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## Impact of War, Governance and Leadership Style on Socio-Economic Development of South Sudan: A Case of Jonglei State, South Sudan

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### **Abstract:**

*This study aimed at providing a broader understanding of the impact of war, governance and leadership on social economic development of South Sudan with particular reference to Jonglei County. The objectives of the study were to assess the relationship between war and socio-economic development of Jonglei State, examine the relationship between governance and socio-economic development in Jonglei State, leadership and socio-economic development of Jonglei State and to study the factor structure of war, governance and leadership on social economic development in Jonglei State.*

*The study employed a survey and content analysis and descriptive design while using qualitative and quantitative approaches. The study population was 348, selected using purposive and simple random sampling technique. The sample size determination was made using Krejcie and Morgan Table (1970) formula. The sample size was 213. The data analysis was made using Statistical package for social scientists (SPSS 18).*

*The major findings of the study were that there was a positive relationship between; war and social-economic development ( $r = 0.856$ ,  $P\text{-value} < 0.01$ ), Education and Social-economic development ( $r = 0.826$ ,  $P\text{-value} < 0.01$ ), leadership traits and social-economic development ( $r = 0.816$ ,  $P\text{-value} < 0.01$ ) and lastly variables explained ( $R = 0.644$ ) a combination of war, governance and leadership traits in assessing the level to which they can predict the level of social-economic development in the State like Jonglei in South Sudan, such that a unit change in a possibility of a war governance and leadership traits will contribute to a change in the possibility of social-economic development of any state like Jonglei and South Sudan as a whole.*

*The study recommends that there should be peace building measures that directly focus on how to combat armed conflict especially the fighters, a proper recommendable approach would be fostering Amnesty programs for fighters to ensure peace building, should try to embrace a democratic governance, the government should try to provide security, justice, economic, and social functions and to channeling the will, energies, and resources of both the indigenous population and the international community and should endeavor to support peace building through encouraging institutional participation in peace building and democratic process of their countries.*

**Keywords:** *Impact of war, governance, leadership styles, and socio-economic development*

### **1. Introduction**

This chapter presents the introduction, back ground of the study, problem statement, purpose of the study, general and specific objectives, research questions, scope of the study, significance of the study and the conceptual frame work.

This study examines the impact of war, governance and leadership on social economic development of South Sudan with particular reference to Jonglei County. On October 2, 2015, the President of South Sudan SalvaKiirMayardit decreed the creation of Jonglei State along with 27 other states replacing 10 previous states. Jonglei comprises three counties of Bor, Twic East and Duk and is the largest state by area, with approximately 122,581 km<sup>2</sup>, (Statistical Yearbook for South Sudan, 2010) as well as the most populous according to the controversial 2008 census conducted during present-day South Sudan's second period of autonomy. Bor is the capital of the state.

Jonglei is a very poor state. The economy of Jonglei is mostly dependent upon livestock, and most inhabitants are employed in the agricultural sector (Guarak, 2011). UNEP says that the Dinka people of the state are 'agro-pastoralists, combining cattle-rearing with wet season agriculture, and migrating seasonally according to the rains and the inundation of the topic (seasonal floodplains)' (UNEP, 2007). Most of Jonglei State falls within the oil development Block B, which was granted to Total South Africa before independence (McDoom, 2010). Chevron Oil has been one of the major developers of oil

extraction in Jonglei (McDoom, 2010). Exploration of petroleum has been stalled by ongoing (as of January 2013) violence (McDoom, 2010).

JUBA, 10 February 2012 (IRIN) - Several clashes involving thousands of combatants in South Sudan's Jonglei state have highlighted the volatility of the world's newest country, affecting some 140,000 people. A major new offensive has been announced to start in early March. Broadly, two communities: the Lou and other Nuer groups, fighting under the resurrected banner of the White Army, local defense units initially set up to protect cattle and property, which were militarized during the 1983-2005 civil war; and the Murle, a minority group based mainly in Jonglei's Pibor county. Some members of the powerful Dinka community have joined the White Army (Guarak, 2011).

Like many proximate livestock-raising communities in marginal lands, rival groups in Jonglei have a long history of raiding each other's cattle, and arming themselves to defend against such raids. The civil war led to a massive increase of small arms as both Khartoum and the then-rebel Sudan People's Liberation Army (SPLA) mobilized various communities, fomenting localized proxy conflicts. Such support is reported to have continued well after the 2005 signing of the Comprehensive Peace Accord (Guarak, 2011).

Recent years have seen an increasing sophistication in the retaliatory cattle raids, with the use of satellite phones, modern weapons and military tactics. Deaths resulting from these raids have risen accordingly and clashes have evolved from targeting only armed youths to attacking - or abducting - any members of a rival community, including women, children and the elderly. In 2011, inter-communal violence claimed 1,100 lives in Jonglei (Guarak, 2011).

Other contributory factors are a scarcity of central government authority, security, development and justice mechanisms, as well as a change in social fabric that has left elders with much less influence over the youth, many of whom are being initiated into combat at a very young age. The latest large-scale Lou Nuer offensive was preceded by an announcement that their intention was to 'invade Murleland and wipe out the entire Murle tribe on the face of the earth'. Claiming that the Juba government had failed to protect their cattle, children and women, they said they had to take the matter into their own hands 'through the barrel of the gun' (Guarak, 2011).

### 1.1. Background

The Civil War has been something of an enigma for scholars studying American history. During the first half of the twentieth century, historians viewed the war as a major turning point in American economic history. Charles Beard labeled it 'Second American Revolution,' claiming that 'at bottom the so-called Civil War - was a social war, ending in the unquestioned establishment of a new power in the government, making vast changes - in the course of industrial development, and in the constitution inherited from the Fathers' (Beard and Beard 1927: 53). By the time of the Second World War, Louis Hacker could sum up Beard's position by simply stating that the war's 'striking achievement was the triumph of industrial capitalism' (Hacker 1940: 373). The 'Beard-Hacker Thesis' had become the most widely accepted interpretation of the economic impact of the Civil War. Harold Faulkner devoted two chapters to a discussion of the causes and consequences of the war in his 1943 textbook *American Economic History* (which was then in its fifth edition), claiming that 'its effects upon our industrial, financial, and commercial history were profound' (1943: 340).

In the years after World War II, a new group of economic historians - many of them trained in economics departments - focused their energies on the explanation of economic growth and development in the United States. As they looked for the keys to American growth in the nineteenth century, these economic historians questioned whether the Civil War - with its enormous destruction and disruption of society - could have been a *stimulus* to industrialization. In his 1955 textbook on American economic history, Ross Robertson mirrored a new view of the Civil War and economic growth when he argued that 'persistent, fundamental forces were at work to forge the economic system and not even the catastrophe of internecine strife could greatly affect the outcome' (1955: 249). 'Except for those with a particular interest in the economics of war,' claimed Robertson, 'the four-year period of conflict [1861-65] has had little attraction for economic historians' (1955: 247). Over the next two decades, this became the dominant view of the Civil War's role in industrialization of the United States.

The term governance, in its dictionary meaning, had commonly been used to describe the micro-level behaviour of corporate organizations. It only came into wider usage in the 1950s and 1960s as academic discourse excavated the state dominated models of economic development that were prevalent, throughout the socialist bloc and developing world (Thomas 2000). It is worth noting right from the outset that there exists a dilemma in the explanation of the concept of good governance since it appears to have no universally accepted meaning. Scholars and international development agencies (both regional and international) have tended to confront these conceptual difficulties by defining and interpreting the term within their area of interests and scope of work. In this regard, some scholars (such as Martin Doornbos) have argued that the concept's 'intrinsic open-ended quality, vagueness, and inherent lack of specificity have tended to generate a good deal of searching and debate as to what its proper meaning is or should be, prompting multiple efforts to appropriate it and define it in particular ways' (Doornbos 2003: 4).

These different emphases can be quite clearly seen when comparing the definitions employed by specific scholars and actors. For instance, considering the contrasting definitions of some scholars such as Albrow and Schneider can be instructive. Albrow (2001: 151, cited in Punyaratabandhu 2004: 2) broadly defines governance as 'the management of society by the people,' whilst Schneider (1999: 7) defines governance as 'the exercise of authority or control to manage a country's affairs and resources' (Schneider 1999: 7). While Albrow emphasizes the role of citizens in the management of a country's affairs, albeit without much clarification of the process, Schneider simply identifies governance as the management of a country's affairs without stating the way and manner by which the authority is constituted and monitored. These definitions are clearly rather too simplistic and narrow in content.

According to Ngambi et al. (2010) and Ngambi (2011), cited in Jeremy et al. (2011), leadership is a process of influencing others' commitment towards realizing their full potential in achieving a value-added, shared vision, with passion and integrity. The nature of this influence is such that the members of the team cooperate voluntarily with each other in order to achieve the objectives which the leader has set for each member, as well as for the group. The relationships between the leader and employee, as well as the quality of employees' performance, are significantly influenced by the leadership style adopted by the leader (Jeremy et al., 2011). Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization (Obiwuru et al., 2011). In recent times, many organizations have recorded cases of immoral and unethical practices, gratifications, high labour turnover and inability to meet basic required obligations, and incessant financial distress syndrome, which has led to many being merged and acquired. This may be as a result of lack of effective leadership. According to Obiwuru et al., 2011) there are three leadership styles used in an organization; autocratic, democratic and permissive.

### *1.2. Problem Statement*

Globally conflicts have led to loss of more than 1.8 billion lives and 75% of total deaths and suffering comes from Sub-Saharan Africa Countries. Conflict hinders the achievement of the conflict management and more generally, social, economic, political and human development (UNSG, 2009). Conflict/ or Violence affects all societies, cities and population groups at all income levels. According to recent estimates, at least 740,000 people die annually directly or indirectly due to armed violence. As such, armed violence can result in the loss of fixed assets, the disruption of formal and informal labour markets, reductions in, or absence of foreign and domestic investment, declining tax revenues and diminishing development capacities (UNDP, 2008).

