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LEADERSHIP AND MANAGEMENT IN SOUTH SUDAN: A THOUGHT-PROVOKING REVIEW

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ABSTRACT

The paper has argued the vitality of leadership and management in South Sudan. It does so by thought-provokingly reviewing the current situation of leadership and management in the nascent state. While the paper begun the review with the concept of leadership and management and their theories, it has found out the situation of leadership and management in South Sudan to be very dire. This is because most of the leaders and managers in South Sudan are characterized by incompetency, autocracy and lack of vision to drive their programmes and projects to their citizens. The paper then recommends the ten commandments of leadership and management in South Sudan. These commandments include effective planning & budgeting, effective communication & coordination, effective reporting, effective monitoring & evaluation, effective accountability & transparency, effective capacity building, effective auditing (programmes & finances), effective control, effective adherence to all laws, regulations, policies, systems & procedures and effective supervision. Moreover, the necessity of corporate governance is very critical in order to move South Sudan to the path of sustainable development.

The paper used process-tracing and case study of South Sudan as the methodology. It concludes by arguing that leadership and management in South Sudan are more now important than before to leapfrog South Sudan into a prosperous Republic governs by effective laws, regulations, policies, systems and procedures. South Sudan needs to adopt transformative leadership in order to compete in the global programmes and projects. While its seems as impossible to set all well in South Sudan, it is possible with right attitude and zeal to turn things around and make them happen.

Keywords: Leadership, management, theories, commandments, corporate governance,

1.0 THE CONCEPT OF LEADERSHIP

Leadership is defined as the ability to direct others toward achieving specific objectives or goals. It is also viewed as an art of influence in reaching a set goal within a given environment. In the context of organizational and employee engagement, leadership involves guiding or influencing employees to accomplish established objectives. Employees in leadership studies are often referred to as a team. Consequently, leadership is understood as the process of setting a vision and goals that the team is motivated to achieve. Leaders who effectively influence their teams contribute to organizational performance in any given setting (Chijioke, 2018). However, this influence is not automatic; leaders must demonstrate competence beyond

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reasonable doubt within their environment. They are expected to lead the planning and execution of activities aimed at achieving organizational goals and objectives (Sharma, 2019). While many novice scholars may conflate leadership with management, there are key differences. Leadership focuses on long-term goals and vision, whereas management is concerned with short-term objectives and the tools and techniques used to achieve them (Monroe, 2014). Ultimately, leadership is the ability to influence and direct followers toward a desired purpose or goal. Leadership theories are founded on biological, behavioral, and environmental factors, emphasizing the influence that directs human resources and organizations, serving as incubators for results. Every leader should aim to showcase the outcomes of the vision or long-term goals set for the organization. The absence of demonstrable results may indicate a lack of effective leadership within a specific organization or institution.

Most leadership theories emerged to help organizations achieve their objectives, focusing on behaviors, traits, control, and situational factors (Mintzberg, 1973). Contemporary theories increasingly center on the relationship between leaders and followers. Unfortunately, both trait and behavioral theories fall short in explaining the impact of leaders on their followers (Chijioke, 2018). While behavioral theory cannot fully elucidate this influence, there remains a lack of consensus on the theorization and measurement of effective organizational leadership in modern contexts. Organizations recognize that effective leadership is essential for survival and competitiveness in the market (Mintzberg, 1973). Leadership styles range from autocratic and democratic to situational, laissez-faire, and transactional. Recently, transformational leadership has emerged as particularly relevant in today's context. This approach integrates traits, behaviors, and situational factors into a cohesive leadership journey focused on gradual change within individuals, organizations, and nations.

Transformational leadership acknowledges that certain traits can be observed, developed, and learned (Stanko, 2020). Leaders influence followers to adopt behaviors that foster organizational development and positive change. The leader-follower relationship is shaped by situational factors such as confidence, communication, honesty, responsiveness, reliability, creativity, and results orientation (Munroe, 2014). A key theme of transformational leadership is that leader behavior is not solely driven by tangible rewards; rather, it is centered on the development of followers and promoting group productivity and solidarity within the organization (Maxwell, 2007).

2.0 THEORIES OF LEADERSHIPS

2.1 Great Man Theory

This theory stresses the importance of leadership via birth. It is common to describe someone as "born to lead". According to this theory, great leaders are simply born with the necessary internal characteristics, such as charisma, confidence, intelligence, and social skills, to be natural-born leaders. Great man theory assume that the capacity for leadership is inherent—that great leaders are born, not made. This theory often portray great leaders as heroic, mythic, and destined to rise to leadership when needed. The term "Great Man" was used because, at the time, leadership was thought of primarily as a male quality, especially in terms of military leadership. Such theory suggests that people cannot really learn how to become strong leaders.

