Public Policies Making Process and Governance: A Case Study National Ministry of Cabinet Affairs, South Sudan

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Abstract

The study explained public policy as important tool for good governance. The emphasis is placed on what is public policies making process? As such public policy is well-defined as articulated by early philosophers, is a projected programe of goals, values, and practices. Also it is essential for the policy concept that there be a goal, objective, or purpose. Generally public policies is defined as plans in that they are general statements or understanding which guide or channel thinking in decision making. In this regard the research explained Public Policy Formulation Process that indicates stages, types of public policies, implementation, and evaluation of public policy. On the other hand the study consider governanceas the manner in which power is exercised in the management of country's economic and social resources for development. Furthermore, governance system as posted by early writers is also explained. At the same time the articulation include governance system and state nation, governance characteristics, and governance system in South Sudan. The study has considered, the discussion, analysis, and finding for the research data collected, in which all respondents has expressed their opinion about important of public policies in shaping good governance. Moreover the study has included the explanation of challenges facing governance system in South Sudan and suggested solutions, including recommendations for public policy implementation.

Keywords: Public Policy, Policy - Making Process, Governance System

1 – Introduction:

The study seek to understand how public policies are predominantly being formulated by government to satisfy general society needs and demand. Governance process on other hand is the way how concern authority is able to deliver the ruling and administering the affairs of groups in certain location. However, public policy before considering what is public policy, it would be much better to understand the two words separately; Public and Policy. Public as a term consists of all the people in general having something in common rather than few individuals having their personal interest. The policy refers to overall programmes of action towards given goal. This policy can be widely defined as a proposed course of action of an individual, a group; an institution or government, to realize a specific objective or purpose' within a given environment. Public Policy generally is a guideline statement through which desire purpose is achieve. Moreover Public Policy as articulated by early writers and

philosophers such as (Hrold Lass well, Abraham Kaplan, Charles O. jones, and Carl Frederick) as reported by Thomas Dye (2011); it is a projected programe of goals, values, and practices. Also it is essential for the policy concept that there be a goal, objective, or purpose. These explanations imply a difference between specific government actions and overall program of action toward a given goal. But the problem raised in insisting that government actions must have goals in order to be labeled, 'policy' is that we never be sure whether or not a particular action has a goal, or if it does, what that goal is? Some people may assume that if a government chooses to do something there must be a goal, objective, or purpose, but all we can really observe is what governments choose to do or not to do. Realistically, our notion of Public Policy must include all actions of government and not what governments or officials say they are going to do. We may wish that governments act in a "purposeful, goal oriented" fashion, but we know that all too frequently they do not. Thomas Dye (2011).

Public Policy according to B. Guy Peter as reported by Bidyut (2015) is the sum of government activities whether acting directly or through agents, as it has an influence on lives of citizens. It is defines as 'a purposing course of action followed by an actor or set of actors in dealing with a problem or matter of concern. Moreover Thomas Dye (2011), viewed public policy as branch of political science that concern the description of causes and sequences of government activity. This focus involves a description of the content of Public Policy; an analysis of the impact of social, economic, and political forces on the content of public policy; an inquiry into the effect of various institutional arrangement and political process on public policy; and an evaluation of the consequences of public policies on society; both intended and unintended. Public policies as posted by William C. Frederick, Kaith Davis, and James E. Post (1988), is a plan of action undertaken by government to achieve some broad purpose affecting a large segment of population. It involves two indispensable features (1) action by government (2) a goal or purpose that has an impact on the whole public. (William C. Frederick, Kaith Davis, and James E. Post 1988

At the same time, James E. Anderson (1978), consider public policies as plans in that they are general statements or understanding which guide or channel thinking in decision making. But not all policies are statements; they are often merely implied from the actions of managers.
Governance on other hand as articulated by World Bank reported by Bidyut (2012), is conscious management of regime structures, with a view of enhancing the public 'realm' the bank thus, insists on independence for the judiciary, scrupulous respect for law and human rights at every levels of government, transparent accountability of public monies, and independent public auditors responsible to a representative legislature not an executive.
Bidyut Chakarabaraty (2012).

Governance according to those who wrote about early like (Salskov – versen, Hansen, and Bislev 2000) is sought to be universalized as a condition of development efforts have largely been the result of 'poor governance', explained in 'politics – specific' terms and democratic processes that induce inefficiency.
World Bank (1992), in its report Governance and development has defined governance as the manner in which power is exercised in the management of country's economic and social

resources for development. Also the United Nation Development programme (UNDP) has put the concept of governance by underlining that governance is 'the essence of economic, political and administrative authority to manage a country's affairs at all levels. It comprises mechanism, processes and institutions through which citizens and groups articulate their interests, exercises their legal rights meet their local obligations and mediate their differences. (UNDP) continuous by considering governance in term of eight major features. It is Participatory consensus oriented, Accountable, Transparent, Responsive, Effective and efficient, Equitable and Inclusive, and follows the rule of law. It assures that corruption is minimized, the view of minorities are taken into account, and that voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society. World Bank (1992) reported by Bidyut (2012)

2 - Problems Statement.