Several attempts to resolve conflict between South and North of the then Sudan, in Naivasha, Kenya gave birth to Independent South Sudan in 9. July 2011 and; the ongoing effort or process to bring to an end the recent internal Armed Conflict in Addis Ababa, Ethiopia have been done, yet fragility remains unabated. Such journeys have prompted questions as to what is direly /or barely needed to achieve permanent peace resolution which will intern to peace Build in South Sudan (UNDP, 2013).

South Sudan has been engaged in bloody Armed Conflict between Sudan and its own self. To quell those disturbances into peaceful settlements, the government of South Sudan has tried many ways, but all efforts were frustrated to a continuation of the conflict between the warring parties (UNDP, 2014). Armed violence like the recent one of 2013 hindered the achievement of the peace building and, more generally, social, economic, political and human development in South Sudan (UNHCR, 2014).

Armed Conflict/ or Violence affects all societies, cities and population groups at all income levels. According to recent estimates, at least 740,000 people die annually directly or indirectly due to armed violence. As such, armed violence can result in the loss of fixed assets, the disruption of formal and informal labour markets, reductions in, or absence of foreign and domestic investment, declining tax revenues and diminishing development capacities. In short, Armed Violence/or Conflict undermines Social Capital and Peace Building (UNDP, 2008).

Since the outbreak of violence in South Sudan on 15 December 2013, the humanitarian needs have quickly been growing with a total of 195,416 persons have been displaced from the 4 states of South Sudan, namely; Central Equatoria, Jonglei, Unity and Upper Nile, and 75 171 of them taking shelter in the UN peace keeping bases in Juba, Bor, Malakal, Bentiu, while an estimated 58 000 others are displaced in Aweriel County Lakes state (UNMISS, 2014). At the same time, 150,000 people have sought refuge in the neighboring countries of Ethiopia, Uganda and Kenya (Refugees International, 2014). The study therefore investigates the impact of war, governance and leadership on social economic development of South Sudan.

### *1.3. Purpose of the Study*

The purpose of this study is to provide a broader understanding of the impact of war, governance and leadership on social economic development of South Sudan with particular reference to Jonglei County.

### *1.4. Specific Objectives of the Study*

- To assess the relationship between war and socio-economic development of Jonglei State
- To examine the relationship between governance and socio-economic development in Jonglei State
- To analyse the link between leadership and socio-economic development of Jonglei State
- To study the factor structure of war, governance and leadership on social economic development in Jonglei State

### *1.5. Research Questions*

- What is the relationship between war and socio-economic development of Jonglei State?
- What is the relationship between governance and socio-economic development in Jonglei State?
- What is the link between leadership and socio-economic development of Jonglei State?
- What is the factor structure of war, governance and leadership on social economic development in Jonglei State?

### 1.6. Significance of the Study

This research is about the impact of war, governance and leadership on social economic development of South Sudan with particular reference to Jonglei County. The results gotten from the findings will bring light on the actual situation on the reporting of economic situation and fill the gap since there has never been literature on the reporting of economic situations in South Sudan generally and Jonglei state in particular.

The research also will be useful to the government officials to come up with new strategies which will help them to come up with new policies which will help them to overcome the issues related to the socio-economic development of South Soudan generally and Jonglei state in particular.

### 1.7. Scope of the Study

#### 1.7.1. Content Scope

The research was restricted to the impact of war, governance and leadership on social economic development of South Sudan with particular reference to Jonglei County. Other variables were not be considered in explaining the impact of war, governance and leadership on social economic development of South Sudan with particular reference to Jonglei County. The researcher used cross sectional data for the purpose of this study and not time series. Descriptive statistics not used as the most appropriate method of data analysis due to the nature of variable which are mainly nominal.

#### 1.7.2. Geographical Scope

The study was carried out in Jonglei, which covers an area of 122,581 square kilometers (47,329 sq mi), forms the bulk of the eastern part of South Sudan covering most of the eastern center. Located in the Greater Upper Nile region, it is bordered by Upper Nile State to the north, Unity State to the northwest and west, Lakes States to the southwest, Central Equatorial State to the southwest, Eastern Equatorial to the south, and Ethiopia to the east.

#### 1.7.3. Time Scope

The study reviewed documents from 2008 to 2015 and it covered the period from January to March 2016

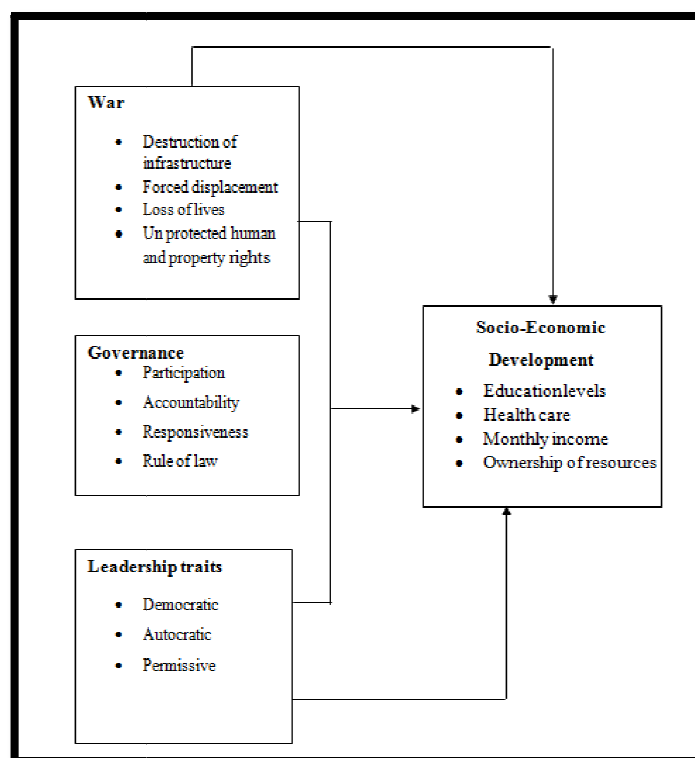


Figure 1: Conceptual Frame Work  
Sources: Researcher, 2016

### 1.8. Description of the Model

The conceptual framework is self-developed with modifications from CIDA, (2012). Armed Conflict is measured by attributes like destruction of infrastructure, unprotected protected human and property rights, Loss of lives and displacement of people basing on Armed Conflict model by (Blattman, 2010). Governance is measured based the guidelines proposed by report of UNDP, (2010) using a set of values such as participation, accountability, responsiveness, responsibility and rule of law; Leadership traits is measured basing on the model of Finkel, (2012) with attributes like; autocratic, Democratic and permissive. And finally Socio-economic development which happens to be the dependent variable is measured based on the model of Crafts, (2014) with attributes like; education levels, gender equality, access to medical & health, food security & income and employment status.

### 1.9. Organization of the Study

Chapter One: Introduction, Background of the Study, Statement of the Problem, Purpose of the study, Specific objective, Research Questions, Justification of the Study, Scope of the Study, Organization of the Study, Definition of Key Terms and Conceptual Framework

## 2. Literature Review

### 2.1. Introduction

This chapter summarizes the information from other researchers who have carried out research in the same field of study. The specific areas covered here are relationship between war and socio-economic development, relationship between governance and socio-economic development, relationship between leadership style and socio-economic development, and factor structure of war, governance and leadership on social economic development in Jonglei State. The chapter is basically concerned with discussing literature by other scholars.

### 2.2. War and Socio-Economic Development

The literature on the impact of war on economic condition of a country is very limited however a brief review of the available literature is presented below. Bloomberg et al. (2002) present an economic model of war, in which terrorist groups who are unhappy with the current situation in a country try to bring change by indulging in terrorist activities. Terrorist activities of such groups may have different results depending on the economic situation. Either they can reduce the economic activities by increasing war, or if more economic incentives are present in the economy, then war is reduced for example, more employment opportunities can reduce the incentive to indulge in terrorist activities. Study is of the view that recessions in high income countries can result in higher probability of terrorist activities.

Bloomberg et al. (2004) empirically look into the impact of war on 177 countries over the period 1968-2000. The study finds the impact of war on economic growth as negative. Further findings show that war results in shifting of resources from investment spending to government spending. However, the incidence of war differs on different groups of countries. For example, although the terrorist acts are more frequent in advanced economies like that of the OECD countries but their impact was less significant than developing countries.

Sandler and Enders (2005) have similar views as they compare the impact of war on developed and developing countries. Study argues that developed countries have vast economy and any terrorist activity may result in reallocating of resources among various sectors of the economy, but however, this is not the case with the developing countries and any major terrorist act may jeopardize the economic growth. Like their vast economies, developed countries have better institutions and markets and can absorb effects of war. They can provide necessary fiscal and monetary stimuli to absorb the effects of war, while many developing countries lack this ability. Besides, developing countries are more dependent on other countries as compared to developed ones. Therefore, any economic shock induced by war in other countries can affect their economic growth.

Koh (2007) examines the impact of war of war on global economy and the allocation of resources to research and development (R&D). Various costs that war may have on the economy include the crowding out of private R&D expenditure by the military R&D expenditure to counter war, thereby reducing economic growth. Besides, international corporations pursuing investment in other countries evaluate country risk and spend higher amount on security which acts as a barrier to the flow of investment to the developing countries and also increase the operational costs. Counter war measures increase expenditure on security which also reduces expenditure on private R&D. The crowding out of private R&D by security related R&D would reduce the rate of innovation over time, thereby reducing economic growth in longer run.

Gaibullov and Sandler, (2009) investigated the impact of war on per capita growth in Asia for the period 1970-2004. Study found significant growth limiting impact of war. The impact seems to be stronger in the developing countries as compared to developed one because of the developed countries' resilience to war due to their robust economies. Terrorist activities generated by internal conflicts were found to be twice as effective in reducing growth as compared to those of international conflicts. The main growth reducing impact comes from the crowding in of government expenditure and a loss of investment associated with the increase in terrorist activities.