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Leadership is either something you are born with or born without. This is very much a nature (as opposed to nurture) approach to explaining leadership (Malakyan, 2014).

2.2 Trait Theory

Related in some ways to Great Man theory, trait theory argues that people inherit certain qualities and traits that make them better suited to leadership. Trait theory often identify a particular personality or behavioral characteristics shared by leaders. For example, traits like extroversion, self-confidence, and courage are all traits that could potentially be linked to great leaders (Mango, 2018). If particular traits are key features of leadership, then how do we explain people who possess those qualities but are not leaders? This question is one of the difficulties in using trait theory to explain leadership.Plenty of people possess the personality traits associated with leadership, yet many of these people never seek out leadership positions. There are also people who lack some of the key traits often associated with effective leadership yet still excel at leading groups (Grant and Hofmann, 2011).

2.3 Contingency Theory

Contingency theory of leadership centers on particular variables related to the environment that might determine which particular style of leadership is best suited for the situation. According to this theory, no leadership style is best for all situations (Khan etal, 2016). Leadership researchers White and Hodgson suggest that truly effective leadership is not just about the qualities of the leader; it is about striking the right balance between behaviors, needs, and context (Hodgson and White, 2003). Good leaders are able to assess the needs of their followers, take stock of the situation, and then adjust their behaviors accordingly. Success depends on a number of variables including the leadership style, qualities of the followers, and aspects of the situation (Khan etal, 2016).

3.0 THE CONCEPT OF MANAGEMENT

The etymology of management is as old as management science itself. According to Michael Armstrong (2011) management is about deciding what to do and then getting it done through people (Armstrong, 2011). This definition recognizes that people are the most important resources available to the chief executive officer and the managers. On the other hand, Harold Koontz (2009) argues management as an art of getting things done through and with the people in forefront in formally organized groups (Koontz, 2009). While management is an art of designing an enabling environment of people coming together to achieve their organizational goals, it is the glue that holds the staff and their visions together. According to Frederick. W. Taylor (1911), management is defined as an art of knowing what to do, when to do and see that it is done in the best and cheapest way (Taylor, 1911). On the other hand, management should therefore be extended to read “deciding what to do and then getting it done through the effective use of resources, particularly, the human resources in a timely manner” (Armstrong, 2011). Overall, management can be defined as the effective and timely use of financial, human, and other resources to achieve the right outcomes.

4.0 AIMS AND PURPOSE OF MANAGEMENT

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The aim of management is to get results by making the best use of the human, financial and material resources available to the organization and to individual managers (Armstrong, 2011). Besides, the purpose of management is to showcase direction, facilitate change, meet peoples' needs, administers resources accountable and control decisions. Functions of management include directing, planning, budgeting controlling, coordinating, organizing, motivating, resourcing, performing, monitoring and evaluation. Luther Gullick (1937) further makes it scientific by offering a list of functions of management under the ubiquitous "PODSCORB" (Gullick, 1937). Each alphabet of this catchphrase PODSCORB stands for the following activities: P for Planning, O for Organization, D for Directing, S for Staffing, Co for Coordinating, R for Reporting and B for Budgeting (Ibid). This typically presents the core functions of a manager in a given organization.

5.0 THEORIES OF MANAGEMENT

Theories of management are categorized into modern theories, motivational theories, and the scientific approach. The scientific approach is further divided into behavioral theories, organizational theories, and management science theory. For the purpose of this book, I will focus on scientific management theory, also known as Taylorism. This theory analyzes and synthesizes workflows to enhance productivity (Taylor, 1911). Its primary goal is to improve economic output by maximizing labor efficiency and market access. Originating in the 1890s with Frederick W. Taylor in the manufacturing sector, scientific management reached its peak influence in the 1910s. By the 1920s, it remained significant, marking an era of competition and integration with various opposing or complementary ideas (Koontz, 2009). Although scientific management as a distinct theory fell out of favor by the 1930s, many of its principles continue to play a vital role in industrial engineering and management science today (Taylor, 1911). These principles include analysis, synthesis, logic, rationality, empiricism, work ethic, efficiency, waste reduction, standardization of best practices, and a critical view of tradition that serves only to protect the status of specific skilled workers. Additionally, it facilitated the transformation from craft production to mass production and emphasized knowledge transfer between workers and into tools, processes, and documentation (Kaur et al., 2012).

