THE ROLE OF NON-STATE ACTORS IN PROMOTING GOOD GOVERNANCE IN SOUTH SUDAN: A CASE STUDY OF OXFAM

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DECLARATION

I declare that this thesis is my original work and has not been submitted to any other college, institution or university other than the United States International University-Africa in Nairobi for academic credit.

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DEDICATION

I dedicate this thesis to my father Majak Cingoth, my mother Agau Luk Garang, my siblings: Merial Majak, Mading Majak, Matueny Majak, Majier Majak and Makuanch Majak. Thank you all for your love and support especially in ensuring I successfully complete my studies.
ACKNOWLEDGEMENT

I extend my sincere appreciation to my supervisor for his tireless effort in molding my thoughts and competencies resulting in the completion of this study. I extend my sincere appreciation to all other lecturers and non-academic staff of USIU-Africa for their support during the course of study: First and foremost I salute Dr. Weldon Ngeno for his splendid guidance and constructive criticism throughout this research work. Special appreciation to my friends Kuol Majok Mabior, Anai Lazarus, Dhal Gor Dhal, Makur Laht, Agoth Mou, Ayen Manyoun, Malueth Ayuel Madut and all the people who in one way or another contributed to the successful completion of this study. Special appreciation to Oxfam employees for their timely response to the study and government officials whose clearances enabled me to move freely. May the Almighty God reward all of you abundantly.
ABSTRACT

Restoring governance, building trust and lasting peace, reconciliation and reconstruction in post-conflict countries are some of the most daunting of challenges for global peace and security. The main objective of the study was to establish the role of Non-State Actors in promoting good governance in South Sudan using as case study of Oxfam. The specific objectives of the study were to: Establish the extent to which Oxfam has promoted good governance in South Sudan, Determine the strategies adopted by Oxfam in promoting good governance in South Sudan, to analyze the prospects and challenges face by Oxfam in promoting good governance in South Sudan. This study was guided by two The John Paul Lederach, peace building theory and the human needs theory. The study used both qualitative and quantitative methods. The target population of the study comprised of all employees of Oxfam in South Sudan which were 140 individuals formed the target group. The study adopted a sample determination strategy by (Krejcie & Morgan, 1970) and thus presents a sample size of 103 individuals. A random sampling technique was used to sample individuals. The study used both primary and secondary data. Secondary data was derived from the reviewed materials like books, journals and articles that formed the basis for the study. A questionnaire was used as the main data collection Instrument, while interviews and focus groups would enhance clarity of certain issues. Statistical Package for Social Sciences (SPSS) was used to enhance the analysis of data and presented in charts and graphs for meaningful interpretation. The study found out the alternative hypothesis is true. In the sub sections below, the specific objectives are discussed further. The study concludes that tremendous progress had been made to establish the building block of an effective governance system. The study concludes that the governance systems in South Sudan are still extremely weak and this is a major hindrance to the state of governance in South Sudan. The study concludes that NSAs has not been effective in its role of mediation and supporting the state of governance in South Sudan. The study concludes that the challenges confronting the establishment of effective governance systems in South Sudan are the existence conflict of interest-particularly interests centered on natural resource and exploitation by external actors in the conflict resolution process in South Sudan. The study recommends that the study recommends that there is need to establish effective mechanism that is systematic towards containing sustainable development, justice equity and political stability.
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<tr>
<td>AU</td>
<td>African Union</td>
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<tr>
<td>DANIDA</td>
<td>Danish International Development Agency</td>
</tr>
<tr>
<td>DPA</td>
<td>Department for Political Affairs</td>
</tr>
<tr>
<td>DRC</td>
<td>Democratic Republic of Congo</td>
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<td>ERW</td>
<td>Equal Rights Washington</td>
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<td>EU</td>
<td>European Union</td>
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<td>GBV</td>
<td>Gender-based violence</td>
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<td>ICR</td>
<td>International Committee for Relief</td>
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<td>IDPs</td>
<td>Internal Displaced Persons</td>
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<td>IGAD</td>
<td>Inter-Governmental Agency for Development</td>
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<td>LRA</td>
<td>Lord’s Resistance Army</td>
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<td>MNCs</td>
<td>Multi-National Corporations</td>
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<td>NGO</td>
<td>Non-Governmental Organization</td>
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<td>NORAD</td>
<td>Norwegian Agency for Development</td>
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<td>NSA</td>
<td>Non-State Actors</td>
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<td>PSGs</td>
<td>Perot Systems Government Services</td>
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<tr>
<td>RACIDA</td>
<td>Rural Agency for Community Development and Assistance</td>
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<td>SDGs</td>
<td>Sustainable Development Goals</td>
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<tr>
<td>TNC</td>
<td>Trans National Corporations</td>
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<tr>
<td>UKAID</td>
<td>United Kingdom Agency for International Development</td>
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<td>Acronym</td>
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<tr>
<td>UNHCR</td>
<td>United Nations High Commissioner for Refugees</td>
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<td>UNICEF</td>
<td>United Nation International Children Emergency Fund</td>
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<td>UNMISS</td>
<td>United Nations Mission in South Sudan</td>
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<td>US</td>
<td>United States</td>
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<td>USAID</td>
<td>United States Agency for International Development</td>
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CHAPTER ONE: INTRODUCTION

1.1 Background Information

Restoring governance, building trust and lasting peace, reconciliation and reconstruction in post-conflict countries are some of the most daunting of challenges for global peace and security. As Africa becomes increasingly prominent in the global economy, the need to move beyond conflict is particularly important. In several post conflict societies in Africa; there has been a general impasse on the way forward in addressing issues of justice, compensation, accountability, healing, reconciliation and reconstruction. The conflicts have had devastating impacts on the economies, the institutions of the state and of civil society, social relations, cultures, and representations (Clegg, 2015).

International development organizations that seek to restore governance in post conflict societies represents a commitment to support failed states to re-establish effective governance structures. They also seek to support vulnerable populations that have experienced humanitarian emergencies requiring ongoing assistance to maintain or improve their quality of life (Tomasini & Van Wassenhove, 2014). These groups of diverse donors have differing mandates, but most function under one universal humanitarian principle: to protect the vulnerable by decreasing morbidity and mortality, alleviate suffering and enhance well-being, human dignity, and quality of life (Bennett, 2013).

According to Douglas and Meijer (2016) the role of Non-State Actors (NSAs) is to provide the basis for addressing the root causes of governance crisis by developing governance structures for ensuring compliance with the provisions of, the law. They have sufficient power to influence and cause a change even though they do not belong to any
established institution of a State. Due to increase in regional conflicts, the need for international development organizations to restore governance in post conflict societies has equally risen enormously.

South Sudan experienced one of the biggest humanitarian crises and it has been one of the largest recipients of attempts by international development organizations to restore governance in post conflict societies ever since. The Republic of South Sudan has had one of the largest internally displaced populations in the world. The crisis was as a result of long-standing conflict between the North and the South, tensions between the government and various opposition groups, and inter-ethnic fighting, in combination with natural disasters, namely droughts and floods. Recurring conflict in South Sudan has caused on-going insecurity, loss of life, and displacement. Communities are still living in dire conditions even after the divide of the country in 2011 (Humanitarian Bulletin: South Sudan, 2015)

Almost 2.45 million South Sudanese are displaced, representing around 20% of the country’s population. Approximately 4.8 million persons experience severe food insecurity. At least 1.5 million people are thought to have lost their lives and more than four million were displaced in the ensuing 22 years of guerrilla warfare (Reliefweb, 2014). The crisis is deepening, with rising malnutrition and alarming food insecurity. More than 200,000 people have taken refuge in overcrowded protection-of-civilian areas at UN bases, and 831 000 South Sudanese have sought shelter in DRC, Ethiopia, Sudan, Uganda and Kenya. Cases of measles, cholera and malaria are rampant and the health system’s capacity to deliver effective services pales in comparison to the magnitude of needs (Bauman & Deng, 2017)
South Sudan gained its independence on July 9th 2011. Its entry into the world was marked with pomp and glamour both locally and internationally because it was the youngest and newest country in the world. However, the country has been at war with itself for close to a decade now. South Sudan not only faces conflict from disgruntled factions in the government but deliberate destruction of governance institutions that hold the country together. South Sudan may slowly degenerate into a failed state if issues of governance do not take center stage. NSAs have a role to play especially when a peace deal is finally struck to ensure strict adherence to good governance (Atweng & Mc'Philips, 2018).

Despite this ongoing engagement, Oxfam in particular has so far been unable to elicit required conduct from the warring parties in South Sudan. Moreover, competing regional interests have exacerbated the current crisis, adding to its complexity. The predicaments of violent conflict, social fracturing, and economic turmoil faced by South Sudan since the signing of the agreement resolution in 2015 could have been ameliorated if NSAs addressed governance issues (Botham, 2015).

Although achievements in attempts by international development organizations to restore governance in post conflict societies amid ongoing changes are impressive, many stakeholders believe they co do better despite the appreciable donor finances totaling billions of dollars annually. There is therefore a need on the part of donors, governments, aid workers, and the public to develop a clearer understanding of the problems that hinder the effectiveness and sustainability. Addressing the issues hindering the ability of international development programs despite the huge resource commitments is
undoubtedly a positive improvement for attempts by international development organizations to restore governance in post conflict societies (Cosgrave & Houghton, 2016).