Not only the war affects the country where these activities are taking place, but also have their impact on the neighboring countries. Murdoch and Sandler (2004) analyzed the impact of civil wars on the neighboring countries. Study found growth reduction not only in the affected country but also it passed its effect to the neighboring country. The growth limiting impacts have both short run and long run impact on the affected economy as well as neighboring economies. In the short run, civil war can reduce the economic growth by as high as 85 percent in the affected economy, but however in the long run this effect is 30 percent. While for neighboring country the short run growth reducing impact is 24 percent, and 30 percent in the long run. Gries et al. (2009) investigated the causality between war and economic growth for seven western countries for the period 1950 to 2004. The causality runs from economic growth to war as the poor economic performance manifested in low opportunity costs of violence, which may in turn, increase the conflicts and thus war. On the other hand, war may cause low economic growth because accumulation and allocation of resources may be negatively affected by war. Results indicate that important economic and political events have profound impact on the pattern of war and also on economic growth. Besides, in most countries cases it is the economic growth that statistically causes the war; however, their economies are resilient enough to withstand such terrorist attacks. Economic performance although make war opportunity costs high enough to thwart such incidents, but it is also suggested that economic performance is not the

only criteria to counter war and political and social consideration must be taken into account by policy makers to counter war.

### 2.3. Governance and Socio- Economic Development

For the European Union and UNDP (2006), the quality of governance is ultimately attributed to its democratic content. Thereby the promotion of 'democratic governance' is a core element in their development assistance strategy. UNDP argues that human development and governance are inseparable. From the human development perspective UNDP has stated that 'good governance' is 'democratic governance. According to Brandi (2008), Democratic Governance is the glue that holds all the other development priorities set out across the MDG's together. In post-conflict societies it is much advocated by the international community that democratic systems provide the best mechanisms for reconciliation and are the best guarantors of lasting peace (Brandi & Clara, 2008).

According to Boex, Kimble and Pigeon (2010), a government is essential to providing security, justice, economic, and social functions and to channeling the will, energies, and resources of both the indigenous population and the international community. According to Shah (2006), governments support peace building through encouraging institutional participation in peace building and democratic process of their countries.

According to Ngware&Kironde (2010), the government's role to peace building is by ensuring that its legitimacy and credibility are intimately tied to a transparent and representative process of policy making by a council of democratically elected community leaders that enjoys legal recognition as an established corporate entity. According to the author, if this is achieved, leaders are likely to be respected and trusted and this can help to bridge divergent interests and ideas which are fundamental for peace building. Addison and Murshed (2001) pointed out that an important characteristic of effective local government is its proximity to the recipients of the basic services it provides. Thus, if government is well-recognized for its role in providing basic infrastructure such as drinking water, waste management, construction of latrines and public convenience facilities, recreational facilities and parks, and local roads, it is likely to unite people to work together for peace (Brandi & Clara, 2008).

Governance failure in Africa have their roots in several sources, principal among which are the legacy of colonialism, the nature of the independence struggle, the character of the post-colonial state and their leaders, and the structure and requirements of the global order. Colonial governance institutions were designed to promote domination and extraction, these being colonialism's principal mission. Although these institutions were the target of the anti-colonial struggle, they ultimately became colonialism's legacy to post-colonial governance. Independence struggles around Africa required mobilization and produced movements in which, with few exceptions, decision-making was largely plebiscitary. At independence, African countries maintained over-centralized state institutions that reposed enormous powers in the hands of their 'founding fathers.' Political mobilization and plebiscitary decision-making conveniently dominate post-independence governance strategies, especially since the pursuit of development so as to 'catch up' was the national preoccupation. Democracy was not a significant item on Africa's post-independence governance agenda (Ake, 1996).

With ambitions of wielding disparate groups into a 'nation-state,' Africa's central states relied upon an appeal to the promise of development to sustain their legitimacy as they tightened their control as a governance device. Thus, in addition to over-centralization's natural tendency to degenerate into arbitrary and autocratic rule, pressures to maintain control in the face of failed development initiatives quickened recourse to repression. Preventive detention laws, all-embracing sedition laws and increased presidential prerogatives drove governance processes. Regime maintenance became the most important if not the sole preoccupation of government.

External actors were very much a part of the governance arrangements that produced and maintained autocratic governance in Africa. Cold war machinations required responses that produced alignments that deepened divisions within and among countries, often creating a source of upward legitimacy and relieving leaders from any semblance of accountability to local populations. Cold war bipolarity was not the only external dynamic affecting African governance. Since independence, Africa's development agenda has been determined either by the former colonial powers or by the Bretton Woods institutions. The dynamics of bipolarity combined with the prescriptions of the Bretton Woods institutions to produce what Vincent Ostrom (1993) has called 'crypto imperialism' as a form of governance intervention which has had a profound impact in strengthening autocracy as well as directly inducing conflict. Assessment of governance institutional failure in African countries remains incomplete unless the full impact of internal and external factors is considered.

Governance failure can be progressive and its effects incremental. What appears to be a sudden implosion could in fact be a manifestation or consequence of half a century or more of failed governance. Some autocracies operating within the Cold War global order were such predators that they destroyed the very fabric of their societies but were propped up because of their strategic role in bipolar politics. Relying on external support and a well-catered-for but narrow internal constituency, such regimes existed for decades and became despotic. Zaire now the Democratic Republic of the Congo was one such regime; it only crumbled when the Cold War ended. Then there are cases like Sierra Leone with relatively little significance in bipolar politics but with predatory regimes that were perceived to be benign.<sup>2</sup> Seething in corruption, such regimes can grind to a halt and implode. Many others do not implode but totter on the brink while ordinary people struggle to find ways to cope with the dilemmas of daily living. Whatever the circumstance, human toll and social consequences of governance failure in Africa have been of staggering magnitudes.

The Human Toll of Governance Failure: The most visible consequence of governance failure can be seen the toll violent conflicts have taken on human beings. Most noted is the alarming level of conflict related deaths and displacement. Though estimates vary, it is generally agreed that there have been more than 6 million conflict-related deaths in Africa

since 1983 (CSIS Report, 2000). There is an estimated 20 million conflict related displaced persons of whom 14 million are internally displaced. These figures constitute close to three percent of Africa's total population. (See World Population Prospects.UN Population Division 2000.) When disaggregated and their implications fully considered, they reveal a crisis of a profound proportions. In the region of the Central Africa and the Great Lakes, for example, they tell of a disruption of societies consisting of thousands of communities with linkages and spillovers that affect still thousands more. In Uganda, for example, internally displaced people (IDPs) account for close to 3 per cent of that country's population and with exponential impact on others. One quarter of Uganda's 45 districts (administrative jurisdictions) is in some form of upheaval. Warring factions operate in northern as well as western districts and sporadic conflicts involving pastoralists are waging in eastern districts. Food shortages and the HIV/AIDS pandemic have added further burdens especially on women and children. Uganda has become a strategic link between systems of conflict extending north in Sudan, west into the Great Lakes region and east into the Horn of Africa (Global IDP, 2001).

The problem of internal displacement has not been given the same level of international attention as the problem of refugees, i.e., the externally displaced. In Angola, one out of every four, in Sudan, one out of every 7 and in Eritrea one out of every 10 persons is internally displaced and destitute (Global IDP, 2001). When circumstance and duration of displacement are considered, a bleaker picture emerges. Loss of dignity and diminished hope associated with prolonged displacement can erode self-confidence and optimism—predispositions that are vital for self-reliance and self-organization. Moreover, the impact of extensive societal trauma associated with gruesome massacres often witnessed by displaced people (internal and external) can hardly be fully assessed. Resettlement can also be hazardous and rife with insecurity, including insecurity stemming from landmines and other unexploded devices.

#### *2.4. Leadership Style and Socio-Economic Development*

According to Okumbe (2008), leadership is a process whereby one person influences others to do something on their own volition, neither because it is required nor because of fear of the consequences of noncompliance. This situation shows that leaders play a major role of guiding members to choose to do things freely and decide on their own for the good of community. Sonza (2006), also explains leadership as the ability to lead people and guide their energies towards achieving a goal.' This gives a concept that a leader must fully understand his/her position and roles in any organization. He also states that leadership must be both task and relationship oriented, leaders need an awareness of both the task and relationship and they need to strike a balance between the two. Leader's power affects both the productivity and freedom of subordinates. If they use less power and authority the groups become freer in decision making. When more power and authority are used by leaders, the group lacks freedom in decision making. It is therefore advantageous to the group when leaders balance the power and the freedom of the followers.

According to Daft (2009) Leadership is an influence on relationship among leaders and followers who intend real changes that reflect their shared purpose. Leadership involves exerting influence over other members of the organization to help them achieve organizational goals, (Jennifer et al, 2002). Narayana et al, (2004) defines leadership as working with and through individuals towards a shared goal. It means that leadership is pluralistic. Every member has a role to play so as to make leadership successful.

Leadership is very important in any organization/institution. Through leadership, goals, vision values and mission of the institution are communicated to achieve the set objectives. Draft (2009) comments on leadership that 'Leadership is concerned with communicating the vision and developing a shared culture and set of core values that can lead to the desired future state. According to this definition proper communication in an organization should be of a two-way system, upward and downward for a leader and his subordinates and horizontal among subordinates.

Nabawanuka (2004), in her dissertation quoting Rowby (2007) says leadership starts with creation with a vision for the organization in such a way that others share and own the vision. Making the vision happen is concerned with allowing, encouraging or facilitating others to achieve an optimum performance, both in relation to their own potential and also to the needs and mission of the organization.

According to Hannagan, (2008) leadership is the process of motivating other people to act in particular ways in order to achieve specific goals. In any organization an effective leader should appreciate what is being done by his/her subordinates through verbal/written or material motivation. This increases morale, hence plays a great role in achieving the set objectives. Laurie (2002) states that there are many ways of looking at leadership and many interpretations of its meaning and concluded that, leadership might be interpreted simply as getting others to follow.