6.0 THE CONCEPT OF PERFORMANCE MANAGEMENT

According to Michael Armstrong (2006), performance management is defined as a systematic process aimed at improving organizational programs and activities through the performance appraisal of individuals and teams. It seeks to enhance results from the organization, teams, and individuals by effectively understanding and managing performance within a framework of agreed-upon goals, standards, and competencies (Armstrong, 2006). Processes are in place to establish a shared understanding of objectives and to manage and develop people in a manner that increases the likelihood of achieving these goals in both the short and long term (Kaur, 2012). Performance management is driven and owned by line management within any organization.

6.1 Aims of Performance Management

The overall aim of performance management is to establish a high performance culture in which individuals and teams take responsibility for the continuous improvement of business processes and for their own skills and contributions within a framework provided by effective

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leadership (Armstrong, 2006). Its key purpose is to focus people on doing the right things by achieving goal clarity (Ibid). While the aim of performance management is geared toward improvement of business processes and achieving goal clarity, the overall aim is to achieve results on the scheduled time. It provides for expectations to be defined and agreed in terms of role responsibilities and accountabilities (expected to do), skills (expected to have) and behaviors (expected to be) (Koontz, 2009).

7.0 THE CONCEPT OF MANAGEMENT EXPECTATIONS

As discussed earlier, management is defined as getting things done and adopts a holistic approach that includes directing, planning, commanding, controlling, coordinating, communicating, reporting, and budgeting.

7.1 Expectations

Expectations encompass the desires—both stated and unstated—of management, staff, and clients within an organization. According to William Alderson and May Martin (1965), expectations are shaped by values, information, and perceptions (Alderson and Martin, 1965). John Ojasalo (1999) identifies that expectations can be explicit, implicit, fuzzy, realistic, or unrealistic (Ojasalo, 1999). Clients with explicit expectations have a clear, conscious understanding of their wishes regarding future cooperation, while those with implicit expectations may not actively consider all aspects of the collaboration. Clients with explicit expectations can easily determine whether their needs are met (Jarvelin, 2001). In contrast, implicit expectations only become apparent when unmet, posing a challenge in expectations analysis. Fuzzy expectations indicate that clients desire action but are unclear about the specifics of that action (Kotsalo, 1996). When such expectations are not fulfilled, clients may feel dissatisfied without understanding what went wrong (Alderson and Martin, 1965). Unrealistic expectations are set at impossibly high levels, making them difficult to achieve, while realistic expectations serve as a counterpoint to these unrealistic demands (Ojasalo, 1999).

Expectations can also be categorized as official or unofficial. Official expectations, used by evaluators during assessments, are based on the goals and strategies explicitly or implicitly stated by the organization (Kotsalo, 1996). Unofficial expectations, on the other hand, are tied to an evaluator's personal wishes or desires (Jarvelin, 2001). It is important to note that evaluators may interpret official expectations subjectively, whether correctly or incorrectly (Kotsalo, 1996). While many managers hope for outcomes to align with their expectations, this is not always the reality.

8.0 EXPECTATIONS MANAGEMENT TACTICS

8.1 Clients Value Identification

To be successful, managers have to identify the pattern of collaboration accepted by different clients, particularly, regular clients. Clients may not be ready to commit themselves to long lasting relationships if they consider it to be too vulnerable for their own businesses (Mittila, 2000). Managers quite often have unrealistic expectations, which may lead their resources into wastes. Clients may also put different emphasis on economic, technical and social aspects of

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interaction (Armstrong, 2006). Therefore, without clients' intelligence, organizations have no solid base for expectations management in relations to their networks and goals (Kaur et al, 2012).

Studies, discussions or dialogues can be used to assess clients' intelligence and their desires to managers (Koontz, 2009). Studies such as those of client preferences, intentions and satisfactions help managers with cross sectional information (Anderson and Martin, 1963).