Despite the prolonged periods of intervention by Oxfam in South Sudan and significant financial commitments by NSAs; the country is still faced with serious humanitarian and development needs. The economy is highly unstable, with poorly developed financial systems, high cost of living and lack a clear fiscal and monetary policy framework for economic stabilization. Renewed fighting, displacement, limited humanitarian access, and poor business operating environment have created conditions of extreme human desperation (Bauman & Deng, 2017). This study was seeking to establish the role of s to the role of United Nation aid agencies in the reconstruction of South Sudan by focusing more on their effectiveness and factors limited them from achieving their objectives.

1.2 Statement of the Problem

There have been several attempts by NSAs to foster post conflict peace reconciliation and reconstruction in South Sudan. Oxfam in South Sudan has heavily been involved in promoting the development of governance systems with the aim of reducing the conflicts related to land, natural resources, and arms proliferation. The program also supports the recovery and stabilization of war-affected populations, whose economic and social structure has been severely disrupted. Key targeted results include construction and restoration of physical infrastructure and delivery of basic services, including schools,
health facilities and hospitals, provision of water, community policing, as well as linking communities and markets, promoting resource-efficient housing and restoring productive systems (Blanchard, 2016).

Despite the prolonged periods of intervention by Oxfam South Sudan; Specialists argue that South Sudan’s humanitarian and development needs are immense the security status of the country is wanting. Despite the signing of peace agreements, cessation from the North, huge NSAs commitment to alleviating human suffering; the Republic of South Sudan has had one of the biggest humanitarian crisis with largest internally displaced populations in the world. It is also characterized by protracted crises, long-standing conflict, tensions between the government and various opposition groups, inter-ethnic fighting, insecurity, loss of life, and displacement.

The country has spiraled into an economic free-fall characterized by food and fuel prices which have skyrocketed and an ever-rising cost of living. Ceasefire has been repeatedly breached, renewing fighting and intensifying insecurity. Forced displacement, lack of humanitarian access and collapsed markets have created conditions that have left nearly a third of the population across the country without enough food to eat (Bauman & Deng, 2017). With huge NSAs intervention and especially the amount of resources spent in post conflict reconstruction of South Sudan. One cannot fail to question the role of Oxfam in promoting governance and the strategies adopted and the challenges limiting its effectiveness and in the reconstruction of South Sudan using the case of Oxfam
1.3 Objectives of the Study

The specific objectives of the study were to;

1. Establish the extent to which Oxfam has promoted good governance in South Sudan;
2. Determine the strategies adopted by Oxfam in promoting good governance in South Sudan;
3. To analyze the prospects and challenges face by Oxfam in promoting good governance in South Sudan.

1.4 Research Questions

The following research questions guided the study;

1. To what extent has Oxfam promoted good governance in South Sudan?
2. What are the strategies adopted by Oxfam in promoting good governance in South Sudan?
3. What are the prospects and challenges faced by Oxfam in promoting good governance in South Sudan?

1.5 Justification and Significance of the Study

The significance of this study was to determine the role of NSAs in promoting good governance in South Sudan. In practice, the findings of this study will provide reliable information on the achievements of their intervention programs and possible strategies to enhance the effectiveness of their programs. A complete understanding of the challenges
may lead to better delivery of services that will lead to reduction in the level of human suffering in South Sudan. Regarding policy, the Government of South Sudan may use the findings of this study to put in place policies that would help establish the support structures needed to strengthen the effectiveness of international development programs in South Sudan.

The significance of this study in terms of contribution to theory and literature is that this research may result in broadening in the field of knowledge by filling the existing knowledge gaps through evidence-based research findings that will significantly contribute to theory. Future researchers may use this study as a basis for informing their research methodologies and establishing knowledge gaps for further researches through literature research. Academicians in the areas of peace, security and governance will find this information as a good basis for further research, especially in East Africa.

1.6 Scope of the Study

This study assessed the role of Oxfam in promoting good governance in South Sudan. The study was carried out in Juba. This is because Oxfam programs are directed from Juba. The target population will include respondents drawn from the staff of Oxfam.

1.7 Limitations of the Study

The researcher ensured that confidentiality issues were addressed; the researcher did not in any way request information that was not relevant for the study. The study engaged all the relevant authorities so that it did not hinder the successful collection of data. The
researcher assured the participants that the information would strictly be used for academic purpose only. The tendency of security apparatus to monitor and control the conduct of research is not unique to South Sudan, it is anticipated therefore that the participants would be concerned about the extent of information they would want to give without any repercussions. Participants concern was addressed expeditiously through an interactive forum and their fears allayed.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of related empirical literature least leave been researched by varied researchers as well as scholars in the study area. The literature was reviewed in tandem with main themes of this study relating to the criterion variables.

2.2. Theoretical literature

This study was guided by two theories, Human Needs Theory and John Paul Lederach’s theory

2.2.1. Lederach’s Peace Building Theory

Lederach’s (2005) propounded peace building theory, peace building theory presents an elaborated concept, that includes all are perspectives related to processes of instating sustainable peace. The proposition of this theory institutes transformative structures that evaluates peace accords, that, plays an integral role is negotiation of formal peace accords. The political and economic stability of the community rely to the structures of the peace accords, social and physical initiative is the basis of peace building, that buttresses rehabilitations as well as post conflict reconstruction Lederah (2005)

Lederah (2005) developed the work of Marie’s paradigm in relation immediate variables within conflict in wider context arising within relationship existing within a larger context of the existing subsections that ultimately represents society wide systems. He argued that comprehension of issues must be defined in a wider context. He also adopted that matrix that was propounded by Curlie, matrix that presents the process of promoting sustainable conflict resolution. Curlies matrix postulates that describe the relationship between awareness create and balancing power among the conflicting parties. Instituting
sustainable peace therefore depends an increasing awareness as well as to what extent imbalance in power dominated.

According to the theory balancing of power and upcoming of awareness create defers the peace building activities. In this regards the motion of peace building is not only to eliminate undesirable situation but to multitude adaption capacity to environmental changes. Lederach (2005) posits that in our society today sustainable peace building requires commitment in the long run. The long term commitments ensures the establishment of infrastructure in all categories of the populate society. Contribution to the peace building course is therefore reinforced by infrastructure development and prudent resource allocation in the society.

2.2.2: Human Needs Theory

The Human Needs Theory by Doyal and Gough (1984) affirms that conflict is possibly prevalent in all categories of broad sources of conflict. The theory points to six sources of conflict specifically; those that are deeply rooted thus reflecting feelings of alienation; religious, ethnic and racial inequalities to both economic and ethnic irregularities which mirror inequality of power; power inequalities and irregularities that range from perceived gender inequalities; interpersonal and physical dimensions of conflict which mirror the consequences of perceptions and misunderstandings. The other sources of conflict are structural sources of conflict that mirror the effects of institutional and organizational behavior. Lastly, they represent, disintegration of interests and authority that have an effect on the type of governance that is in place, thereby giving a reason for
the absence or presence of conflict. Generally, from the factors, conflict is seen to be solved only within a political process (Hamersley & Atkinson, 2007).

This theory is based on human beings needs that have to be achieved for stability to be maintained within a person and the society. If the livelihood of a citizen is not improved, then, there is no way there can be existence of peace within their regions. In relation to the study, the theory could be applied to the re-construction of post conflict societies at both interpersonal and intrapersonal levels and beyond to the international setting. The theory focuses on the origin of conflict and the optimal courses of action to meet the needs of the concerned parties. The state in liaison with the society can mitigate the use of expensive peacekeeping initiatives and peace enforcement strategies by finding strategies that meet the underlying needs like creation of buffer zones.

Subsequently, in a world where differences are emphasized, the human needs theory endeavors to unify people from all walks of life regardless of their cultures and regions. This is mainly to create a common understanding on who they are and how others feel about them. According to Christie (1997), the approach by the human needs theory provides support for a collaborative and multi-faceted problem-solving model with related techniques such as problem-solving workshops or an analytical problem-solving process. This model takes into account how complex human life is and the persistence of the nature of human needs. The problem-solving approach of this theory, analyzes the fundamental sources of conflict, keeping in mind the maintenance of focus on fulfilling the unmet needs of the people. Additionally, the interested parties find ways that are acceptable to help in solving the conflict at hand and their needs are met at the end.
According to Hammersley and Atkinson (1983) the human needs theorists acknowledge that needs cannot be compromised but can be addressed in a way that is positive and generally focuses on a win-win perspective.

For instance, this win-win perspective can be reflected on the Kosovo conflict, both the Albanians and the Serbs obtained a protective security, both obtained protections. Critics of human needs theory affirm that most conflicts involve both interests and needs. This means that conflict resolution is not only about meeting human needs but also meeting their interests. The Palestine-Israeli conflict, includes both the needs (safety, identity, freedom) and interests (international boundaries, resource allocation). Subsequently, however much of the needs of both parties are met, the conflict will not be fully resolved. Full resolution can only be met if both needs and interests are dealt with sufficiently (Mitchell, 1990). When the human needs theory is widely applied, it may provide possible sustainable solutions because it focuses on conflict sources and promotion of understanding based on the common humanity and the distinction between negotiable and non-negotiable issues in a conflict. Human needs go beyond the essential shelter, food and clothing to include both tangible and intangible needs of growth and development.