Organization development in terms of relationship within and out of the organization is obtained through communication. According to Manu (2007), communications can be formal and informal. Mostly in organization context communication is done formally whereby there is downward, upward and horizontal communication. With downward communication, institutional heads and departmental communicate to their workers. With upward communication, workers/employees are free to communicate to institutional heads. Lastly there is horizontal communication whereby the flow of information is between peers or colleagues in the organization. However, informal communication is also done whereby all workers including heads of organizations and heads of departments share conversations in corridors, staff room, phone calls etc. This communication is essential to the creation and maintenance of community and a genuinely democratic organization. It is highly practiced in democratic leadership style and hence believed to contribute to organization development.

Aggarwal (2004), states that learning is the product of the environments. The environments play an important role in the growth and development of the individual. According to this author, leadership styles are part of environments which have effects on organization development in terms of academics, infrastructure and general relationship in and out

of the organization. If the leadership style is clear, well understood and acceptable by the subordinates, students and the surrounding community, such a style would be considered to bring organization development.

As far as organization development is concerned Sumbye (2009), argues that, all leadership styles can be useful in terms of bringing development in any organization/organization depending on the situation of the organization. For example, the author points out that when subordinates in the organization/organization have clear goals, strong convictions and adequate skill; participative/democratic leadership style would be useful for bringing organization/organization development. On the other hand, when the organization head is the only one who has specialized knowledge, autocratic leadership style would be of more important for the organization development as participative/democratic style is viewed to be a waste of times

Tony et al (2004), states that leadership exists where an organization has a common goal, different role within the organization (one role being that of a leader) and there are systems and structures to allow coordination of efforts to achieve the common goals.

The Bible which is believed to have been written 1500 years ago talks also about leadership as one of the most important elements in any organization. In Genesis 41: 41 Joseph was made a leader/in charge of Pharaoh's place and all people had to submit to his orders. The Bible also talks about humility in leadership as cited in the book of Mark 10:13 – 44 (NIV) '.....Not so with you, instead whoever wants to become greater among, you must be your servant and whoever wants to be first must be slave of all.

The Bible gives qualities of a good leader; this is portrayed by Apostle Paul in the book of 1Timothy 3:2–3. The Bible reads 'A Bishop (religious leader) must be blameless, husband of one wife, vigilant, sober of good behavior, given to hospitality apt to teach, not given to wine, not striker, not greedy .....

More over the Bible in the book of Exodus 18'21 – 22, reads 'But select capable men from all the people – men who fear God, trustworthy men who hate dishonest gain and appoint them as officials over thousands, hundreds, fifties and tents. Have them serve as judges for the people at all times, but have them bring every difficult case to you, the simple cases they can decide themselves. That will make load lighter, because they will share it with you.

From the above biblical quotations, the Bible gives the whole concept of leadership. According to the Bible the leader should be capable, humble and honest. It also supports delegation or decentralization of power so as to ease leadership.

A leader style refers to a particular behavior applied by a leader to motivate his or her subordinates to achieve the objectives of the organization (Okumbe, 2008). According to Okumbe it means that leaders can vary in leadership styles. Musaaizi, (2009) supports this idea when says that leadership varies from one organization to another, no two leaders administer and lead their organizations in the same way. It means that the style of leadership that is most suitable to a particular situation is primarily a function of the cultural characteristics of the people. Some cultures respect democratic leader while others authoritative leader. D'Souza (2006), also states that leadership seeks to meet the genuine needs and expectations of the group by performing required functions. Leaders' styles change from group to group, from situation to situation. This is true in the sense that, exercising strong directive power provides effective leadership when groups lack a sense of direction or purpose. When groups have clear directions and function well, non-directive styles of leadership work more effectively. However, Tenneribaum and Schmidt (2011), explain various ways which influence a manager's choice of leadership style. They took into account the manager's need to consider certain practical considerations before deciding how to manage. They do conclude that, there are three main forces on a manager in deciding a leadership style. The first one is the situation; managers need to recognize the situation in which they find themselves in terms of corporate culture, their colleagues, style of work, the nature of tasks and time pressures. The second one is personal forces, managers' own background, and experience, confidence and leadership inclinations. The last one is the situation managers/leaders need to recognize the situation in which they find themselves in terms of corporate culture, their colleagues' style of work, the nature of tasks to be performed and time pressures. These authors / writers come up with suggestions that, managers should consider a full range of options before deciding how to act from a very autocratic leadership to a very democratic one. They both say if all employees are accountable and influential in decision making the best role for the leader may be to follow hands off approach.

According to Cole (2004), more emphasis is placed on the leaders' behavior forgetting the position of the group. The leader has to strike a balance between the needs of the people, task and goals in a given situation. However, it is clear that the leader is central. Any success or failure of the organization is counted on him/her and not on the subordinates or the nature of the task.

Gibbs (2005), talks about leadership styles. He advocates that leadership is not static but dynamic according to various changes including economic development and demographic changes. It can therefore be agreed that despite the various leadership styles, a good leader cannot stand on only one leadership styles, he/she should use various styles according to the prevailing situations. Leadership can be categorized into various styles but the major types are democratic, autocratic and permissive (Manu, 2007).

### 3. Methodology

#### 3.1. Introduction

This chapter presents the methodology that were used to carry out the research. It presents the research design, the target population, sample size, sampling procedure, research instrument, validity and reliability of the instrument, data analysis, ethical consideration, and limitation of the study.



### 3.2. Research Design

Research design is the structure of any scientific work which gives direction and systematizes on how the study is done; it constitutes the collection, measurement and analysis of data (Kothari, 2004). The study used a survey and content analysis of the impact of war, governance and leadership on social economic development of South Sudan with particular reference to Jonglei County. The study focused also on the survey of community members. A survey research design seeks to obtain information that describes existing phenomenon by asking individuals about their perceptions, attitudes and values (Mugenda, 2003). The study finally used descriptive survey design. Descriptive survey research design is the systematic collection of data in standardized form an identifiable population or representative (Oso and Onen, 2009). Descriptive approach thus ensured that comprehensive findings and depth information obtained on the subject matter.

### 3.3. Study Population

The study was carried out in Jonglei, which covers an area of 122,581 square kilometers (47,329 Sq mi), forms the bulk of the eastern part of South Sudan covering most of the eastern centre. The population will comprise of 348 people from the county. The researcher clustered this to 8 Administrative staff, 40 Operational staff and 300 citizens of Jonglei state as explained in Table 1.1 below.

Target Group	Leaders
Administrative staff	8
Operational staff	40
Citizens	300
Total	348

Table 1: Population Size

Source: Primary Data

### 3.4. Sampling Procedure

The researcher used both probability and non-probability sampling techniques so as to be exhaustive in the research findings. Random sampling used as a probability technique to obtain a good representative sample of the area population of the residents. Purposive sampling technique used as a non-probability technique for the leaders only but as key informants.

### 3.5. Sample Size

The sample size was calculated using the Krejcie and Morgan Table (1970) for determining the sample, as this gave a practical ratio based on the County's population size. According to Krejcie and Morgan Table, approximately 213 respondents were used as a sample size of the entire population (350). The researcher clustered this population according to the two counties. The researcher further categorized them into two groups, one of leaders (44) and the other of residents (169).

Target Group	Leaders	Residents
Administrative staff	8	8
Operational staff	40	36
Citizens	300	169
Sample Size Total	348	213

Table 2: Sample Size Distribution

Source: Primary Data

### 3.6. Sources of Data

Data was collected from both primary and secondary sources. The primary data was collected directly from the respondents. The secondary data was obtained from the available literature review, text books, journals, reports, newspapers and research magazines.

### 3.7. Data Collection Instruments

Data was collected using questionnaire, and interviews. Questionnaires were instrumental in obtaining direct information from the respondents. Interviews were helpful in collecting information that will not be directly observed or which was difficult to put down in writing and capture the meanings beyond the words.

### 3.8. Content Analysis

Information gathered through content analysis was used to supplement and enrich the information collected from other instruments. In addition, library, field pieces of information were supplemented by more information obtained from the internet. Then information obtained from these sources was then analyzed and reduced in to a written text.

### 3.9. Validity of the Instrument

Validity means the relationship of data obtained in various sections being studied. According to Smith (2003), validity measures the degree to which the research or study achieves what it sets out to do. Validity of the instrument was

therefore established by using expert judgment. It was scientifically determined by using content validity index formula. The instrument was thereafter submitted for comments to the supervisor, whereby suggestions were accepted and judgments were made on the content validity of the instrument. The instrument was considered valid when the CVI gotten is above 0.70 as recommended by Lynn (1986).

### 3.10. Reliability of the Instrument

Reliability refers to the degree of consistency and precision in which the measuring of instruments is demonstrated (Amin, 2005). According to Smith (2003), reliability establishes the consistency of a research instrument in that the results it achieves should be similar in similar circumstances and so the same research respondents using the same instrument should generate the same results under identical conditions. The Statistical Package for Social Science (SPSS) was used to determine the reliability of the instrument before collecting the data. A pretest of the questionnaire to prove reliability will be carried out in another organization which will not part of the study area and 25 questionnaires will be administered and used to generate the reliability coefficient of determination. A reliability test using a Cronbach's alpha  $\alpha \geq 0.7$  and above will be considered adequate (Cronbach, 2004).

Variable	Anchor	Cronbach Alpha Coefficient	CVR (Content Validity Ratio)
War	5 point	0.8350	0.8250
Governance	5 point	0.8125	0.7450
Leadership traits	5 point	0.7425	0.8220
Social-economic development	5 point	0.8325	0.7550

Table 3: Reliability of the Instrument Variable

Source: Primary Data

Since all Content Validity indices for all experts and Alpha coefficients were above 0.7, then the items/questions selected for the study were relevant to the study variables.

### 3.11. Data Analysis

Data collected from the field was coded and analyzed using SPSS (Statistical Package for Social Science version 18.0). The data was then presented using cross tabulation to describe sample characteristics, and Pearson correlation was used to establish the relationship between the study variables. Regression Analysis was used to establish the combined effect on the study variables.