8.2 Managing Different Expectations

Different types of expectations require distinct management tactics and techniques. Unrealistic, realistic, explicit, implicit, and fuzzy expectations can coexist within relationships, making expectation management more complex (Jarvelin, 2001). For example, clients may have explicitly stated realistic expectations regarding the technical aspects of the relationship, while simultaneously holding implicit, unrealistic expectations concerning economic factors, alongside fuzzy expectations related to social and political aspects (Armstrong, 2006)

9.0 INTERFACE OF LEADERSHIP AND MANAGEMENT WITH THE PERFORMANCE MANAGEMENT EXPECTATIONS OF INSTITUTIONS

Interface refers to a point where two or more ideas, concepts, notions and systems meet and interact with one another. It is abundantly clear in this paper that interfacing of leadership with management and performance management expectations can't co-exist without vision of any given institution for its success. The interfacing of these two important variables can be discussed on the following:

9.1 Vision

According to Michael Armstrong (2006), a vision represents the long-term goals and aspirations of an organization (Armstrong, 2011). Employees cannot be effectively engaged in their work without the influence and direction provided by leadership. Moreover, successful engagement around the vision can be reinforced by management, ensuring that engagement occurs effectively and timely. When employees are positively engaged through strong leadership and management, the outcome is high performance and effective expectation management. Employees whose expectations are successfully managed tend to work with greater enthusiasm and passion toward achieving the organization's vision. Conversely, those whose expectations are poorly managed may withhold their time and energy, leading to failure. Therefore, integrating employee engagement with leadership, management, and performance management of expectations is crucial for realizing the organization's vision.

9.2 Transformative Leadership

Transformative leadership, as argued by Robin Sharma (2019), is about creating influence in an ever-changing world (Sharma, 2019). This type of leadership is open to new ideas, challenges, and suggestions. The relationship between employee engagement in leadership and management and the performance management of organizational expectations is grounded in transformative leadership. Successful employee engagement occurs when transformative leaders listen to, embrace, and support employee ideas.

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For instance, employees may seek salary increases or bonuses following substantial company profits, as well as promotions, training, career development, job security, compensation, and a conducive working environment. Transformative leadership facilitates these changes democratically, adhering to the Human Resources Procedures and Policies of the organization. However, providing these benefits requires effective management to implement them promptly. Ensuring that effective communication is established within the company, along with timely opportunities for growth and development, is an essential aspect of management. Additionally, management must reward, recognize, and address employee performance appropriately. Thus, effective management supports transformative leadership in achieving employee goals.

Furthermore, managing expectations—whether unrealistic, realistic, explicit, implicit, or fuzzy—requires transformative leadership to foster high performance within the organization. While managing customer or client expectations is critical, transformative leadership is vital for directing effective management of these expectations. Therefore, the intersection of employee engagement and performance management of expectations is made possible by transformative leadership. According to Henry Mintzberg (1973) result refers to the outcome, effect or consequence of action in management science (Mintzberg, 1973). Hence, results are the outcomes of activities or actions taken by the staff, senior management or clients in that organization. Results interface employee engagement in leadership and management with the performance management of expectations. An employee engagement cannot be successful unless there are results whether positive or negative of that engagement. This also refers to the performance management of expectations of which without results then this cannot be known. A well-approach employee engagement will bring positive results to the organization.

For instance, when staff performance improves, sales increase, leading to greater revenue for the institutions. Conversely, a poor approach to employee engagement can have disastrous effects, negatively impacting organizational performance. Similarly, poorly managed expectations can result in unfavorable outcomes, potentially harming the organization's reputation. However, when expectation management involves staff participation, employees are more likely to "buy in" to the process, fostering a sense of unity, enhancing performance, and contributing to a strong reputation and excellent results.

In nutshell, results consistently link employee engagement in leadership and management with performance management of expectations. Ultimately, every institution relies on achieving results for its sustainability and success.

10.0 THE SITUATION OF LEADERSHIP AND MANAGEMENT IN SOUTH SUDAN

Given its post-conflict status, the situation of leadership and management in South Sudan is very dire. Since the demise of late founding father of Sudan Peoples Liberation Movement (SPLM), Dr. John Garang De' Mabior, no vision of the SPLM has been adequately advanced. The late visions of "taking towns to the villages" and "using oil revenues to fuel agriculture" are yet to be implemented. In the famous "SPLM Framework from War to Peace and Development", Dr. Garang articulated the need of visionary and charismatic leadership and managemnet in running the new State. In this case, the new Republic of South Sudan.

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However, this is not the case. The current leadership and management in South Sudan is marked by autocratic, incompetent and contingent tendencies from the highest levels of authority (Riak, 2021). Although many leaders and managers across the country claim to embrace transformational leadership and management, there is little truth to these assertions. The South Sudanese institutions and particularly, government departments are often led by individuals exhibiting incompetence and autocratic behaviors, reflecting poorly on these institutions. While annual budgets and action plans are created, they are seldom implemented. Technical reports and audits are rarely conducted, leading to a decline in genuine investment in South Sudan compared to previous years of taxing liberation. Recruitment and promotion policies are frequently ignored, with leaders and managers often favoring family and friends. Financial procedures are not followed; heads of institutions may approve significant funds for personal connections. When these leaders and managers are away on official visits or leave, operations effectively come to a standstill. Furthermore, the appointing authority neglects oversight, opting only to hire and fire at will. This has resulted in chaos within the public sector, yielding minimal outcomes for partners and the citizens of South Sudan. What can be done to address this leadership and management crisis?