Nonetheless, according to Burton, (1990), issues to do with security, recognition and identity are critical in most conflicts and most practitioners agree with it. These may not only be the issues at hand in case of a conflict, but they are very vital when dealing with intractable conflict that is to be transformed. Ignoring the needs and looking into the interests only, can lead to short-term settlement hence the need for the human needs
theory in this study. A review by Dover (2017) inferred that social work is very central and have been long concerned about the social welfare system in addressing human needs. Social workers through interaction with the society evaluate their needs, advocate for social welfare and provide enabling and empowering communities to addressing their needs. It also helps in formulations of social policy frameworks that take human needs into consideration.

National Association of Social Workers (1996) have a permeable code of ethics that recognizes the centrality of human needs and the mission is to boost human welfare and assist in meeting human needs without discrimination. Particular focus is channeled to the needs and empowerment of the oppressed, vulnerable or marginalized societies and those in abject poverty. Therefore, human needs theory is of great relevance to this study gives the insides and understanding of human sufferings or rather needs. Helps in assessing and understanding the centrality of human needs of the oppressed, vulnerable communities or the marginalized based on their priority. Oxfam being a humanitarian organization their principles of alleviating human predicaments are based on human needs. When human needs are not met, this creates an environment for conflicts as the affected population or society feel unjustly treated by those whom they feel are powerful, hence the necessity of Human Need Theory.
2.3 Empirical Review

2.3.1 The role of NSAs in promoting Good Governance

Scholars of international organizations have increasingly focused on how NSAs are re-shaping regional and global forms of governance. NSAs are usurping traditional states in the distribution of power in existing governance institutions but also some of the fundamental norms and principles that underpin them. Moreover, traditional governments are dissatisfied with NSAs who prescribe their own new governance standards. NSAs may not individually or collectively represent the fundamental radical transformation governance. Nevertheless, they show that NSAs play a major role in the creation of the current global order (Douglas & Meijer, 2016)

Coppard (2016) in his study of documenting the success of NSAs economic reconstruction programs found out that globally; NSAs has intervened in ending conflicts and enhancing restoration of economic activities in many countries, such as Cambodia, El Salvador, Guatemala, Mozambique, Namibia, and Tajikistan. According to the study NSAs have also made upward progress in countries such as Sierra Leone, Burundi, Côte d'Ivoire and Liberia by providing basic security guarantees and responding to crises. The study findings also indicate that NSAs operations have supported political transitions and helped stabilize fragile new state institutions. They have helped countries to close the chapter of conflict and open a path to normal development, majorly tied to humanitarian aid offered, even if major reconstruction challenges remain.

A study by Van Wassenhove (2016) evaluated the extent of achievement of NSAs program objectives. the study findings indicate that the UN has paved way for dialogue
among countries marred by conflict and it has used the power vested in the docket to ensure that the various regional and international initiatives try and resolve conflict through a coordinated and common coherent approach. The study by Van Wassenhove (2016) also concluded that Peace building initiatives have led to the capture of a senior LRA commander, Dominique who was subsequently transferred to the International Criminal Court in The Hague to face charges of war crimes and crimes against humanity. The study further indicated that Sub-regional arrangements have brought together a group of countries that share a common challenge in a coordinated framework.

Marjesson, Hanralian and Ploch (2016) study also found that case study of south Sudan east African countries leave second civil servants to south Sudan. These citizens have been seconded through bilateral agreement; these countries include Uganda, Ethiopia and Kenya. Their study findings indicate that this project of seconded was cut short because of resurgence of conflict in south Sudan in 2015. However, this is recorded in the literature as a testament of reconstruction in the East Africa region. In addition, to in the reconstruction process assumption is that there is varied of skills and membership in terms of governance.

As a result of NSAs have initiated a new perspective of development in terms of governance, NSAs are supported by the major powers to shape domestic, regional as well as global perspective of governance, the focus on the role of NSA’s also understandable provides the impetus for advocacy in line with citizens demand for good governance. Arrange of NSA’s are largely participating in transitional states which are not accountable to the citizen irrespective of the reasons. Addition to NSA’s involvement in governance is evaluated intermesh of institutional capacity to govern. NSA’s have a
formative of hierarchical structures that occupy the space of traditional state (Gidado & Yushau, 2017)

Naqvi, Aziz and Zaidi, (2011) postulates that non-state actors have stepped out of their mandate of ensuring accountability, transparency and integrity. This style of governance explains the wider context of NSA’s network and coordination, by provision of the standard of practices and rules that can be adopted by non-state actors. This includes transnational organization, Multinational Corporation, nongovernmental organizations as well as philanthropic organizations. The emergence of these forms of government significantly contributes to the arena of world politics. The styles of governance have come into policy as a result of lapses in governance by states.

NSAs have played an integral role in transnational governance, this evidence by the fact that they have brought sanity in allocation efficiency of values. This has been achieved by the effort in enforcement of practices standards and rules. Another fast growing category is governance scheme in which NSA’s establish standards of legislating non state actors. Moreover, NSA has in participating in regulatory roles through underwriting, especially in the global governance arena. To this effect, the emergence of strong transnational organization and non-governmental organizations may pose a challenge to the government (Naqvi, Aziz & Zaidi, 2011)

The existing literature has widely explored South Sudan’s civil society, regional governance network as well as business network. However, these NSA’s studies are skewed to multinational organizations and states particularly on the advocacy role NSA’S have also significantly performed the advisory role, by providing expert advice to
governments relating to the politics world. Accountability is another avenue of providing expertise on governance, especially a rule making. However NSA’s have got other role they participate in other than championing for international and states advisory services, or rather putting pressure on accountability and championing for workable rules, standards and practices (Williams, 2007)

NSAs main mandate is reviews of form of governance in South Sudan. NSA advocates for a style of governance whereby the government mandate is not wholly rested on the state. It has been explicitly assumed that promotion of good government may not be realized in South Sudan as it is a case in the other parts of the globe. South Sudan has been sporadically hostile to NSAs activities. True to this fact is that whenever challenges the quo, in the light of offering substitute government ideas they receive massive resistance from the government. However there is always a limiting factor because the NSAs lack the absolute capacity to act as an alternative government by involving business communities, scholars and civil society at large (Ayee, 2000).

Rufus (2016) argues that the dominant political faction in government has unwavering manipulation of representation of the interest group. This is the reason as to why short comings in government do exist in the country; compelling interested and concerned previous look for alternatives to governance super ceding regional and national structures such as IGAD. Regional and national institute endeavor have not been wholly effective in presenting solutions to predicament facing South Sudan such as conflicts.

NSAs remain are rather conservative and has a narrow focus towards commitment to state sovereignty. Therefore they have limited alternatives in advocacy on pertinent issues especially on governance. The matters of governance are related to sporadic economic
variables in South Sudan, and are generally interviewed with the interest of state and non-state actors. South Sudan has major political interest in addressing problems of interest collectively. NSAs therefore have the mandate of acting as agents of instituting standards and enforcement agency. In addition to they also collaborate with state actors on matters of good governance (Englehart, 2009).

Gidado and Yusha’u (2007) argues that good governance practices includes transparency, integrity, involvement and participation, rule of law, accountability, efficiency and effectiveness, orientation and consist. Gaventa (2004) has also prescribed fundamental characteristics of good governance; these include recognition of the rule of law, involvement and participation in law making, efficiency and effectiveness in service delivery, responsiveness to populace needs, equity in resources distribution and inclusive governance.

Gidado and Yuzha’u (2017) governance is the organization where citizens exercise their views through exercising their obligation and legal rights. Kaufmann, Kraay and Mastrozii (2009) posits that the concept of good governance depends on prudence in implementing sound development and management with respect to market efficiency as well as democratic process, elimination of errors in investment options, mitigation of corruption in administration and political frameworks and creation of enabling environment that supports entrepreneurships. Naqv, Aziz and Zaidi (2011) argues that practices of god governance ensures equitable provision of services to the populace.

The position of states have been shifted by the role played by NSAs as well as globalization particularly on global governance. However, the effectiveness of this
change is questionable. The emergence of transnational corporation have to large extent diminished the contribution of state initiatives.

Globalization and the increasing role of NSAs have shifted the position of states, the traditional “main players” in global governance. However, whether this change undermines states is debatable. In one sense, states’ roles have somewhat diminished: Non-governmental entities – namely transnational corporations (TNC), but also global non-governmental organizations (NGOs) and others – have an increasing voice in global policy debates, which may lessen states’ influence in governmental affairs (Shankleman, 2011).

Although these non-governmental organizations often lack voting powers in international institutions, they are progressively serving in more formalized roles. For example, the World Health Organization (WHO) has official relations with about 185 NGOs. The International Health Partnership – meant to help developing countries reach NSAs Millennium Development Goals – have around 50 members. NSAs have unmistakably gained greater influence in global governance (Shankleman, 2011).

2.3.2 Strategies Adopted by Oxfam in Promoting Good Governance in South Sudan

Pleven (2019) studied the mandate of UNICEF in south Sudan and found out that UNICEF has been participating in safeguarding educational initiatives particularly in reporting and monitoring of attacks on primary and higher learning institutions by the military during armed conflicts attacks. UNICEF has therefore delivered to its mandate
by promoting standards of protecting education as well as promotion of international law in south Sudan.

Similary, Oestreich, (2018) carried a study to determine how indicate that UNICEF focus on peple centered development with an aim of mitigating poverty in development countries like South Sudan. The study further indicated their role mainly focuses on the populated healthcare, birth control, immunization programs and promoting child welfare and maternal health, the findings indicated that taming of community members on standardization, and teaching and midwifery has been resourceful to the members of the society.