### 3.12. Ethical Considerations

A letter of introduction stating the purpose of the research was obtained from the University. The researcher sought permission from the University before conducting the research. Assurance was given to the respondents about confidentiality of the information. To maintain integrity of the information presented, reference was made to documented information collected from the field study.

### 3.13. Limitations of the Study

Limitations that may be faced by the researcher include;

- Attrition; some respondents filled in the questionnaires without really reading or understanding the question but just to complete fast. The researcher, however made an effort to avoid distributing questionnaires or holding interviews during rush hour and also try to capture the interest of the respondent.
- Sensitivity of information; some respondents may feel the information required as sensitive and can affect their working environment if revealed. The researcher however made an effort to convince respondents that the information exchanged was very confidential.
- Unwillingness to fill the questionnaires; some of the respondents were unwilling to share information about their leaders, supervisors, workmates and the service system. The researcher however endeavored to emphasize that it is a purely academic research and confidentiality was upheld.
- Misinterpretation of the questions: Interpretation of the questions could affect the meaning as some respondents got difficulty in interpreting the questions correctly since English is not used as the national language. However, the researcher however tried to interpret the questions for them where necessary.

## 4. Interpretation and Analysis of Study Findings

### 4.1. Introduction

This chapter discusses the response rate, Bio data, Pearson correlation, factor loadings, Standard and Deviation

### 4.2. Respondents' Bio Data

The response rate was 213 respondents.

#### 4.2.1. Gender of Respondents

Table 4 below presents the gender distribution of the respondents.

Gender	Frequency	Percent
Male	131	61.5
Female	82	38.5
Total	213	100.0

Table 1: Gender by Respondent Distribution

Source: Primary Data Computed

The results in Table 4 indicates that at 61.5% were males and 38.5% were females.

#### 4.2.2. Age Group of the Respondents

Table 5 below presents the age of the respondents

Age group	Frequency	Percent
41 - 50 years	66	30.9
31 - 40 years	49	23.1
21 - 30 years	42	19.7
10 -21 years	36	16.9
50 + years	20	9.4
Total	213	100.0

Table 5: Age Group of the Respondents

Source: Primary Data Computed

The results in Table 5 indicate that 30.9% of respondents were between the age ranges of 41 – 50 years. In addition, those within the age bracket of 31 – 40 were 23.1%. Those who were between the age range of 21 – 30 years were ranked 3<sup>rd</sup> with a statistical representation of 19.7%; 16.9% of respondents were between the age ranges of 10 - 21 years while the remaining 9.4% were between the age range of 50 and above.

#### 4.2.3. Marital Status of the Respondents

The table below 4.3 presents marital status of respondents

Marital Status	Frequency	Percent
Married	107	50.3
Single	61	28.6
Widowed	35	16.4
Separated/ Divorced	10	4.7
Total	213	100.0

Table 6: Marital Status of the Respondents

Source: Primary Data Computed

The result in Table 6 indicates that 50.3% of respondents were married, 28.6% were single, 16.4% were widows or widowers and the remaining 4.7% were divorced and had separated from their partners.

#### 4.2.4. Respondents' Level of Education

The table below 7 presents the educational levels of the respondents.

Level of Education	Frequency	Percent
Tertiary	52	24.4
Diploma	47	22.1
Never studied	36	16.9
Primary	33	15.5
Secondary	25	11.7
Post graduate	20	9.4
Total	213	100.0

Table 7: Respondents' Level of Education

Source: Primary Data Computed

The results in Table 7 above indicates that 24.4% of the respondents were holding a degree as their level of education, 22.1% had attained diplomas, 16.9% had never studied, 15.5% had studied up to primary level of education and

11.7% ad secondary level of education while 9.4% had studied up to post graduate level. This implies that the workers had acquired some skills to work in the State.

#### 4.2.5. Respondent's Sources of Income

The table below 8 presents the educational levels of the respondents.

Level of Education	Frequency	Percent
Self-employment	64	30.1
Public service	58	27.2
Farming	48	22.5
Others	43	20.2
Total	213	100.0

Table 8: Respondents' Level of Education

Source: Primary Data computed

The results in Table 8 above indicates that 30.1% of the respondents were self-employed, 27.2% were public servants and 22.5% were farmers while the remaining 20.2% had other sources of income. This implies that the workers had acquired some skills to work in the State.

#### 4.2.6. Number of Years Spent Working or Staying In Jonglei State

The table below 4.6 presents the Number of years spent working or staying in Jonglei state

Working Experience	Frequency	Percent
6 and Above	68	31.9
4 - 6 years	54	25.4
4 - 4 years	44	20.7
1 - 2 years	27	12.7
Less than 1 year	20	9.4
Total	213	100.0

Table 9: Respondents' Working Experience

Source: Primary Data Computed

The results in Table 9 above show that 31.9% of the respondents had a working experience of 6 years and above. In addition, 25.4% had a working experience of 5 to 6 years, 20.7% had 3 to 4 years working experience, followed by respondents with a working experience of 1 to 2 years 12.7% and 9.4% as the least with an experience of less than 1 year.

#### 4.3. Relationship between Study Variables

Spearman correlation coefficient was used to determine the degree of relationship between the study variables as shown in the Table 10 below.

	1	2	3	4
War (1)	1.000			
Governance (2)	.837**	1.000		
Leadership traits (3)	.727**	.759**	1.000	
Social-economic development (4)	.856**	.826**	.816**	1.000

Table 10: Pearson's Zero Order Correlation Matrix

\*\* Correlation Is Significant at the .01 Level (2-Tailed).

Source: Primary Data Computed

##### 4.3.1. The Relationship between War and Social-Economic Development

The results in Table 10 above indicate a positive relationship between war and social-economic development ( $r = 0.856$ ,  $P\text{-value} < 0.01$ ) which implies that social-economic development can be attained with elimination of wars in the State like Jonglei and the whole Country at large. And that the presence of wars will always affect the social-economic development of any Country like South Sudan.

##### 4.3.2. The Relationship between Governance and Social-Economic Development

The results in Table 10 above indicate a significant positive relationship between Education and Social-economic development ( $r = 0.826$ ,  $P\text{-value} < 0.01$ ) which implies that with effective government systems, social-economic development is easily and quickly attained; but with poor governance systems, then social-economic development is hard to achieve.

#### 4.3.3. The Relationship between Leadership Traits and Social-Economic Development

The results in Table 10 above indicate a significant positive relationship between leadership traits and social-economic development ( $r = 0.816$ ,  $P\text{-value} < 0.01$ ) which implies that with good leadership traits, social-economic development is easily and quickly attained; but poor leadership traits slow down social-economic development in the state and the Country at large.

#### 4.4. Regression Analysis

Regression analysis was used to examine how war, governance and leadership traits determine the level of social-economic development in Jonglei State.

Table 11 below shows the regression model for war, governance, leadership and social economic development in Jonglei State

Model	Unstandardized coefficients		Standardized coefficients		
	B	Std. Error	Beta	T	Sig
Constant	5.433	22.087		.792	.459
War	.202	.248	.768	.815	.446
Governance	.684	.303	.508	.146	.389
Leadership trait	.302	.410	.320	1.688	.146
R= 0.794, R- Square =0.591, Adjusted R- square = 0.487, F= 7.390, Sig = 0.188					

Table 11: Regression Analysis  
Source: Primary data computed

Results in table 4.9 above show ( $R = 0.644$ ) a combination of war, governance and leadership traits in assessing the level to which they can predict the level of social-economic development in the State like Jonglei in South Sudan. These variables explained 79.4% of the variance of social-economic development ( $R\text{ Square} = .339$ ). The most influential predictor of social-economic development was War ( $\beta = .768$ , Sig. 446). This is because the presence and absence of wars influences the social-economic development of a society. Governance is less likely to influence social-economic development since it portrays low significance ( $\beta = .508$ , Sig. 389) in the model. And Leadership traits is the last in influencing the social-economic development of a state since it portrays low significance ( $\beta = .320$ , Sig. 146) in the model. A unit change in a possibility of a war will contribute to a change in the possibility of social-economic development by (77%). And one unit change in Governance will also contribute to a change in the social-economic development at (58%) while a one unit change in leadership traits of leaders will contribute to a change in the social-economic development of any state like Jonglei and South Sudan as a whole (32%).

#### 4.5. The Factor Loadings of War, Governance, Leadership and Social-Economic Development

This research used factor loading in order to check how much a variable loads into its corresponding factor. To understand how each item is loaded into its relevant principal component we use table 4.10 for the factor loading of each item. Straub, (2004) suggests to us that value of each item in factor loading should be at least 0.50 into its relative principal component.

##### 4.5.1. Factor Analysis of War

Variables	Destruction of Infrastructure	Forced Displacement	Loss of Lives	Un protected Human and Property
Assets get lost or destroyed through heavy fighting and looting.	.910			
The efficiency of farm holdings is affected due to disruption of rural labour markets.	.898			
Limits imposed on the operation of larger farms affects the business	.851			
Destruction of infrastructure affects sustainable development in the country	.829			
Armed conflicts are typically accompanied by large population movements		.843		
Civilian populations are often targets for both armies and rebel groups trying to expand their territorial control		.834		
Internal armed conflicts lead to cutting off large numbers of people from economic opportunities.		.821		

Variables	Destruction of Infrastructure	Forced Displacement	Loss of Lives	Un protected Human and Property
Internal armed conflicts can lead to a vicious cycle of displacement		.809		
Violent armed conflicts cause severe psychological damage to those involved in fights, to those living in war-torn communities			.826	
Civilians in war zones may also be subject to war atrocities			.768	
Loss of lives caused by violent armed conflicts affects development			.743	
A number of people have lost their live during the armed conflict in South Sudan.			.728	
The government has tried to refrain from certain acts in order to protect human and property rights				.776
The armed rebels respect both human and property rights				.659
More often human and property rights are infringed				.640
Eigen Value	4.289	.483	.164	.064
Variance %	70.788	16.654	8.287	4.271
Cumulative	70.788	87.442	95.73	100

Table 12: Factor Analysis of War  
Source: Primary Data Computed

The results in table 12 above show the factor analysis results of War variables, four factors were extracted, component one explains (Destruction of infrastructure) 70.9%, the second Forced displacement shows 16.7%, the third (Loss of live) 8.3% and the last Unprotected human and property 4.3% of the variance of War.