Public policy is an institutionalized proposal or a decided set of elements like laws, regulations, guidelines, and actions to solve or address relevant and real-world problems, guided by a conception and often implemented by programs. These policies govern and include various aspects of life such as education, health care, employment, finance, economics, transportation, and all over elements of society. The implementation of public policy is known as public administration. Public policy can be considered to be the sum of a government's direct and indirect activities and has been conceptualized in a variety of ways.

The nature of public policy according to Parsons D. Wayne (1978), is course of actions which can be better or more understood if it is broken down into a number of categories, these being policy demands, decisions, statements, outputs, and outcomes. Furthermore, pubic policies are those policies developed by governmental bodies and officials. (Nongovernmental actors and factors may of course, influences policy development). Moreover policy concept is a purposive course of action followed by an actor or set of actors in dealing with a problem or matter of concern. Also the policy concept focuses attention on what is actually done as against what is proposed or intended, and it differentiates a policy from decision, which is choice among competing alternatives. (Parsons D. Wayne (1999),

On the other hand Governance in simple terms means the process of decision. -making and its implementation in collective problem situations. The 'governance' had become popular especially since 1990s with the usage of the term by international donors agencies such as World Bank, United Nation Development programme (UNDP) etc. (Adewumi 2008)

According to Chukwuemeka, (2014), Governance involves opening up government to multiple actors mobilizing the collective efforts of government, private sector and the community. The good example is the pulse polio programme, which aims to vaccinate every child against polio. Though it is a government programme, it is implemented at all level by both public agencies and private clinics and hospitals in urban and rural areas and at many places with direct citizen's involvement. The aim of government is to secure maximum good health of the maximum numbers of people through not just government efforts, but also the efforts of private organizations and community (Chukwuemeka, 2014),

In continuation about governance, the developing countries are dependent on the developed countries for technical and financial assistance. The international institutions, for the first time in the starting of 1990s, draw attention to certain crucial deficiencies in the governance system of the developing countries. These includes, Non availability of information to the people, lack of accountability, poor management of the public sector, and lack of appropriate legal framework. Governance emphasizes not just routine implementation of policies and ptogrammes but making the entire activity accountable, democratic, participative and responsive to people needs. (Work Bank 2023).

3. Objectives
3.1. The general objective of the study:
is to understand public policies making process that can enhance governance progress which is very crucial for government functioning. This is because public policies are effective tools that could enable good governance.
3.2. Specific objectives:
The following are specific objectives of the research
3.2.1 To examine the public policies making process, that is policy formulation, implementation, and evaluation
3.2.2. To investigate how effective the public policies making process enhance governance actions and decisions in South Sudan
3.2.3. To understand the effectiveness of public policies in providing guidelines to government actions and decision making process.
3.2,4 To determine the influential factors toward good governance system in South Sudan
3.2.5. To assess the difficulties faced by public policies process actors in the public policies making
3.2.6 To find out the possible solutions to the difficulties faced South Sudan government in Public Policies making actors

4 – Questionnaires for the study: The following are the study Questionnaires
4.1. Why it is necessary for government to make public policies that can help in providing decision making actions?
4.2 Is it important for government to have guidelines in making public policies process?
4.3. To What extent public policies can help in shaping good governance in South Sudan?
4. 4. What are the factors that influence the shaping of good governance in South Sudan?
4.5 What are difficulties faced by public process actors in the public policies making in South Sudan?
4.6 What are the possible solutions to the difficulties faced by South Sudan government in Public Policies making process?

5. Materials
The materials that are used in this study include organization structure for National Ministry Cabinet affairs, Image diagram model for public policy formulation.

6. Area of the study
 National Ministry of Cabinet Affairs, South Sudan, it is in charge for government public policies and drafting agendas for meeting of Council of Minister that include compelling resolution of Cabinet.

7. The Methodology of collecting data
7.1 There are two method of obtaining source of research information; primary data and secondary source.

7.1.2 Primary data:
Primary data; are information gather from the respondents. The researcher collected these data directly from first hand source through observations, questionnaire, and interviews. Thus they appear to be original in character, they are important because the information is the first hand information which is obtained and related to what is currently being investigated.
 (Kothari 2008)