10.1 Ten Commandments of Required Leadership and Management in South Sudan

I. Commandment 1: Effective Planning & Budgeting

Planning and budgeting are quite central to the leaders as the say goes “wars are won in the board rooms”. So proper planned activities with practical budget set a great strand of required leadership in South Sudan.

II. Commandment 2: Effective Communication and Coordination

Effective communication and coordination are essential for successful leadership. South Sudanese leaders must possess strong communication and coordinated skills to deliver services to the people.

III. Commandment 3: Effective Reporting

Effective reporting is key for any successful leadership and South Sudan should embrace this commandment.

IV. Commandment 4: Effective Monitoring and Evaluation (M & E)

Monitoring and Evaluation (M & E) is critical for any successful leadership. When programmes, projects and activities are thoroughly monitored and evaluated, it leads to the success of the institution. South Sudan is in dire need of effective M & E for its to leap frog into competitive country.

V. Commandment 5: Effective Accountability and Transparency

In order to enhance trust and “we feeling” among the citizens and government, effective accountability and transparency is critical for any successful leadership. South Sudan is thirsty for accountable and transparent leadership.

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VI. Commandment 6: Effective Capacity Building

No aspect of leadership can be effective without capacity building and capability development. Regular and targeted capacity-building programs, particularly in leadership, are essential for fostering successful leadership in South Sudan.

VII. Commandment 7: Effective Auditing (Programmes & Finances)

Auditing is a mirror of checking any programme and financial health of any institution. When auditing is effectively and regularly done, this can strengthen leadership and South Sudan should embrace effective auditing of its programmes and finances year in year out.

VIII. Commandment 8: Effective Control

Strong and effective control is essential for effective leadership. For South Sudan to achieve robust leadership, leaders must embrace tight oversight of their programs, projects, activities, and resources.

IX. Commandment 9: Effective Adherence to all Laws, Regulations, Policies and Systems

Adherence and following up of all laws, regulations, policies and systems is very key for any strong leadership in South Sudan. In order to realize strong leadership, there must be respect to the rule of law and constitutionalism in the nascent Republic.

X. Commandment 10: Effective Supervision

As the adage goes, "If you expect, you must inspect." This highlights that success in any program, project, or activity cannot be achieved without effective supervision. A key challenge in South Sudanese leadership is the lack of supervision, and more importantly, ineffective oversight. When individuals are appointed to run government departments, regular supervisory reports are seldom submitted to the appointing authority, who also does not request them. This lack of oversight complicates the functioning of government departments and agencies, leaving South Sudan entrenched in a cycle of ineffective management that yields little result. South Sudanese leaders should remember John Stanko's quote: "In this world, we have so many leaders… but so little leadership" (Stanko, 2000).

11.0 CHANGE MANAGEMENT IN INSTITUTIONS OF SOUTH SUDAN

Planning for change is crucial for the success of any country, organization, or institution. Change management is defined as an organizational activity aimed at helping stakeholders accept and embrace changes in their environments (Munroe, 2014)). It involves deploying skills, principles, and processes to manage change effectively and achieve the desired outcomes of programs or projects. Without a plan for change, strategic planning within within an organization is likely to fail.

This challenge is evident in many institutions in South Sudan, where leaders often believe that change is unattainable. For instance, if violence erupts in South Sudan, what measures can be implemented? If civil war breaks out, as it did in 2013, how will the institutions respond? In

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the event of a regime change, what plans are in place? as leaders able to hire and fire at will, what has been the strategy for change? Unfortunately, there has been none in the institutions of Government of South Sudan.

Therefore, planning for change is vital, which is why change management should be integrated into strategic planning. This includes environmental scanning using tools such as SWOT, PESTEL, NOISE, and SOAR. Strategic plans should also address risks, assumptions, and mitigation strategies to prevent adverse changes from destabilizing the country. Additionally, positive changes should not overwhelm the government to the point of losing focus. If all institutions of the Government of South Sudan fail to incorporate a change plan, their strategic planning efforts will ultimately falter. This is why strategic planning for the government of South Sudan has yet to yield better results. Organization is likely to fail.