The factor analysis results of War under Destruction of infrastructure attribute were explained that; Assets get lost or destroyed through heavy fighting and looting 91%, The efficiency of farm holdings is affected due to disruption of rural labour markets 90%, that Limits imposed on the operation of larger farms affects the business 95% and that Destruction of infrastructure affects sustainable development in the country 83%.

Under Forced displacement attribute, they were explained that; armed conflicts are typically accompanied by large population movements 84%, Civilian populations are often targets for both armies and rebel groups trying to expand their territorial control 83%, Internal armed conflicts lead to cutting off large numbers of people from economic opportunities 82% and that Internal armed conflicts can lead to a vicious cycle of displacement 81%.

With the Loss of lives attribute, the results were explained that; Violent armed conflicts cause severe psychological damage to those involved in fights, to those living in war-torn communities 83%, Civilians in war zones may also be subject to war atrocities 77%, that Loss of lives caused by violent armed conflicts affects development 74% and that a number of people have lost their live during the armed conflict in South Sudan 73%.

Lastly under Unprotected humans and property attribute, they were explained that; the government has tried to refrain from certain acts in order to protect human and property rights 78%, The armed rebels respect both human and property rights 66%, and more often human and property rights are infringed 64%.

#### 4.5.2. Factor Analysis of Governance

Variables	Participation	Accountability	Transparency	Rule of Law
There is inclusive participation and representation of all the stakeholders	.926			
We allow participation of all the citizens in all the activities.	.915			
Because of the leaders' initiatives, citizens have started living together in a harmony and peaceful environment	.907			
I have a clear understanding of their responsibilities and have clearly defined roles in a robust structure		.909		
There is sound participation of all the stakeholders		.884		
There is a law, policy or statute that enforces accountability among the leaders and other parties		.851		

Variables	Participation	Accountability	Transparency	Rule of Law
There is clear and public disclosure of information, rules, plans, processes and actions by governments, companies, organizations and individuals			.879	
It is the principle that public affairs need to be conducted in the open			.843	
All stakeholders have knowledge of organization' financial status.			.816	
The police, civil society and local communities jointly take responsibility for development solutions and local safety security				.851
The country's laws have to been adopted and respected for de-mining and weapons collection				.814
De-mobilized combatants have been involved in de-mining as a way of facilitating local reintegration				.799
Eigen Value	2.220	1.607	0.695	0.479
Variance %	44.393	32.136	13.902	9.569
Cumulative	44.393	76.529	90.431	100

Table 13: Factor Analysis of Governance  
Source: Primary Data

The results in Table 13 above show the factor analysis results of Governance variables, four factors were extracted, component one explains (Participation) 70.9%, the second Accountability shows 16.7%, the third (Transparency) 8.3% and the last Rule of law 4.3% of the variance of Governance.

The factor analysis results of Governance under Participation attribute, they were explained that; there is inclusive participation and representation of all the stakeholders 93%, we allow participation of all the citizens in all the activities 91% and that because of the leaders' initiatives, citizens have started living together in a harmony and peaceful environment 90%.

With Accountability attribute, the results were explained that; I have a clear understanding of their responsibilities and have clearly defined roles in a robust structure 91%, there is sound participation of all the stakeholders 88% and that there is a law, policy or statute that enforces accountability among the leaders and other parties 85%.

While with Transparency attribute, they were explained that; there is clear and public disclosure of information, rules, plans, processes and actions by governments, companies, organizations and individuals 88%, It is the principle that public affairs need to be conducted in the open 84% and that all stakeholders have knowledge of organization' financial status 82%. Lastly under Rule of law attribute, the results were explained that; the police, civil society and local communities jointly take responsibility for development solutions and local safety security 85%, the country's laws have to been adopted and respected for de-mining and weapons collection 81% and that De-mobilized combatants have been involved in de-mining as a way of facilitating local reintegration 80%.

#### 4.5.3. Factor Analysis of Leadership Traits

Variables	Permissive/ Laissez Faire	Autocratic Leadership	Democratic Leadership
Most of us know more about our jobs, so we are allowed by the organization head to carry out decisions in doing our jobs.	.984		
No any valuation of the organization activities conducted by employees	.967		
The leader leaves employees with freedom and independence to do their work in the way they think best	.940		
The leader dictates work methods to employees without consultations.		.953	
The leader pushes and forces employees to work without making discussions.		.941	
The leader emphasizes his/ her authority and power when dealing with employees.		.928	

Variables	Permissive/ Laissez Faire	Autocratic Leadership	Democratic Leadership
The leader seeks advice from employees and employees seek advice from the leader			.938
Employees are consulted on various organization affairs including discipline.			.920
The leader tries to arouse hopes, expectations and aspirations among employees.			.901
Eigen Value	2.776	.782	.039
Variance %	69.398	19.549	.984
Cumulative	69.398	88.947	100

Table 14: Factor Analysis of Leadership Traits

Source: Primary Data Computed

The results in Table 14 above show the factor analysis results of Leadership traits variables, four factors were extracted, component one explains (Permissive/ laissez faire) 70.9%, the second Autocratic leadership shows 16.7% and the last Democratic leadership 4.3% of the variance of Leadership traits.

The factor analysis results of Leadership traits under Permissive/ laissez faire attribute were explained that; most of us know more about our jobs, so we are allowed by the organization head to carry out decisions in doing our jobs 98%, No any valuation of the organization activities conducted by employees 96% and that the leader leaves employees with freedom and independence to do their work in the way they think best 94%.

Under Autocratic leadership attribute, they were explained that; the leader dictates work methods to employees without consultations 95%, the leader pushes and forces employees to work without making discussions 94% and that the leader emphasizes his/ her authority and power when dealing with employees 92%.

Lastly under Democratic leadership attribute, they were explained that; the leader seeks advice from employees and employees seek advice from the leader 94%, Employees are consulted on various organization affairs including discipline 92% and that the leader tries to arouse hopes, expectations and aspirations among employees 90%.

#### 4.4.3. Factor Analysis of Social-Economic Development

Variables	Education levels	Access to Medical & Health	Economic Status	Ownership of Resources
As leaders of the state, we promote good education programmes	.863			
As leaders in the state, we have got enough skills to perform their duties appropriately	.849			
Our competencies as leaders have increased because of the programmes in the state	.822			
Good health enables us to participate fully in our state		.760		
Good health provides us the means to pursue our goals in life		.739		
Our medical& health status affects our incomes and social-economic development		.716		
I receive 1,000 - 3,000 SSP every month from sell of my garden produce.			.724	
Most of the time I engage in kitchen work and other domestic work like rearing chicken for income generation			.684	
In my village men engage in other advance economic activities like trading, teaching, and women remain at home cooking			.668	
We have freedom to dig the land without permission from the authorities				.701
We have freedom to sell farm produce without permission from the husband or wife				.651



Variables	Education levels	Access to Medical & Health	Economic Status	Ownership of Resources
I am free to use household materials without consulting the partner or relatives				.619
Eigen Value	1.880	.997	.904	.220
Variance %	46.990	24.919	22.598	5.493
Cumulative	46.990	71.909	94.507	100

Table 15: Factor Analysis of Social-Economic Development

Source: Primary Data Computed

The result in Table 15 above shows the factor analysis results of Social-economic development, four factors were extracted, component one (Education levels) explained 61.1%, followed by Cultural relations with 19.6% then Economic status with 13.6% and the last Ownership of resources with 5.7% of the variance of Social-Economic development.

The factor analysis results of Social-Economic development under Education levels attribute were explained that; as leaders of the state, we promote good education programmes 86%, as leaders in the state, we have got enough skills to perform their duties appropriately 85% and that our competencies as leaders have increased because of the programmes in the state 83%.

Under Access to medical & health attribute, they were explained that; Good health enables us to participate fully in our state 76%, Good health provides us the means to pursue our goals in life 74% and that our medical& health status affects our incomes and social-economic development 72%.

With Economic status attribute, the results were explained that; Most of the time I engage in kitchen work and other domestic work like rearing chicken for income generation 72%, I receive 1,000 - 3,000 SSP every month from sell of my garden produce 68% and that in my village men engage in other advance economic activities like trading, teaching, and women remain at home cooking 67%.

Lastly under Ownership of resources attribute; we have freedom to dig the land without permission from the authority's 70%, we have freedom to sell farm produce without permission from the husband or wife 65% and that I am free to use household materials without consulting the partner or relatives 62%.

## 5. Interpretation of the Findings

### 5.1. Introduction

This chapter presents interpretation of the study findings.

### 5.2. Bio Data

#### 5.2.1. Gender of the Respondents

The results indicated that at 61.5% were males and 38.5% were females. This implied that most of the people in the state fostering the social-economic development strategies were males. This is as a result of previous conflicts yet such events engage men more. However, obtaining information from both male and female is an indicator that the information contained in this report is gender sensitive hence the report data being genuine.

#### 5.2.2. Age Group of the Respondents

The results showed that 30.9% of respondents were between the age ranges of 41 – 50 years. In addition, those within the age bracket of 31 – 40 were 23.1%. Those who were between the age range of 21 – 30 years were ranked 3<sup>rd</sup> with a statistical representation of 19.7%; 16.9% of respondents were between the age ranges of 10 - 21 years while the remaining 9.4% were between the age range of 50 and above.

This implied that people who are engaged with the State that respond to the cause and the process of building peace building, governance and leadership systems are between the age range of 41 – 50 years, an indicator that the state employs mature and energetic people who can effectively carry out all possible strategies for social-economic development. Therefore, presentation of data obtained from mature respondents of above 31 years means that data contained in this study is good and reasonable.