2.3.3 Prospects and Challenges faced by NSAs in Promoting Good Governance

Actions of state that relate to state administration is determined by the workable standards of accountability. According to Naqvi, Aziz & Zaidi (2011) accountability is determined by evaluation of implementation of performance standards in an organization that in turn reflected by organization leadership. This definition deicts evaluations that are done to bolster performance levels of the organizations future. Responsiveness and accountability is key in this aspect of organization performance.

As researched by Haar and Rubenstein (2012) on the challenges affecting the effectiveness of humanitarian programs in South Sudan indicates that programs in conflicts states are deprived of economic development as a result of their history of violence in the society. The characteristic of such states include instability in political reaction, volatility in their economy, security in human resource as well as poor
infrastructure. All these variables pose challenges such as stabilization of system and deteriorating populace health.

Haar and Ruber (2012) argues that establishment of stable healthy system is challenged by conflicts scenario that has been experience overtime, as compared to the neighboring states. According to Bornermisza and Zwi (2018) studied the how health systems are influence by conflicts ridden states and fragile states. Their study findings revealed that health systems are significantly affected by conflicts, this fact impacts negatively to health outcomes. South hall (2018) documented the achievements of UNICEF collaboration programs with WHO particularly in South Sudan. The study findings indicated that programs has been successful in framing and implemental maternal and child health systems resulting in reduced mortality among infants, combating HIV/AIDs an improved maternal health on victims of war in Juba.

Maluki (2014) postulates global peace and security is challenged by war-torn states. Samad (2016) studied sustainability challenges of humanitarian assistance a case study of Lebanon and Syria. The study findings revealed that local do not participate in the humanitarian system, instead tension among the two groups have been aggravated by prejudgment and instruct of domestic capacities among transnational and international actors

Parameters and standards used by external action to measure performance of domestic actors did not account for domestic dynamic. In addition to the study established that there was prevalent competitive in accessing funds, this fact brewed tension among international as well as national organizations. This study provided useful insights on the
domestication challenges facing international development programs but the findings cannot be generalized in the context of South Sudan.

Regionally, according to the study by African development bank (2017) on unsustainability of post conflict reconstruction programs in Africa, the findings indicate that post conflict societies leave witnessed a sustained demands or natural resources, but development partners have witnessed sustained demand for natural resources but development partners have not been effective enhancing the institutional capacity of such nations to manage these resources sustainably. A study by (Collier ,2017) on the sustainability of international development programs in Africa found that there were serious inadequate in terms of developing transparent accountable as well as effective institutes of governance that can manage development environment despite the prolonged periods of international development interaction.

In both cases the studies reveal that governance issues are not most significant concern in regard to the sustainability of international development programs however generalization of the study findings is not applicable south Sudan .Seekins (2018) studies what challenges human relief in Africa face .the study findings that human relief organization face challenges including corruption aid restriction, states efficiency amongst other challenges relating to power to carry out humanitarian logistics operations. His research on sustainability challenges affecting humanitarian programs in Africa, Harvey (2015) argues that aid agencies normally ignore the role of state, factors that affect the running of the organization include corruption and state efficiency .independency of these states have been taken for granted by aid agencies, mid or short
term strategies to detach the various state instruments therefore are not impacting or forwarding engagement with item.

Barley (2018) stated that dynamics of conflict and politics in humanitarian operations includes different categories of stakeholders; this poses the threat of them being preoccupied by a certain furthest group. Local authorities credibility widely questionable wishes it to come to conflict resolution especially in making effective engagement. Besides Stapleton and Vanwasselove (2011) studied on humanitarian operations are influenced by local environment in juba, south Sudan indicated that the risk of humanitarian operation work along established government structures that inform proposals social organization

According to their study findings they recommended that humanitarian institutions need needs to avoid and well and challenge social logical dynamics and determine the competence of their work is aligned to the societal needs of the marginalized people. The findings were limited to the role of the local environment but no other issues that might be affecting the effectiveness of humanitarian intervention programs. Besides Van Wassen (2011) argue that humanitarian politicization assistance commendably implies assessing affecting population threatens to an extent whereby locals may not receive basic needs.

There are has been endangered life of humanitarian workers in an increased trend several countries humanitarian workers are perceived as imperial and delineated from government donor agencies. this trend of humanitarian workers have been realized in both domestic and international arena, end this has tremendously increased over the
years, underlines Antonio Gutierrez currently UN secretary general, in the foreword of the report

NSAs have long posited that integrity is necessary for restoring public confidence and trust in the system and ensures good governance. That said, with South Sudan having experiencing turmoil, the civil society argue that qualified and suitable persons may not be found to fill the top positions in the country. Most, if not all government departments and public agencies are corrupt, due mainly to the lack of integrity by public officials. Integrity is the rarest of commodities and it is something that money cannot buy. Needless to say, corruption also exists in the government. While there is no substitute for integrity, it is believed that the state should help reduce the level of corruption and incompetence that exist today (Caroline & Holmqvist, 2013).

The lack of integrity and the culture of corruption have become endemic in South Sudan. The civil society has noted that there was a high tolerance for dishonesty and corruption by some in the administration. In fact, there seemed to be a license to do anything to satisfy a need, including criminal activities and violence to others. NSAs are categorical that need alone does not drive corruption; it is often a feeling that the treasury and the country’s resources belong to the ruling elite of the time.

The acceptable school of thought at the time was that the end justifies the means. Integrity is a virtue; it is the most important trait of leadership in our society because regardless of what other beneficial characteristics exist, people will not follow leaders unless they have integrity and have established trust with them. NSAs believe that bad leaders may come and go, but integrity is forever. Integrity means doing the right thing at
all times and in all circumstances, no matter what the consequences may be (Klaus & Ulrich, 2015).

2.4 Summary and Research Gaps

The review of the literature shows that most the literature is theoretical and not based on any field research study. Research has begun to address questions about the effectiveness of humanitarian assistance and international development programs on livelihoods of people through relief assistance. However, the empirical evidence remains underdeveloped. This is also true for most of the literature which is mostly theoretical, prescriptive and normative. The literature review indicates that much of the works have generally been based on workshops, seminars and strategy papers by non-governmental organizations in peace building.

Limited research has focused on the humanitarian efforts of non-governmental organizations in enhancing the livelihoods of persons and for this reason; there was need for a detailed study to be undertaken to determine the effectiveness of UN funded programs in order to come up with a solution on how the objective and goals of non-governmental organizations in humanitarian assistance can be achieved effectively. This chapter has reviewed literature in relation to the role played by NSAs in promoting good governance with special emphasis on accountability, transparency and integrity.

The study shows that transparency is critical for effective governance, accountability of NSAs in South Sudan, and that the integrity of NSAs in their dealing with the government may help promote good governance. Based on the review prolonged conflict in South Sudan is a result of bad governance and that MNCs are partly to blame for their
complacency. The review however failed to show how transparency, accountability, and integrity can influence the promotion of good governance and hence the need to address the gap. It is in this regard that the study will attempt to assess the role of NSAs in promoting good governance.

2.8 Conceptual Framework

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability</td>
<td>Promotion of Good Governance</td>
</tr>
<tr>
<td>Transparency</td>
<td></td>
</tr>
<tr>
<td>Integrity</td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher, (2019)

Figure 1 Conceptual Framework

A conceptual framework is graphical presentation of the relationship that exists between an independent variable and a dependent variable. In this study the independent variables are accountability, transparency and integrity while the dependent variable is the promotion of good governance.
CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction
The present chapter shows study methods that were utilized in conducting this study. The chapter elaborates how data was collected; study target population, sampling designs as well as the techniques employed in sample size determination and data analysis procedures.

3.2 Research Design
This study used both qualitative and quantitative methods. According to (Easterby-Smith, 2012) descriptive research shows the causes and effects of phenomena. Descriptive design was utilized in this study because it permits collection of data as well as analysis using inferential and descriptive statistics. Descriptive studies also helped the study to establish relationship between criterion and predictor variables. The study relied on qualitative research to enable knowledge acquisition and comprehension of study findings and generalization of findings.

3.3 Target Population
A study target is a designate population with required information for a study. Target population in a study has to be specifically designed households, category of people, events elements, services, or group of things being examined (Creswell, 2004). According to Kothari (2004) explained that in research work a target population needs to have specific observable characteristics, whereby a study has an intent to enable
generalization of the findings. In this study all employees of Oxfam in South Sudan which were 140 individuals formed the target group.

3.4 Sampling Procedure

The sampling procedure utilized stratified sampling technique to draw a sample of individuals. The researcher adopted a sample determination strategy by (Krejcie & Morgan, 1970) and thus presents sample size of 103 individuals.