12.0 THE NECESSITY OF CORPORATE GOVERNANCE IN SOUTH SUDAN

Corporate governance is a prevalent term in the corporate world, often subject to extensive debate. According to James Farinha (2003), corporate governance encompasses the policies, procedures, and relationships that enable an organization to establish objectives, set ethical boundaries for achieving those objectives, monitor progress, reward successful outcomes, and discipline unsuccessful efforts, all to align the organization with the needs and interests of its primary stakeholders (Farinha, 2003).

The Organization for Economic Co-operation and Development (OECD) defines corporate governance as the procedures and processes by which an organization is directed and controlled (OECD, 2020). The corporate governance structure delineates the distribution of rights and responsibilities among various participants, including the board, managers, shareholders, and other stakeholders, and establishes the rules and procedures for decision-making. In broad terms, corporate governance refers to the processes, customs, policies, laws, and institutions that guide organizations and corporations in their operations.

Effective corporate governance is crucial for creating a conducive investment environment, essential for competitive companies to secure strong positions in efficient financial markets. Good corporate governance is foundational for economies with a robust business background and facilitates entrepreneurial success. Over the past two decades, research in finance has increasingly focused on corporate governance. The separation of ownership from control presents core agency problems for firms, leading to challenges related to the efficient management of corporate assets in the interests of all stakeholders.

Significant research has explored corporate governance while addressing agency-related issues (McColgan, 2001). The agency problem allows managers to extract private benefits, ultimately harming firm performance. Consequently, companies must enhance corporate governance to ensure long-term growth and sustainability. Good corporate governance can be achieved by balancing ownership and control and aligning the interests of stakeholders. This approach fosters positive relationships between managers and shareholders, thereby reducing agency problems. It illustrates how corporate governance addresses the divergence between managerial and shareholder interests. Effective corporate governance mechanisms help clarify the distinction between ownership and control by examining the issue from multiple perspectives and seeking solutions to agency problems (Oman, 2001). Overall, corporate

governance directs the strategic interests of shareholders, managing their benefits, concerns, and aspirations.

12.1 Types of Corporate Governance

According to Porta and Lopez (2001), there are two types of corporate governance as follows:

a) Internal Corporate Governance. This deals with internal controls, rules, laws (Acts), procedures and regulations of the company. It deals with shareholders agreements, corporate constitutions, environmental policies, safety rules, human resources regulations, and risks management systems, financial procedures and control such as internal auditing, board procedures;

b) External Corporate Governance. This deals with external regulatory control and compliance such as legal registration, corporate legal standing, taxes, insurance, auditing, electricity regulations, water regulations, reports such as financial accountability reports including external auditing and public compliance. It includes environmental laws, compensation regulations and procedures (Porta and Lopez, 2001). The above two types of controls are spread across strategic, operational and tactical levels. At the top (strategic) level, the control is tightly on the policies, systems and procedures. At the middle (operational) level, the control is basically on the implementation of policies, systems and procedures. On the lowest (tactical) level, the control is strictly on the implementation of operational plans.

1. General Principles of Corporate Governance

According to Okeahalam and Akimboade (2003), the following are general principles of corporate governance:

- Effective corporate governance requires regular and constructive interaction among key stakeholders, the board, management, internal auditors, legal counsel, and external auditors and other advisors;
- To ensure that key stakeholders are identified and where appropriate, stakeholder feedback is regularly solicited to evaluate whether corporate policies meet key stakeholders' needs and expectations;
- To act in the best interest of the company and the shareholders while balancing the interests of other key external and internal stakeholders;
- To ensure that the culture of the company is healthy, regularly monitored and to evaluate the company's core culture and values, assess the integrity and ethics of senior management, and as needed, intervene to correct misaligned corporate objectives and culture;
- To ensure that structures and practices exist and are well-governed so that it receives timely, complete, relevant, accurate, and reliable information to perform its oversight effectively;
- To ensure that its disclosures are consistently transparent and accurate,
- and in compliance with legal requirements, regulatory expectations, and ethical norms; and

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- Companies should be purposeful and transparent in choosing and describing their key policies and procedures related to corporate governance to allow key stakeholders an opportunity to evaluate whether the chosen policies and procedures are optimal for the specific company.

II. Main Principles of Corporate Governance

The main principles of corporate governance aim to facilitate effective and prudent management, leading to the long-term success of the company.