#### 5.2.3. Marital Status of the Respondents

The results indicated that 50.3% of respondents were married, 28.6% were single, 16.4% were widows or widowers and the remaining 4.7% were divorced and had separated from their partners. This implies that most of the people employed by the state and those engaged in expanding and armed conflict and education systems were married, a sign of responsibility.

#### 5.2.4. Education Levels of the Respondents

Results also indicated that 24.4% of the respondents were holding a degree as their level of education, 22.1% had attained diplomas, 16.9% had never studied and 15.5% had studied up to primary level of education and 11.7% at secondary level of education while 9.4% had studied up to post graduate level. This implies that most of the people engaged in the social-economic development process had the skills to implement all the strategies for social-economic development basing on the level of education. The results also indicated that the information got during the research can be depended on as majority of the respondents were educated with capability of researching and making independent decisions.

#### 5.2.5. Respondent's Sources of Income

Results also indicated that 30.1% of the respondents were self-employed, 27.2% were public servants and 22.5% were farmers while the remaining 20.2% had other sources of income. This implies that the workers had acquired some skills to work in the State. This implies that the citizens of Jonglei State and the Country are self-employed and so the government should try to create job opportunities for the people.

#### 5.2.6. Number of Years the Respondents Have Been Working with the Organisation

The results indicated that 31.9% of the respondents had a working experience of 6 years and above. In addition, 25.4% had a working experience of 5 to 6 years, 20.7% had 3 to 4 years working experience, followed by respondents with a working experience of 1 to 2 years 12.7% and 9.4% as the least with an experience of less than 1 year. This implied that most of the respondents who participated in this study had a high working experience of 5-6 years and indicated that data obtained was from people who were mature in working experience in the State. An indication that information got from them was not biased.

### *5.3. The Relationship between the Variables*

#### 5.3.1. The Relationship between War and Social-Economic Development

The results indicated a positive relationship between war and social-economic development ( $r = 0.856$ ,  $P\text{-value} < 0.01$ ) which implied that social-economic development can be attained with elimination of wars in the State like Jonglei and the whole Country at large. And that the presence of wars will always affect the social-economic development of any Country like South Sudan.

The results are in line with Gaibullov and Sandler, (2009) who investigated the impact of war on per capita growth in Asia for the period 1970-2004. Study found significant growth limiting impact of war. The impact seems to be stronger in the developing countries as compared to developed one because of the developed countries' resilience to war due to their robust economies. Terrorist activities generated by internal conflicts were found to be twice as effective in reducing growth as compared to those of international conflicts.

Gries et al. (2009) investigated the causality between war and economic growth for seven western countries for the period 1950 to 2004. The causality runs from economic growth to war as the poor economic performance manifested in low opportunity costs of violence, which may in turn, increase the conflicts and thus war. On the other hand, war may cause low economic growth because accumulation and allocation of resources may be negatively affected by war. Results indicate that important economic and political events have profound impact on the pattern of war and also on economic growth.

#### 5.3.2. The Relationship between Governance and Social-Economic Development

The results indicated a significant positive relationship between Education and Social-economic development ( $r = 0.826$ ,  $P\text{-value} < 0.01$ ) which implied that with effective government systems, social-economic development is easily and quickly attained; but with poor governance systems, then social-economic development is hard to achieve.

The results are in line with Boex, Kimble and Pige (2010), who said that a government is essential to providing security, justice, economic, and social functions and to channeling the will, energies, and resources of both the indigenous population and the international community. According to Shah (2006), governments support peace building through encouraging institutional participation in peace building and democratic process of their countries.

According to Ngware & Kironde (2010), the government's role to peace building is by ensuring that its legitimacy and credibility are intimately tied to a transparent and representative process of policy making by a council of democratically elected community leaders that enjoys legal recognition as an established corporate entity. According to the author, if this is achieved, leaders are likely to be respected and trusted and this can help to bridge divergent interests and ideas which are fundamental for peace building. Addison and Murshed (2001) pointed out that an important characteristic of effective local government is its proximity to the recipients of the basic services it provides. Thus, if government is well-recognized for its role in providing basic infrastructure such as drinking water, waste management, construction of latrines and public convenience facilities, recreational facilities and parks, and local roads, it is likely to unite people to work together for peace (Brandt & Clara, 2008).

#### 5.3.3. The Relationship between Leadership Traits and Social-Economic Development

The results indicated a significant positive relationship between leadership traits and social-economic development ( $r = 0.816$ ,  $P\text{-value} < 0.01$ ) which implied that with good leadership traits, social-economic development is

easily and quickly attained; but poor leadership traits slow down social-economic development in the state and the Country at large.

The results are in line with Okumbe (2008), leadership is a process whereby one person influences others to do something on their own volition, neither because it is required nor because of fear of the consequences of noncompliance. This situation shows that leaders play a major role of guiding members to choose to do things freely and decide on their own for the good of community. Sonza (2006), also explains leadership as the ability to lead people and guide their energies towards achieving a goal. According to Daft (2009) Leadership is an influence on relationship among leaders and followers who intend real changes that reflect their shared purpose. Leadership involves exerting influence over other members of the organization to help them achieve organizational goals, (Jennifer et al, 2002).

According to Hannagan, (2008) leadership is the process of motivating other people to act in particular ways in order to achieve specific goals. In any organization an effective leader should appreciate what is being done by his/her subordinates through verbal/written or material motivation. This increases morale, hence plays a great role in achieving the set objectives. Laurie (2002) states that there are many ways of looking at leadership and many interpretations of its meaning and concluded that, leadership might be interpreted simply as getting others to follow.

Tony et al., (2004), states that leadership exists where an organization has a common goal, different role within the organization (one role being that of a leader) and there are systems and structures to allow coordination of efforts to achieve the common goals.

#### 5.3.4. The Factor Structure of War, Governance, Leadership and Social Economic Development in Jonglei State

The results indicated ( $R = 0.644$ ) a combination of war, governance and leadership traits in assessing the level to which they can predict the level of social-economic development in the State like Jonglei in South Sudan. These variables explained 79.4% of the variance of social-economic development such that a unit change in a possibility of a war governance and leadership traits will contribute to a change in the possibility of social-economic development of any state like Jonglei and South Sudan as a whole.

The results are in line with Okumbe, (2008) who said that a leader style refers to a particular behavior applied by a leader to motivate his or her subordinates to achieve the objectives of the organization. According to Okumbe it means that leaders can vary in leadership styles. Musaazi, (2009) supports this idea when says that leadership varies from one organization to another, no two leaders administer and lead their organizations in the same way. It means that the style of leadership that is most suitable to a particular situation is primarily a function of the cultural characteristics of the people. Some cultures respect democratic leader while others authoritative leader. D'Souza (2006), also states that leadership seeks to meet the genuine needs and expectations of the group by performing required functions. Leaders' styles change from group to group, from situation to situation.

This is true in the sense that, exercising strong directive power provides effective leadership when groups lack a sense of direction or purpose. However, Tenneribaum and Schmidt (2011), explain various ways which influence a manager's choice of leadership style. They do conclude that, there are three main forces on a manager in deciding a leadership style. Sumbye (2009), argues that, all leadership styles can be useful in terms of bringing development in any organization/organization depending on the situation of the organization.

## **6. Conclusions and Recommendations**

### *6.1. Introduction*

This chapter highlights the major conclusion and recommendations of the study. The findings are outlined in direct response to the specific objectives. Recommendations have been provided to incorporate war with governance and leadership traits with the overall aim of improving on the speed and effectiveness of social-economic development in South Sudan and further research.

### *6.2. Conclusions*

The study established that in general terms variables including armed conflict and education play a big role in social-economic development in South Sudan. This trend shows that there is actually a need for good systems to avoid armed conflict and effective education systems as the best way to strengthen and improve social-economic development in Jonglei State and South Sudan and the whole Country.

The challenge however, is that the causes of the war and good government systems that can be used to avoid wars and improve social-economic development in the State and the Country as a whole have not yet good governance and leadership traits heavily impacts social-economic development in any country like South Sudan. Therefore, the government and other international partners should devise strategies to avoid any further wars, propose and implement good governance systems and advocate for good leadership traits which ultimately leads to faster and steady social-economic development in South Sudan.

### *6.3. Recommendations*

Basing on the study findings and the conclusions, the researcher derived the following recommendations:

### 6.3.1. Objective One: War and Social Economic Development

The results of the study indicated that war directly affects the social economic development process in South Sudan; the study recommends that;

There should be peace building measures that directly focus on how to combat armed conflict especially the fighters, a proper recommendable approach would be fostering Amnesty programs for fighters to ensure peace building. Much effort should be put into such programs for a faster peace building process which ultimately will lead to improved social economic development in the Country.

The government, NGOs, religious leaders and International actors should put strategies for resolving the conflict in South Sudan since wars influences so much social-economic development in the society.

### 6.3.2. The Relationship between Governance and Social-Economic Development

The results indicated a significant positive relationship between Governance and Social-economic development which implied that with effective government systems, social-economic development is easily and quickly attained; but with poor governance systems, then social-economic development is hard to achieve. The study recommends that;

Results indicated that good governance in the society promotes social-economic development and so leaders of Jonglei State and South Sudan as a whole, should try to embrace a democratic governance which promotes good values such as participation, accountability, responsiveness, transparency and rule of law leads to tranquility, harmony and capacity building programmes so as to improve on the social-economic development of the Country.

Leaders should endeavor to set up empowerment building programmes for the people through God governance and other social-economic programmes for self-reliance.

### 6.3.3. The Relationship between Leadership Traits and Social-Economic Development

The results indicated a significant positive relationship between leadership traits and social-economic development ( $r = 0.816$ ,  $P\text{-value} < 0.01$ ) which implied that with good leadership traits, social-economic development is easily and quickly attained; but poor leadership traits slow down social-economic development in the state and the Country at large. The study therefore recommends that;

The government should try to provide security, justice, economic, and social functions and to channeling the will, energies, and resources of both the indigenous population and the international community and should endeavor to support peace building through encouraging institutional participation in peace building and democratic process of their countries.