Table 1 Table for Determining Sample Size for a Finite

<table>
<thead>
<tr>
<th>N</th>
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<td>10</td>
<td>20</td>
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<td>5000</td>
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<td>375</td>
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<td>800</td>
<td>260</td>
<td>20000</td>
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<tr>
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<td>265</td>
<td>30000</td>
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<tr>
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<td>123</td>
<td>900</td>
<td>269</td>
<td>40000</td>
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<td>127</td>
<td>950</td>
<td>274</td>
<td>45000</td>
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<td>278</td>
<td>75000</td>
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<td>210</td>
<td>136</td>
<td>1100</td>
<td>285</td>
<td>100000</td>
<td>384</td>
</tr>
</tbody>
</table>

Note: N is population size. S is sample size.
Source: Krejcie & Morgan, 1970

3.5 Data Collection Procedures

In this research the researcher employed primary data as well as secondary data. Secondary data was derived from the reviewed materials like books, journals and articles that formed the basis for the study. The reviewed materials helped enhanced elaborate
comprehension of the study phenomena. Questionnaires were used to collect primary data. The main data collection instrument in this study was a questionnaire, while interviews as well as focus groups would enable clarity of pertinent issues. A questionnaire enables obtaining of data through the medium of written responses. There similarity of information obtained from an interview and the information obtained from a questionnaire, however information obtained from an interview has superior content than that of a questionnaire (Creswell, 2003).

The preference of a questionnaire was arrived at because of its characteristic of permitting high response rate because the researcher distributed them to participants and picked them later. Another advantage of a questionnaire is that it requires required little time to distribute to the respondents. The questionnaires did not conceal names of the respondents therefore anonymity requirements in research ethics was adhered to. Biases did not occur in the process of distributing questionnaires since the research observed consistency during questionnaire distribution (Easterby-Smith, 2012).

3.6 Data Analysis and Presentation

The credibility of the data collected depends on whether a common person is able to understand the analysis output. Therefore, the researcher ensured that the analysis summarized specific outcomes as well as patterns of behavior to enable generalization of the findings. Before data analysis the researcher ensured consistency as well as completeness of the questionnaires. Quantitative as well as qualitative analysis were utilized in data analysis. A Statistical Package for Social Sciences (SPSS) was used to enhance the analysis of data. Presentation of data was done using charts and graphs presented meaningful interpretation.
3.7 Ethical Considerations

The purpose of this study was well explained to the participants. The researcher did not disclose the identity of the respondents who filled the questionnaires. Those who did not wish to participate were excluded without reservation. Participants' concerns were addressed and their fears allayed. The researcher sought permission from participants, NGO representatives and South Sudanese National Government to carry out interviews.
CHAPTER FOUR: DATA ANALYSIS AND DISCUSSION

4.1 Introduction
Southern Sudan which has strived to govern itself since it gained independence in 2011 is in turmoil the governance structures have collapsed and the country is yet again embroiled in conflict. This chapter presents and discusses the study findings. The purpose of the study was to assess the role of NSAs in promoting good governance in South Sudan. Data was analyzed and report produced for dissemination.

4.2 Demographic information of the respondents
The demographic data obtained from individual respondents and their background is examined in this segment. Doing this enabled the researcher to comprehend the respondents setting and their capability to provide useful data. The results are presented according to the demographics and the research questions.

4.2.1 Response Rate
The study targeted a total of 103 respondents who constituted of the sampled employees of Oxfam South Sudan. Out of these, 96 respondents could be reached and completed the questionnaires while only 7 were not available to fill the questionnaires, hence the response rate of the study at 96%. Mugenda and Mugenda (2009) indicated that a response percentage of more than 70%, is considered good enough for examination and reporting.
4.2.2 Gender of the Respondents

The gender of the respondents was important in this study, since it was critical in the comprehension of how their different gender identifications impacted their responses.

**Figure 4.1 Graphical Representation of the Gender Profile.**

<table>
<thead>
<tr>
<th>Gender of the respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>male</strong> 55%</td>
</tr>
<tr>
<td><strong>female</strong> 45%</td>
</tr>
</tbody>
</table>

*Source: Research Data (2019)*

In the study 55% of the respondents were male, while females were 45%. This percentage difference on the gender profile is not significant enough to sway the findings to one particular gender. The slight disparity on the gender profile is not significant to sway the findings of this study.

4.2.3 Ages of the Respondents

Age in this study was significant due to the fact that age is an important factor that influences a person’s understanding of the environment over time. Age also influences a person’s ability to comprehend issues and make meaningful contributions to this study.
The findings indicate that none of the respondents were below 20 years. 40% of the respondents were between 21-30 years. 31% of the respondents were between 31-40 years. 17% of the respondents were between 41-50 years. 11% of the respondents were above 50 years. The findings indicate that majority of the population over 71% comprised of young people. According to Orodho (2003) it’s the young people of a county that have the desire and passion for change, good governance and economic development. The opinion of this group will therefore greatly enhance the reliability of the findings of this study.
4.2.4 Highest Level of Education

The researcher sought to identify the respondent’s highest level of education. The demographics have been stratified according to the respondent categories. The findings are shown in figure 4.3.

![Figure 4.3 Highest Level of Education](image)

**Figure 4.3 Highest Level of Education**

**Source: Research Data (2019)**

The findings in figure 4.3 indicate that a whopping 83% of the respondents held a university degree while the remaining 17% held tertiary level college qualification. None of the respondents were just primary school nor secondary school graduates. This indicates that the respondents had requisite educational qualification for them to make meaningful contribution to this study.
4.2.5 Year of work or residency in South Sudan

The researcher sought to find out the year of work or residency in South Sudan. The findings are shown in table 4.3 and in figure 4.4

![Bar chart showing years of residency in South Sudan]

**Figure 4.4 Years of residency in South Sudan: Source**

**Source: Research Data (2019)**

The findings indicate that 83% of the respondents had been living in South Sudan for between 5-10 years, while 17% of the respondents had been living in South Sudan for over 10 years. Since all the respondents had lived in South Sudan for at least 5 years; the study conclude that the respondents had first hand understanding of the environment in South Sudan for their opinions to be a true and fair representation of the South Sudanese environment.
4.3 The Role of Oxfam in Promoting Good Governance in South Sudan

This section analyses the findings on the specific research objective so as to establish the Role of NSAs in Promoting Good Governance in South Sudan.

4.3.1 The Role of Oxfam in promoting good governance in South Sudan

The first specific objective of the study was to identify The Role of Oxfam in promoting good governance. The responses were rated on a five-point Likert scale indicating to what extent respondents agree with the statements. Where 1= not at all, 2=little extent, 3=moderate extent, 4=great extent, 5=very great extent. The responses were analyzed using mean and standard deviation and interpreted according to the Likert scale as indicated in the table below

Table 4.2. The Role of Oxfam in promoting good governance in South Sudan

<table>
<thead>
<tr>
<th>The Role of Oxfam in promoting good governance in South Sudan</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oxfam has been actively involved in supporting the political establishment to adhere to the principals of fairness and inclusivity of diverse ethnic communities within South Sudan</td>
<td>4.66</td>
<td>1.08</td>
</tr>
<tr>
<td>Oxfam has been actively involved in supporting the political system to ensure it is committed to peaceful reconciliation</td>
<td>3.66</td>
<td>1.274</td>
</tr>
<tr>
<td>Oxfam has been actively involved in ensuring the Post-conflict</td>
<td>4.38</td>
<td>1.331</td>
</tr>
</tbody>
</table>
The findings indicate that respondents agreed to a great extent Oxfam has been actively involved in supporting the political establishment to adhere to the principals of fairness and inclusivity of the diverse ethnic communities within South Sudan. The respondents agreed to a great extent that Oxfam has been actively involved in ensuring that the political system is committed to peaceful reconciliation. The respondents agreed to a great extent that Oxfam has been actively involved in ensuring that the political system is committed to peaceful reconciliation. The respondents agreed to a great extent that Oxfam has been actively involved in ensuring the Post-conflict reconciliation process in South Sudan is not ethnically politicized. The respondents agreed to a great extent that Oxfam has been actively involved in ensuring that the political leadership in South Sudan is committed to the state of governance in South Sudan.

4.3.2 The Strategies adopted by Oxfam in prompting Good Governance in South Sudan

The second specific objective of the study was to establish the Strategies adopted by Oxfam in prompting Good Governance in South Sudan. The responses were rated on a five-point Likert scale indicating to what extent respondents agree with the statements. Where 1= not at all, 2=little extent, 3=moderate extent, 4=great extent, 5=very great extent. The responses were analyzed using mean and standard deviation and interpreted according to the Likert scale as indicated in the table below.
Table 4.3 The Strategies adopted by Oxfam in prompting Good Governance in South Sudan

<table>
<thead>
<tr>
<th>The Strategies adopted by Oxfam in prompting Good Governance in South Sudan</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>As a strategy of prompting Good governance Oxfam has been supporting the South Sudan government in establishing structures and systems for administration of justice and implementation of law and order</td>
<td>3.637</td>
<td>1.057</td>
</tr>
<tr>
<td>As a strategy of prompting Good governance Oxfam has been supporting the South Sudan government in establishing structures and systems in place for equitable distribution of resources</td>
<td>4.514</td>
<td>1.251</td>
</tr>
<tr>
<td>As a strategy of prompting Good governance Oxfam has been supporting the South Sudan government in sustaining peaceful co-existence and reconciliation</td>
<td>4.084</td>
<td>1.354</td>
</tr>
<tr>
<td>As a strategy of prompting Good governance Oxfam has been supporting the establishments of institutions to offer lasting peace and prevent re-occurrence of such ethnic conflicts</td>
<td>4.334</td>
<td>1.308</td>
</tr>
<tr>
<td>As a strategy of prompting Good governance Oxfam has been supporting governance institutions in spearheading Post-conflict</td>
<td>4.004</td>
<td>0.659</td>
</tr>
</tbody>
</table>
The findings indicate that the respondents agreed to a great extent that as a strategy of prompting good governance Oxfam has been supporting the South Sudan government in establishing structures and systems in place for administration of justice and implementation of law and order. The respondents agreed to a great extent that as a strategy of prompting good governance Oxfam has been supporting the South Sudan government in establishing structures and systems in place for equitable distribution of resources.