These principles include:

- Leadership (Tactical, Operational, Executives (Strategic Managers), Non-Executive Directors (BOD) and Share Holders). These levels of leaderships must be competent enough to fulfill the vision and mission of the organization/company.
- Stewardship. Stewardship embodies the responsible planning and management of resources. It involves overseeing and caring for something, such as an organization or property. Essentially, stewardship is the careful and responsible management of organizations, referring to a company's accountability for its operations and their impact on the surrounding world. While often viewed in biblical terms, the concept of stewardship plays a critical role in today's business environment and in corporate governance.
- Division of Responsibilities (Roles of Management, CEO and Chairperson of Board) is separated via organization structure, which include centralized vs. decentralized and tall vs. flatter.
- Composition, Succession and Evaluation. It is the made of the organization, including laid down rules for succession and evaluation.
- Audit, Risk Management and Internal Control. It is critical for organizations to undergo both internal and external audits to enhance compliance. Additionally, risk management is essential for assessing projects and programs before implementation. Other internal control mechanisms, such as financial and procurement procedures, are vital for achieving effective corporate governance. Financial processes, including requisitions, checks, and approvals using designated forms, play a key role in this effort. This includes approval levels for the CEO and other executives.
- Accountability. Corporate accountability refers to the performance of publicly traded companies in non-financial areas, such as social responsibility, sustainability, and environmental impact. It is also significant for shareholders interested in ethical investing. This practice is grounded in the belief that businesses should be held responsible for the consequences of their actions.
- Remuneration/Salaries. Remuneration or salaries are key in corporate governance as they are linked to the human resources. Management science argues Human Resources (HRS) as the critical resources of any organization or company that facilitate effective corporate governance. Hence, well-remunerated or salaried human resources fulfill the mission and vision of the organization or a company and these fulfillments lead to effective corporate governance.

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III. Approaches to Corporate Governance

a) **Rules Base/Rigid**. This is where judgment is done through orders. It is mostly in military organization and quite rare these days in the organizational management.

b) Principle-Base/Flexible/Best Practice. This is where business owners make judgment. It is common and practice usually in today's management.

IV. Board of Directors (BoD)

The function of BOD is anchored on entire formulation of policies, regulations and programmes for the organization/company. The BOD is responsible for strategy, scrutiny, risk, and human resources. The role of BOD is setting of the strategic direction of the organization/company and review of this direction. The BOD is usually made of the following committees in discharging of its key functions/roles:

a) Nomination Committee. To ensure that the recruitment and dismissal of staff is done base on the regulations/procedures.

b) Remuneration Committee. To ensure that the salaries of the staff are appropriately apportioned and annually received base on the economic situations.

c) Audit Committee. To ensure that audits are done regularly and the board approves reports and actions are taken. These audits include both internal and external auditing. Internal auditing is an internal independent assessment, objective assurance and consulting activity designed to add value to and improve an organization's operations. It may help an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. Internal auditing might achieve this goal by providing insight and recommendations based on analyses and assessments of data and business processes. On the other hand, external auditing refers to an examination that is conducted by an external independent accountant. This type of auditing is most commonly intended to result in a certification of the financial statements of an organization/company.

d) Risk Management Committee. To ensure that any activity or project is done after the risk has been assessed. Risk management is the identification, evaluation, and prioritization of risks (defined in ISO 31,000 as the effect of uncertainty on objectives) followed by coordinated and economical application of resources to minimize, monitor, and control the probability or impact of unfortunate events or to maximize the realization of opportunities.

V. Types of Board of Directors (BoD)

a) Unitary Board. It is mostly made up by Non-Executive Directors (NEDs) and it is a common type. For instance, 50%- 100% are NEDs.

Multi-tier Board. It is made up of superior management committee. It is mostly made up by Executive Directors. All members are executives.

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VI. Importance of Corporate Governance in Strategic Management

Corporate governance is very important in strategic management in the following ways

a) Sets up effective structure of the corporation. Corporate governance sets up the structure of the corporation. This structure can either be decentralized or flatter. This structure divides the roles and functions of the staff in the organization including the board of directors.

b) Defines rules, regulations, procedures and policies of the corporation. Corporate governance outlines the rules, regulations, procedures, and policies established by the board and executive management of the corporation. These include financial controls and auditing, human resources manuals, project implementation guidelines, risk management procedures, and communication protocols, among others.

