have complete my study to inform you of what the results are and discuss my findings and proposal around the research and what this means to this Ministry.

If you agree to participate in the interview write your name ____________________
____________________________
____________________________
Date _________________________

Declaration

I, Alice Tiyo Nathan declare that all the findings in form of answers will be kept confidential for the purpose of this research only.

Signature: ___________________________
RESEARCH TOPIC:
THE EFFECTIVENESS OF THE COORDINATING ROLE IN THE JONGLEI STATE MINISTRY OF CABINET AFFAIRS – SOUTH SUDAN

Personal data / background of the respondent
Name (Optional) ____________________________________________________________
Department __________________________ Title: ________________________________
Gender: __________________________ Age: ________________________________
Official Position: __________________________________________________________

Education Background [tick] where appropriate
Secondary ____________________________ Diploma __________________________
Degree __________________________________________ Master ______________________
PhD __________________________________________

1. Why is the coordinating role important in the State Ministry of Cabinet Affairs?
________________________________________________________________________
________________________________________________________________________

2. In your opinion, what does coordination require?
________________________________________________________________________
________________________________________________________________________

3.a) What are the coordinating functions of the State Ministry of Cabinet Affairs?
________________________________________________________________________
________________________________________________________________________
b) How useful are the functions (roles) in coordinating the activities of the Ministry?
________________________________________________________________________
________________________________________________________________________

4. How well is the coordinating role organized in the SMCA?
________________________________________________________________________
________________________________________________________________________

5. How does the coordinating role promote ethics in delivery of services in the SMCA?
________________________________________________________________________
________________________________________________________________________

6. In which ways do the coordinating roles promote good governance in delivery of services?
________________________________________________________________________
________________________________________________________________________

7. What strategies can be utilized to orient the SMCA staff on effective coordination?
________________________________________________________________________
________________________________________________________________________
8. In which ways can the SMCA achieve effective coordination?

_____________________________________________________________________

9. What challenges do the SMCA encounter in relation to its coordinating roles?

_____________________________________________________________________

10. a) To what extent do you consider the SMCA successful in its coordinating roles?

_____________________________________________________________________

b) To which extent do you think the coordinating roles in the SMCA to be unsuccessful?

_____________________________________________________________________

11. In what ways is your department contributing towards effective coordination in the Ministry?

_____________________________________________________________________

a) How has the coordinating role contributed towards the success of your department?

_____________________________________________________________________

b) How has the coordinating role contributed towards the failure of your department?

_____________________________________________________________________

12. How has the coordinating role contributed to the achievement of the entire organization?

_____________________________________________________________________

13. Do you think all departments in the Ministry understand the importance of coordination?

_____________________________________________________________________

14. The SMCA do record information, why do you regard it important to store such records?

_____________________________________________________________________

Thank you for your contributions.
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