The respondents agreed to a great extent that as a strategy of prompting good governance Oxfam has been supporting the South Sudan government in establishing and sustaining peaceful co-existence and reconciliation. Respondents agreed to a great extent that as a strategy of prompting good governance Oxfam has been supporting the establishment of institutions to offer lasting peace and prevent re-occurrence of such ethnic conflicts. The respondents agreed to a great extent that as a strategy of prompting good governance Oxfam has been supporting governance institutions in spearheading Post-conflict reconciliation in South Sudan. The respondents agreed to a great extent Oxfam has actively been involved in establishing effective governance systems for the state of governance in South Sudan.
4.3.4 The prospects and challenges face by Oxfam in promoting good governance in South Sudan

The third specific objective of the study was to determine the prospects and challenges face by Oxfam in promoting good governance in South Sudan. The responses were rated on a five-point Likert scale indicating to what extent respondents agree with the statements. Where 1= not at all, 2=little extent, 3=moderate extent, 4=great extent, 5=very great extent. The responses were analyzed using mean and standard deviation and interpreted according to the Likert scale as indicated in the table below.

Table 4.4: The prospects and challenges face by Oxfam in promoting good governance in South Sudan

<table>
<thead>
<tr>
<th>The prospects and challenges face by Oxfam in promoting good governance in South Sudan.</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of political good will</td>
<td>4.41</td>
<td>0.71</td>
</tr>
<tr>
<td>Conflict of interest and intertribal conflicts in the management of oil resources</td>
<td>4.28</td>
<td>0.91</td>
</tr>
<tr>
<td>Interference from NSAs interest</td>
<td>4.44</td>
<td>1.01</td>
</tr>
<tr>
<td>Feelings of revenge and painful memories</td>
<td>4.40</td>
<td>0.96</td>
</tr>
<tr>
<td>Weak South Sudan economy and inadequate financial resources from the government</td>
<td>4.27</td>
<td>0.31</td>
</tr>
<tr>
<td>Low competence levels of on the side of civil servants and</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The respondents agreed to a great extent lack of political good will is a challenge hindering effective promotion of good governance in South Sudan while. The respondents agreed to a great extent conflict of interest and intertribal conflicts in the management of oil resources is a challenge hindering effective promotion of good governance in South Sudan. The respondents agreed to a great extent interference from NSAs is a challenge hindering effective promotion of good governance in South Sudan. The respondents agreed to a great extent feeling of revenge and painful memories is a challenge hindering effective promotion of good governance in South Sudan.

The respondents agreed to a great extent weak South Sudan economy and inadequate financial resources from the government is a challenge hindering effective promotion of good governance in South Sudan. The respondents agreed to a great extent low competence levels on the side of civil servants and government officers is a challenge hindering effective promotion of good governance in South Sudan. The respondents agreed to a great extent extreme poverty and lack of the culture of civilization is a challenge hindering effective promotion of good governance in South Sudan.

4.4 Regression Analysis/analysis of hypothesis

A regression model was applied to determine the Role of NSAs in promoting good governance in South Sudan. The dependent variable is governance while the independent
variable is the role played by NSAs. The analytical model used in analyzing the relationship between the dependent and independent. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable that is explained by all the four independent variables. The research used statistical package for social sciences (SPSS V 21.0) to code, enter and compute the measurements of the multiple regressions.

**Table 4.5: Model Summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of Estimate</th>
<th>Change Statistics</th>
<th>R Square Change</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.765 a</td>
<td>.598</td>
<td>.87</td>
<td>.7686</td>
<td>.9837</td>
<td>3.147</td>
<td>6</td>
<td>9</td>
<td>.027</td>
<td></td>
</tr>
</tbody>
</table>

R-Square is a commonly used statistic to evaluate model fit. R-square is 1 minus the ratio of residual variability. The adjusted R2, also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. 87% of the state of governance could be attributed to the combined effect of the predictor variables.

**Table 4.6 Summary of One-Way ANOVA**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>3.500</td>
<td>4</td>
<td>.500</td>
<td>3.147</td>
<td>.026 b</td>
</tr>
<tr>
<td>Residual</td>
<td>3.019</td>
<td>12</td>
<td>.159</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The study used One-way ANOVA to establish the significance of the regression model from which a probability value of 0.26 was established. This indicates that the regression relationship was highly significant in predicting the role of NSAs in promoting good governance in South Sudan. The F calculated at 5% level of significance was 3.147. Since F is greater than the F critical, this shows that the overall model was significant.

**Table 4.7 Regression Coefficients results**

<table>
<thead>
<tr>
<th></th>
<th>Coefficients</th>
<th>Standard Error</th>
<th>t Stat</th>
<th>P-value</th>
<th>Lower 95%</th>
<th>Upper 95%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intercept</td>
<td>-0.215</td>
<td>6.43</td>
<td>-0.1</td>
<td>0.91</td>
<td>-14.41</td>
<td>13.61</td>
</tr>
<tr>
<td>The role of Oxfam</td>
<td>0.0072</td>
<td>-0.01</td>
<td>-0.9</td>
<td>0.36</td>
<td>-0.17</td>
<td>0</td>
</tr>
<tr>
<td>Strategies adopted</td>
<td>0.011</td>
<td>0.06</td>
<td>1.09</td>
<td>0.23</td>
<td>-0.16</td>
<td>0.31</td>
</tr>
<tr>
<td>Prospects and Challenges</td>
<td>0.0146</td>
<td>0.04</td>
<td>-0.57</td>
<td>0.56</td>
<td>-0.29</td>
<td>0.1</td>
</tr>
</tbody>
</table>

The regression equation above established that holding all other factors constant (no NSAs) the state of governance in South Sudan would be at -0.215. A unit increase the role played by NSAs would lead to an increase in the state of governance in South Sudan by 0.0072. A unit increase in effective Governance adopted by NSAs, would lead to an increase in the state of governance in South Sudan by 0.011. A unit decrease in the challenges face by Oxfam in promoting good governance in South Sudan would lead to an increase in the state of governance in South Sudan by 0.0146.
4.5 Interpretation of the Findings

From the above regression model, the study found out the alternative hypothesis is true. The independent variables that were studied explain a substantial 87% of the role of NSAs in promoting good governance as represented by adjusted R2 (0.87). This therefore means that the independent variables contribute 87% of the current state of governance in South Sudan while other factors and random variations not studied in this research contribute 13%.
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The objective of this study was to establish the role of NSAs in promoting good governance in South Sudan. This chapter presents a summary of the study findings, conclusions, recommendations and suggestions for further research.

A regression model was applied to determine the role of NSAs in promoting good governance in South Sudan. The study found out the alternative hypothesis is true. The independent variables that were studied explain a substantial 87% of the role of NSAs in promoting good governance. This therefore means that the independent variables contribute 87% of the current state of governance in South Sudan while other factors and random variations not studied in this research contributes 13% of the current state of governance in South Sudan. In the sub sections below, the specific objectives are discussed further.

5.1.1 The role of Oxfam in Promoting Good governance in South Sudan

The first specific objective of the study was to identify the role of Oxfam in promoting good governance in South Sudan. The findings indicate that to a great extent Oxfam has been actively involved in supporting the political establishment to adhere to the principals of fairness and inclusivity of diverse ethnic communities within South Sudan; the findings indicate that Oxfam has been supporting the South Sudan government in its attempts to fully accommodate all the ethnic groups in the national government so that all South Sudan’s ethnic groups are involved in running the country affairs. However, the findings also indicate that despite their efforts sometimes the leadership of south
considers only relatives and war mongers for government jobs rather than those on merits and it does not address any situation of the country’s political sensitivity.

On the question on that Oxfam has been advocating for the political system to be committed to peaceful reconciliation; the findings indicate that Oxfam is supporting the government to initiate national dialogue that called for all the people of South Sudan to participate and was fully committed on the national dialogue. The findings indicate that Oxfam is supporting the government to establish institutions of governance capable of peaceful settlement of conflicts and is commuted to supporting peaceful reconciliation by supporting the national dialogue for purposes of bringing back peace. despite this; larger minority of the people still feel that the national dialogue was established for publicity purposes only and was not committed to peaceful reconciliation and neither is there political good will for peaceful reconciliation.

The findings indicate that to a great extent Oxfam has been actively involved in ensuring there is political will aimed at peaceful reconciliation in South Sudan the findings indicate that they have been involved to a great extent but their efforts is exaggerated by the crisis situation in which majority feel that the role of Oxfam has been politicized

**5.1.2 The Strategies Adopted by Oxfam in Enhancing Good Governance in South Sudan**

The second specific objective of the study was to establish the strategies adopted by Oxfam in enhancing the state of governance in South Sudan. The findings indicate that to a great extent Oxfam has supported the south Sudanese government to put in place structures and systems in place for administration of justice and implementation of law
and order; but are still far from successfully instituting a well-established judiciary system that oversees the administration of justice.

The findings indicate that to a great extent as a strategy of prompting Good governance Oxfam has been supporting the South Sudan government in establishing structures and systems in place for equitable distribution of resources. However, they still are yet to succeed in establishing a structural system that regulate the distribution of resources in the country so that the county’s resources are perceive to be in the custody of few people.