c) Sets vision, mission, values, strategic goals, strategic objectives and strategies. Corporate governance, led by the board of directors and supported by executive management, establishes the corporation's vision, serving as a guiding framework. This vision defines the mission, or the unique purpose of the corporation, and articulates its core values, which represent the organization's identity. Additionally, it formulates strategic goals, objectives, and strategies. Overall, corporate governance is essential for developing the strategic plan and policy framework for the corporation.

d) Strategic evaluation and effective control. Corporate governance is crucial as it facilitates the strategic evaluation of the corporation. This is achieved through environmental scanning using tools such as SWOT, PESTEL, strategic surveillance, and gap analysis, as well as through the evaluation of projects and programs. Evaluations can be internal or external. Internal evaluations are conducted within the corporation, often by the audit department for financial assessments or by the planning department through the M&E desk for projects and programs. External evaluations can be performed by a competent firm hired for external audits or program assessments. These evaluations help the corporation identify oversights and correct them promptly. In terms of control, corporate governance is vital. From strategic management perspective, control is divided into two categories: internal control, which encompasses the internal rules and procedures that guide effective financial and project management, and external control, which arises from indirect government policies. Examples include new tax regulations from the Ministry of Finance, corporate registration requirements from the Ministry of Justice, environmental protection policies from the Ministry of Environment, and rules from private banks and insurance companies. Effective control is essential for the management of resources and the achievement of strategic goals.

e) Maintains investors' confidence. Strong corporate governance upholds investors' confidence. The outcome of this confidence helps the corporation raise the capital effectively and efficiently. United Arabs Emirates (UAE) has this in 2024 increased its investment portfolios by around 13%. This is due to its strong corporate governance.

f) Products brands formation and development. Strong corporate governance significantly enhances the marketing of the corporation, fostering brand formation and development. This helps establish the corporation's niche in the market. For example, Saudi Aramco's petroleum

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products are highly respected globally, largely due to effective branding and reputation management rooted in strong corporate governance.

g) Promotes strategic good governance. Strong corporate governance minimizes corruption, wastage, risks and red tapes. It promotes strategic timely intervention on projects and programmes of the organization. Good governance helps in achieving the desired strategic goals of the corporation.

h) Provides incentives to stakeholders. Corporate governance provides incentives to the shareholders, board and management to achieve strategic objectives that are in the interests of the shareholders and the corporation.

i) Promotes strategic competitiveness. Good corporate governance promotes strategic competitiveness, which refers to the corporation having long-term strategic survival. This ensures competition for long-term survival and indeed a competition for long term orientation. Strategic competitiveness leads to corporation comparative advantage that results in superior skills, position, resources, customer service and quality.

j) Responsive to change. Good corporate governance always has change management strategy that guides the corporation should spontaneous or planned change occurs. Thus, corporate governance is important in strategic management because its responses to change in the corporation and will always develop coping mechanisms if a change that has occurred turned out be a bad change. It is vital to note that change is the only constant. Everything else change, thus corporation should always recall this.

Figure 1: Corporate governance framework

Source: Clarke, 2004

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Although corporate governance is often country-specific, there are internationally accepted practices that are widely recognized (Norikova, 2004). The International Corporate Governance Network (ICGN) has adapted the OECD framework to make it more applicable in various contexts. Consequently, the ICGN report serves as a key reference for corporate governance practices. Therefore, the South Sudan institutions, should adopt international best practices in corporate governance across all programs and activities, especially in strategic planning and management, to achieve sustainable results.

13.0 CONCLUSION

The paper has advanced timely and interesting argument of leadership and management in South Sudan and its does so through thought-provoking review. It begun with discussion of concept of leadership, its theories such as great man, trait and contingency. The paper also dived into the concept of management, aims and purpose, theories of management, concept of performance management, aims of performance management, the concept of management expectations and expectations management tactics. While leadership and management are different in their typologies and approaches, they are related and quite often interface. Thus, leadership should interface with management with performance management expectations of the institutions in South Sudan.

Besides, the paper discussed the leadership and management situations of South Sudan. It has brought out the challenges and what can be done. The paper proposed Ten Commandments of required leadership and management in South Sudan. It then discussed the change management in the institutions of South Sudan and why it is critical to observe and adjust to it and finally the paper analyzed the neccessity of corporate governance in South Sudan and why should it be embraced immediately by the institutions of the government of South Sudan.

14.0 RECOMMENDATION FOR FUTURE RESEARCH

While the researcher has thought-provokingly reviewed leadership and management in South Sudan, it is imperative to note that more knowledge is needed in this area, future research is recommended to other scholars of leadership and management to appraise the conundrums of implementation of Ten Commandments of leadership and management in South Sudan.

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