The government of South Sudan should ensure that its legitimacy and credibility are intimately tied to a transparent and representative process of policy making by a council of democratically elected community leaders that enjoys legal recognition as an established corporate entity aiming at resolving the armed conflict.

### 6.4. Areas for Further Research

The study recommends further study on the role of NGOs and Asset based approaches in resolving conflicts for sustainable development in South Sudan. So that it can create awareness on how NGOs can use Asset based approach development for conflict eradication and sustainable development in South Sudan.

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### Appendix

I AM Gabriel Alier Riak A Student OF University OF Juba PURSUING A Master's Degree IN SECURITY STUDIES, I AM CARRYING OUT A RESEARCH ON Impact Of War, Governance And Leadership On Socio-Economic Development Of South Sudan: Case Of Jonglei State. You Have Been Randomly Selected To Provide Information In Relation To This Study Through Answering The Questionnaire Below. Please You Are Kindly Requested To Fill All The Questions To The Best Of Your Knowledge And Do Not Write Your Name In The Questionnaire. All The Information Provided Will Be For Academic Use Only And It Will Be Treated With Due Confidentiality.  
Thank you very much.

#### Section A: Socio-Demographic Characteristics

*Gender* ☐

Male ☐

Female ☐

*Age Group*

10 – 20 Yrs ☐

21 – 30 Yrs ☐

31 – 40 Yrs ☐

41-50 Yrs ☐

51& above Yrs ☐

*Marital Status*

Single ☐

Married ☐

Separated/Divorced ☐

Widowed ☐

*Education Level*

Never studied 1 ☐

Primary 2 ☐

Secondary school 3 ☐

Diploma 4 ☐

Tertiary 5 ☐

Post graduate ☐

*Your Main Source of Income*

- Farming 1 ☐
- Self-employment 2 ☐
- Public service 3 ☐
- Others (specify) 4 ☐

*Number of years spend staying or working in Jonglei State*

- Less than 1 Yrs ☐
- 1-2 Yrs ☐
- 2-4 Yrs ☐
- 4-6 Yrs ☐
- 6+ Yrs ☐

*Section B: War*

Please check your feelings on war by following the rating below and tick the appropriate choice: 5 - Strongly Agree (SA) 4 - Agree (A) 3 - Undecided (UD) 2 -Disagree (D) 1 - Strongly Disagree (SD)

Items Rated		1	2	3	4	5
<b>Destruction of Infrastructure</b>						
1	Assets get lost or destroyed through heavy fighting and looting.					
2	The efficiency of farm holdings is affected due to disruption of rural labour markets.					
3	Limits imposed on the operation of larger farms affects the business					
4	There is destruction of houses in the country					
5	Destruction of infrastructure affects sustainable development in the country.					
<b>Forced Displacement</b>						
6	Armed conflicts are typically accompanied by large population movements					
7	Civilian populations are often targets for both armies and rebel groups trying to expand their territorial control					
8	Internal armed conflicts lead to cutting off large numbers of people from economic opportunities.					
9	Internal armed conflicts can lead to a vicious cycle of displacement					
10	Internal armed conflicts lead to destruction of social networks					
<b>Loss of Lives</b>						
11	Violent armed conflicts kill and injure civilians and combatants					
12	Violent armed conflicts cause severe psychological damage to those involved in fights, to those living in war-torn communities and to displaced populations					
13	Civilians in war zones may also be subject to war atrocities such as genocide					
14	Loss of lives caused by violent armed conflicts affects sustainable development					
15	A number of people have lost their live during the armed conflict in South Sudan.					
<b>Unprotected Human and Property Rights</b>						
16	The government has tried to refrain from certain acts in order to protect human and property rights					
17	The armed rebels respect both human and property rights					
18	More often human and property rights are infringed					
19	Persons that are not taking part in the conflict of those that can longer take part in the armed hostilities are respected					
20	There has been independency for the sake of protecting the innocent victims of conflict with their property					

Table 16

*Section B: Governance*

Please check your feelings on governance by following the rating below and tick the appropriate choice: 5 - Strongly Agree (SA) 4 - Agree (A) 3 – Undecided (UD) 2 -Disagree (D) 1 - Strongly Disagree (SD)

Items Rated		1	2	3	4	5
<b>Participation</b>						
1	There is inclusive participation and representation of all the stakeholders					
2	We allow participation of all the citizens in all the activities.					
3	Because of the leaders' initiatives, citizens have started living together in a harmony and peaceful environment					
4	We allow citizens to be involved in development programmes					
5	All stakeholders' participation helps in effective service delivery					
<b>Accountability</b>						
6	All individuals are responsible for their decisions and actions					
7	There is stewardship of funds					
8	I have a clear understanding of their responsibilities and have clearly defined roles in a robust structure					
9	There is sound financial management at the center					
10	There is a law, policy or statute that enforces accountability among the leaders and other parties					
<b>Transparency</b>						
11	There is clear and public disclosure of information, rules, plans, processes and actions by governments, companies, organizations and individuals					
12	It is the principle that public affairs need to be conducted in the open					
13	There is financial management in the organization					
14	There is financial record keeping in the organization					
15	All stakeholders have knowledge of organization' financial status.					
<b>Rule of Law</b>						
16	There is a mutual relationship between the police, civil society and local communities					
17	The police, civil society and local communities jointly take responsibility for development solutions and local safety security					
18	The country's laws have to been adopted and respected for de-mining and weapons collection					
19	De-mobilised combatants have been involved in de-mining as a way of facilitating local reintegration					
20	The governance of the country has led to peace building in post conflict transition societies.					

Table 17

*Section C: Leadership Style*

Please check your feelings on leadership style by following the rating below and tick the appropriate choice: 5 - Strongly Agree (SA) 4 - Agree (A) 3 – Undecided (UD) 2 -Disagree (D) 1 - Strongly Disagree (SD)

Permissive/ Laissez Faire Leader		SA	A	D	SD
1	Most of us know more about our jobs, so we are allowed by the organization head to carry out decisions in doing our jobs.				
2	No any valuation of the organization activities conducted by employees				
3	The leader leaves employees with freedom and independence to do their work in the way they think best				
4	The leader is not strict on employees' attendance to classes				
5	The leader does not take serious measures against employees' laziness and weakness				
6	The leader does not discuss with employees about poor performance in organization				

Table 18

<b>Autocratic Leadership</b>		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Employees' opinions are mostly neglected by the leader.					
2	The leader limits opportunities and participation of employees.					
3	The leader sets himself the organization goals and objectives					
4	The leader dictates work methods to employees without consultations.					
5	The leader pushes and forces employees to work without making discussions.					
6	The leader emphasizes his/ her authority and power when dealing with employees.					

Table 19

<b>Democratic Leadership</b>		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	The leader makes most decisions with his subordinates					
2	Employees and students are involved in running the organization					
3	The leader encourages employees to participate in all decision making					
4	The leader seeks advice from employees and employees seek advice from the leader					
5	Employees are consulted on various organization affairs including discipline.					
6	The leader tries to arouse hopes, expectations and aspirations among employees.					

Table 20

*Section D: Socio-Economic Development*

Please check your feelings on Social development by following the rating below and tick the appropriate choice: 5

- Strongly Agree (SA) 4 - Agree (A) 3 - Undecided (UD) 2 -Disagree (D) 1 - Strongly Disagree (SD)

<b>No</b>	<b>Items</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>Education Level</b>						
1	Our level of education has increased due to the leaders' initiatives					
2	As leaders of the state, we promote good education programmes					
3	As leaders in the state, we have got enough skills to perform their duties appropriately					
4	Our competencies as leaders have increased because of the programmes in the state					
5	Our level of education has increased due to the state's initiatives					
<b>Health Care</b>						
1	The State's employees and beneficiaries look health					
2	There are health programmes supported by the state leaders					
3	Good health enables us to participate fully in our state					
4	Good health provides us the means to pursue our goals in life					
5	Our medical & health status affects our incomes and social-economic development					

Table 21

Please check your feelings on economic development by following the rating below and tick the appropriate choice: 5 - Strongly Agree (SA) 4 - Agree (A) 3 - Undecided (UD) 2 -Disagree (D) 1 - Strongly Disagree (SD)

<b>Economic Status</b>		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	I am in position to control financial and economic activities in my household					
2	I receive 1,000 - 3,000 SSP every month from sell of my garden produce.					
3	Most of the time I engage in kitchen work and other domestic work like rearing chicken for income generation					
4	In my village men engage in other advance economic activities like trading, teaching, and women remain at home cooking					
<b>Ownership of Resources</b>						
1	We have freedom to dig the land without permission from the authorities					
2	We have freedom to sell farm produce without permission from the husband or wife					
3	I am free to use household materials without consulting the partner or relatives					

Table 22



No.	ITEM	Quantity	Cost/Unit(US\$)	Total Cost (US\$)
1.	Stationery	1 (ream)	50	50
2.	Printing & Binding	-	70	70
3.	Communication	-	1500	1500
4.	Transport	-	1000	1000
5.	Lunch	10 days	50	500
6.	Research Assistants	2	700	1400
7.	Miscellaneous	-	1000	1000
8.	Data analysis			500
Total				6,020

Table 23: Budget Estimates

Date	Activity	Person Responsible
January 2016	Synopsis writing	Researcher
February 2016	Proposal writing. Developing research instruments and submission	Researcher and Supervisor
March 2016 to April 2016	Proposal review and Pilot Testing of tools	Researcher and Supervisor
May 2016	Data collection	Researcher and Research Assistants
June 2016	Data processing and Analysis Report writing	Researcher and Supervisor
July 2016	Final report presentation and submission	Researcher and Supervisor

Table 24: Workplan for the Research Project