The findings indicate that to a great extent Oxfam has been supporting the South Sudan government to establish institutions capable of creating and sustaining peaceful co-existence and reconciliation. The findings indicate that Oxfam is supporting the institutions to bring peace and reconciliation among citizens and the institutions include the sports ministry, youth and culture, ministry of justice and reconciliation commission.

As a strategy of prompting good governance Oxfam has been supporting the establishment of institutions to offer lasting peace. The findings indicate that such institutions have not yet become effective in guiding frameworks and strategic plans and subsequent human resource to competently undertake their mandate of bringing peace and reconciliation to South Sudan.

**5.1.3 The Prospects and Challenges Face by Oxfam in Promoting Good Governance in South Sudan**

The fourth specific objective of the study was to determine the prospects and challenges face by Oxfam in promoting good governance in South Sudan. The findings indicate that the challenges confronting attempts to establish effective governance systems in South
Sudan are the existence conflict of interest-particularly interests centered on natural resource and exploitation by external actors in the conflict resolution process in South Sudan.

Prolonged hostility among the communities—which prevent them from developing feelings of forgiveness, is also one of the significant challenges. Incitement by some political leaders who incite their ethnic community’s to violence as a bargaining chip for political power in the national government is also a challenge. Conflict of interest by external factors is holding back the progress of reconciliation. Other challenges include tribalism, violence, and bad governance, and mistrust, lack of political good will, weak economy and hatred. The findings indicate that NSAs role in enhancing the state of governance in South Sudan is limited by inadequate financial resources, restrictive donor policies and a small pool of qualified human resources.

5.3 Conclusion

There are four conclusions to this study in regard to the four specific objectives. The study concludes that tremendous progress had been made to establish the building block of an effective governance system. However, a lot of work still needs to be done especially in regard to feeling of inclusivity and representation of the national government to reflect diverse ethnic communities in South Sudan and for the political leadership to regain the trust of the general public and not just their ethnic groups of their commitment to bring lasting peace and reconciliation to South Sudan.

The study concludes that the governance systems in South Sudan are still extremely weak and this is a major hindrance to the state of governance in South Sudan. A lot of
resources from the intentional community is needed to facilitate the government establish effective governance systems and to assist in administration of justice and implementation of law and order, equitable distribution of resources and establishment of adequate government institutions capable of creating and sustaining peaceful coexistence and reconciliation.

The study concludes that NSAs has not been effective in its role of mediation and supporting the state of governance in South Sudan. There is need to foster transparency in aid allocation and for NSAs to adopt non-partisan approach and to establish effective and lasting relationships with the government of South Sudan.

The study concludes that the challenges confronting the establishment of effective governance systems in South Sudan are the existence conflict of interest-particularly interests centered on natural resource and exploitation by external actors in the conflict resolution process in South Sudan. Prolonged hostility among the communities-which prevent them from developing feelings of forgiveness, is also one of the significant challenges. Incitement by some political leaders who incite their ethnic community’s to violence as a bargaining chip for political power in the national government is also a challenge. Conflict of interest by external factors is holding back the progress of reconciliation, the findings also indicate that NSAs have not implemented effective strategies that will bring forth the good state of governance in South Sudan.

5.4 Recommendations

It can be argued that, to date, the citizens of South Sudan have not benefited from the oil revenue. Since non-governmental organizations in South Sudan play a pivotal role in
promoting good governance, it is important that they reform their institutions to better align them-selves with the tenets of governance. They ought to specifically focus on the crucial component of governance such as to enhance the accountability transparency and integrity of the institutions that attract more investment.

NSA support should be guided by a series of principles designed to address existing challenges and help achieve priority outcomes. Applying these principles in full should also require reinvigorated institutional commitments to enable informed and forward-looking NSA support. Flexible and adaptable support should make adjustments easier as and when required while also ensuring continuity. NSA should be able to adapt to changes in government capacity and ownership, changes in development partner contributions, and to the final decisions on the reforms. NSA should strengthen its internal capacity, including through targeted and nimble annual joint work plans, to rapidly adapt its priorities and deliver according to the changing context.

The supports from NSA is being launched in a context where socio-economic and political challenges are increasingly severe. Beginning from this lower base will therefore require expectations of progress and outcomes to be managed accordingly. Adopting realistic expectations will, however, not require limiting ambitions to affect positive change. Rather, it will require the incorporation of contingencies in planning efforts, and accounting for risks wherever possible. The likelihood of sustained violence will remain high for some time to come, even after a successful peace accord. An informed approach to conflict sensitivity and understanding risks will allow NSA to mitigate any detrimental
effects of insecurity and conflict, help NSA adjust to any re-positioning of development partners and concerns related to the diversion of resources for conflict-related purposes.

Conflict sensitive approaches should also help safeguard against limited political will or skewed institutional incentive structures. NSA should ensure systematic conflict sensitivity by articulating tools and strengthening capacities, notably: targeted guidance notes integrating conflict sensitivity in joint flagship programmed, and joint learning.

South Sudan is fragmented and characterized by an absence of national unity and a severed social contract between the state and the citizens it serves. Increasing the voice and representation of marginalized people in public and private life and promoting equality and accountability will help build a more unified country and trust in state institutions. Effective accountability to affected populations, should be key to promote greater community engagement and an essential step towards the development of future social protection SDGs are universal and indivisible, yet customized to South Sudan’s unique circumstances.

NSA support should incorporate these approaches and lessons from the SDG report with the aim of improving the effectiveness of strategies and policies and minimize unnecessary trade-offs between them. SDG mechanisms also provide a basis for sequenced decision-making to meet priority outcomes over time. There is indispensable connection across development, humanitarian, peacebuilding and human rights linkages that builds on multiple initiatives and frameworks, including the New Way of Working.
The research document recognizes the primary importance of emergency assistance, but also provides foundations to reduce humanitarian needs over time. It calls for achieving collective outcomes, which are commonly agreed results or impacts focused on reducing people’s needs, risks and vulnerabilities and increasing their resilience. Taken together with the other two core aspects of the research document - working over multi-year timeframes, and with a diverse set of actors based on comparative advantages - achieving collective outcomes will provide significant opportunities for more effective support in key areas by NSA in South Sudan. NSA should implement new and joint approaches under the research document to conducting analysis, and finding practical ways to advance the commitments under the research document. The 2030 agenda provides multiple opportunities for strengthening the linkages across development, humanitarian, peacebuilding and human rights.

The South Sudanese population, particularly the most vulnerable, benefit from strengthened peace infrastructures and accountable governance at the national, state and local levels. South Sudan’s inaugural SDG report, and the various consultations that underpinned it, clearly indicate that meeting SDG 16 and its focus on building a peaceful, just and inclusive society is the fundamental priority SDG for South Sudan today that will function as an enabler for other SDGs.

At the end of 2017, South Sudan undertook its second national fragility assessment, which measured progress against five Peace and State-building Goals (PSGs) covering aspects of
politics, security, justice, economy and service delivery. Across all these goals, South Sudan was found to be in or near a crisis stage - the lowest of five projected stages of fragility. Outcomes should be achieved by learning from such assessments and designing programmes in a way that addresses the drivers of conflict and its impacts and applies the ‘do no harm’ principle’, and through more direct engagement and programme implementation, particularly at the local level, and in working with women and youth. Youth are both combatants and victims of the conflict.

As part of the fragility assessment process, recommendations were made to build core government functions: strengthen government capacity to develop, implement and coordinate policy; improve public financial management; communicate policies effectively; accelerate civil service reform; and, establish robust mechanisms for monitoring and evaluation. These recommendations are reflected in the National Development Strategy, and are important to ensure that no one is left behind.

These efforts should also focus on ensuring accountability for all forms of human rights violations through relevant legal and policy mechanisms, raising awareness of explosive remnants of war (ERW) and building local capacities for protection and clearance of these. In addition, cultural activities that promote social cohesion, intercultural dialogue and respect for diversity, equality and human rights should be organized at the local level. The shifting nature of the conflict and the local political landscape should also necessitate building a strong evidence base to underpin all forms of NSA support. This support
should be premised on increased collaboration, including joint analysis and joint programming, amongst NSA members, and notably between NSA and humanitarian actors and the South Sudan Government.

NSA should support improved policy coherence, and public financial management at national and sub-national levels to strengthen political and democratic processes, and support the effective participation of women and youth. Increasing the voice of women must be central to guide peace efforts and strengthen governance, not only in response to the immediate conflict, but as an opportunity to redress gender inequities. NSA should strengthen institutional capacity for participatory and gender responsive planning, budgeting, and monitoring of risk resilient plans, policies and development strategies that support the achievement of the SDGs, and will work with the National Bureau of Statistics to enhance national statistical systems and capacities for disaggregated data collection and analysis. NSA should work on improving the aid effectiveness architecture to improve development cooperation, dialogue and accountability.

If the peace process is less successful, while looking for national-level opportunities, community-level peacebuilding and support to inclusive governance processes should be prioritized. NSA should support local level peacebuilding that increases the voices of women and participation of youth, and centers of stability wherever possible, irrespective of the outcomes of national-level peace initiatives.
NSA support should help achieve universal coverage of basic health services, especially in Reproductive, Maternal, Newborn, Child and Adolescent Health (RMNCAH) to lower rates of infant, child and maternal mortality, and will include implementation of the Health Sector Strategic Plan (2016-2021). Support should cover nutrition services, strengthening capacities for provision of midwifery services, youth friendly prevention and treatment of communicable and non-communicable diseases, HIV/AIDS prevention, treatment and care, including among populations of humanitarian concern and through Prevention of Mother to Child Transmission. NSA support should also strengthen health services through protection activities, education, and emergencies and disaster preparedness and response. In partnership with other development partners, NSA members will work towards strengthening the systems for supply chain management. NSA should address the limited capacity of health facilities while also building capacity for humanitarian response, including rapid response mechanisms, pre-positioning of supplies, emergency obstetrics care and clinical management of rape. These actions will require close collaboration between NSA members and increased engagement with (and by) civil society.

In the education sector, NSA should implement cross-sectoral programs centered on peacebuilding to build social cohesion, resilience, human security and create awareness and evidence of the transformative power of education in conflict situations. NSA should seize on opportunities to empower youth through building leadership and life skills, and participatory engagement skills to promote non-violence, community co-existence, and conflict resolution and reduce inequalities. Outreach activities should be conducted to increase the enrolment and retention of children and youth in formal education, increase
access to vocational training, and comprehensive sexuality education. Given the immense number of out of school children, targeted interventions should also take into consideration accelerated learning, improving the quality of teachers and curricula, and alternative education systems. This should also include providing relevant education to the needs of learners, which includes skills-based and technical and vocational education and training. Moreover, NSA should also scale up functional adult literacy, with a focus on women’s literacy and second chance education opportunities.

In consideration of the volatile country context, and the fixed timeframe of NSA, objectives that can be met within a three-year timeframe should be prioritized. Still, NSA should approach social service delivery with a long-term view as insufficient service delivery is likely to remain widespread for some time to come. Encouraging ownership and sustainability in the education sector (e.g. among pastoralists) often requires lengthy processes of testing approaches, sustained dialogue and scaling up. NSA should also strengthen the capacities of communities to resist man-made and natural shocks and the ability of local systems and institutions to address the root causes that underpin the lacking delivery and use of services and create conditions for durable, safe, dignified and voluntary return. As the political and security situation permits, NSA should strengthen the institutional foundations required to provide basic services. It will, however, be important to strike a balance and not allow the imperative to build government capacity impede efforts to meet existing, urgent service delivery requirements.

The challenges faced by vulnerable populations in South Sudan, especially women,
children and youth are becoming increasingly severe. Discriminatory social norms, which promote unequal gender relationships between men and women have entrenched the vulnerabilities of women during the crisis and are compounded by the lack of gender responsive social protection programmes. Women have limited access to, and impact on, the political and socio-economic decision-making processes that affect their wellbeing. They also have disproportionately limited access to resources, which hinders their capacities to cope, and increases the severity of the effects brought on them by the conflict and natural environmental shocks such as drought and floods. This underrepresentation of women in decision-making bodies is partly due to a lack of knowledge, awareness and concern among the population about the correlation between the empowerment of women and sustainable peacebuilding. Also, women and girls are at high risk of sexual abuse, which is aggravated by the conflict, and particularly during the perilous displacement process. GBV is endemic and commonly used as a reward for fighters, or weapon of war. GBV and discrimination are also contingent on social norms as South Sudan is a highly patriarchal society. Child marriage and intimate partner violence are very common, and there are clear and documented linkages between child marriage and GBV.

South Sudan is also a profoundly young nation. Children and youth under the age of 30 make up nearly 74 percent of the population and are uniquely affected by the war. A majority of youth are unemployed, and there is limited access for youth to quality and relevant education and training. There are few means of engagement in decision making structures and processes, and meaningful economic opportunities are limited. Youth are,
generally speaking, in the rare position of simultaneously being victims and drivers of violence and social instability. These alone merits increased attention, and collection of disaggregated data, to better understand the challenging situation they are in, and as part of broader efforts to address violence and conflict. As a preventative measure, NSA should also promote and engage in the prevention of violent extremism to deter youth involvement in conflict.

NSA activities should seek to ensure equitable and inclusive access to services, and measures to tackle gender averse and harmful social norms such as forced and child marriage, abduction of women and children, and other discriminatory practices relating to women’s right to property, reproductive health and safety. Government partners, including the Ministry of Gender and the Women Parliamentary Caucus, have a demonstrated interest to engage on issues including child marriage and GBV and how they are interlinked. This should be an important avenue for collaboration in the years to come and may include a national strategy to address child marriage.

The study recommends that there is need to establish effective mechanism that is systematic towards containing sustainable development, justice equity and political stability. These mechanism provisions should be put in place unconditionally and not left to chance. Promotion of good governance is therefore dependent on real change otherwise good governance will remain elusive.
Involvement and participation should be the key consideration when promoting good governance. Citizens should be able to participate on decisions that will subsequently govern them. Peace negotiation process and the subsequent signing of peace agreement should not delay the involvement and participation initiatives. When citizens are excluded from any form of agreements there is always looming rejections on the pacts arrived at. South Sudanese government needs to engage her citizens in formulation of governance frameworks culminating to peace process. Even though involvement and participation presents workable solution to peace negotiations, observers and mediators argue that it is likely to ostracize peace talks. However, there is need for marginalized groups to be involved in peace negotiation in South Sudan.

5.5 Area of further Research

The study suggests further survey on the thesis explores the possibility of adopting the county system of governance in South Sudan as a tool to bring lasting peace and reconciliation. There limited research in governance needs for the government of South Sudan an serve as an indication for more researchers to pursue extensive research in post conflict peace and reconciliation. The challenges narrated in the thesis are a growing concern. More in particular, are the challenges of international community interference, hatred and conflict for reserves which interfere with the efficiency and effectiveness of peace and reconciliation programs need an exploration of approaches to come up with effective strategic plans to counter such challenges. Even more research is called for in governance systems contributions to complex political conflicts.
REFERENCES


APPENDIX I: QUESTIONNAIRE

SECTION A: BACKGROUND INFORMATION

Gender of the respondent
Male [   ] Female [   ]

For how long have you worked in Oxfam South Sudan?

Less than 1 year…………………………………………………………… [ ]
1 - 2 Years…………………………………………………………… [ ]
3 - 5 Years…………………………………………………………… [ ]
6 - 10 Years…………………………………………………………… [ ]
Over 15 Years…………………………………………………………… [ ]

What is your highest level of formal education?

Diploma College ……………….…………………………………… [ ]
Degree …………………………………………………………… [ ]
Masters …………………………………………………………… [ ]
PhD …………………………………………………………… [ ]

What is your age bracket?

18 - 25 Years…………………………………………………………… [ ]
26 - 35 Years…………………………………………………………… [ ]
36 - 45 Years…………………………………………………………… [ ]
46 - 55 Years…………………………………………………………… [ ]
56 - 65 Years…………………………………………………………… [ ]
Over 65 years…………………………………………………………… [ ]
Section B: The Role of Oxfam in promoting good governance in South Sudan

You are kindly requested to answer the questions according to the instructions given. Please do not indicate your name anywhere on the questionnaire. Kindly Tick (√) the appropriate responses on rating scale of 1 to 5, where 1 = strongly disagree, 2 = disagree, 3 = Neutral, 4 = agree, and 5 = strongly agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Oxfam has been actively involved in supporting the political establishment to adhere to the principals of fairness and inclusivity of diverse ethnic communities within South Sudan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2  Oxfam has been actively involved in supporting the political system to ensure it is committed to peaceful reconciliation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3  Oxfam has been actively involved in ensuring the Post-conflict reconciliation process in South Sudan is not ethnically politicized</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Section C: The Strategies adopted by Oxfam in prompting Good Governance in South Sudan

You are kindly requested to answer the questions according to the instructions given. Please do not indicate your name anywhere on the questionnaire. Kindly Tick (✓) the appropriate responses on rating scale of 1 to 5, where 1 = strongly disagree, 2 = disagree, 3 = Neutral, 4 = agree, and 5 = strongly agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>As a strategy of prompting Good governance Oxfam has been supporting the South Sudan government in establishing structures and systems for administration of justice and implementation of law and order</td>
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<td>As a strategy of prompting Good governance Oxfam has been supporting the South Sudan government in establishing structures and systems in place for equitable distribution of resources</td>
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<td>6</td>
<td>As a strategy of prompting Good governance Oxfam has been supporting the South Sudan government in sustaining peaceful co-existence and reconciliation</td>
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<td>7</td>
<td>As a strategy of prompting Good governance Oxfam has been supporting the establishments of institutions to offer lasting peace and prevent re-occurrence of such ethnic conflicts</td>
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<td>8</td>
<td>As a strategy of prompting Good governance Oxfam has been supporting governance institutions in spearheading Post-conflict reconciliation in South Sudan</td>
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Section D: The prospects and challenges face by Oxfam in promoting good governance in South Sudan

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<tr>
<th>Statement</th>
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<td>Lack of political good will</td>
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<td>Conflict of interest and intertribal conflicts in the management of oil resources</td>
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<td>Interference from NSAs interest</td>
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<td>Feelings of revenge and painful memories</td>
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<td>Weak South Sudan economy and inadequate financial resources from the government</td>
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<td>Low competence levels of on the side of civil servants and government officer</td>
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<td>Extreme poverty and lack of the culture of civilization</td>
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THANK YOU FOR YOUR COOPERATION