7.1.3 Secondary data.
In viewed of Krishuzas wanis and Ranagnathan (2006), they explained secondary data as information that is already available in the public domain and includes both raw data and published summary. This information which was collected from the periodic reports, library, internet, articles, Journals, and textbooks. It contributed enormously particularly in the provision of sources of information that are used in the collection of data from different books that contain related topics to the study. They also categorize secondary data in three main subgroups, documentary data, survey based data, and compiled from multiple sources.
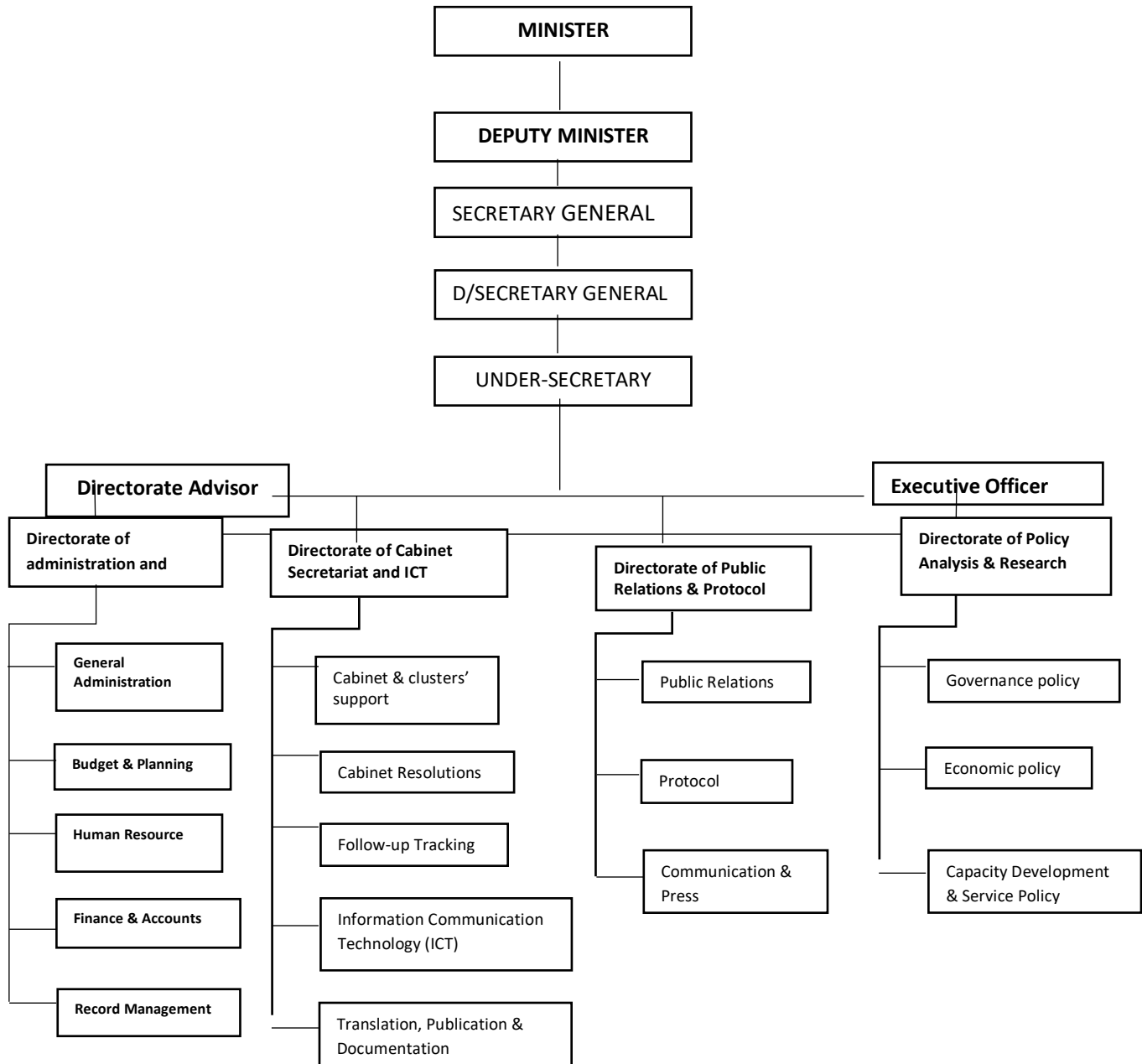(Krishuzas wanis and Ranagnathan 2006)

8 - Formation of National Ministry Cabinet Affairs; South Sudan
The establishment of National Ministry for Cabinet Affairs is like any others National Ministries in south Sudan, which was formed as the result of South Sudan gaining independent in July (2011). And in accordance to South Sudan interim Constitution of (2011), that organized the government institutions. The National Ministry of Cabinet Affairs was known as Ministry for Council of Ministers, but later after signing of revitalize peace agreement (2018), the Ministry was rename as National Ministry of Cabinet Affairs. The organization structure of the Ministry is composed of Minister of National for Cabinet Affairs and his deputy. They are political stakeholders, they are accountable to the president of the Republic of South Sudan. The professional staff as specified in organization structure include Sectary general and his deputy, Undersecretary, Legal Advisor, and Executive officer, they are top administration key figures in the Ministry, and they initiate policies programs in the Ministry to political stakeholders. These policies can be forwarded to top political leaders as suggestion for consideration. The third line is technical professional that include Director General for administration and finance, Director General for Cabinet Secretariat and ICT, Director General for Public Relation and Protocol, and Director General for Policy Analysis and research. Under each Director General there is Director for each Directorate, for example Directorate for Policy Analysis and research, There is Director

for Governance policy, Director for Economic Policy, and Director for capacity Development and service policy.

The following is the organization structure for National Ministry of Cabinet Affairs. South Sudan.

Figure No (1) ORGANIZATION STRUCTURE FOR NATIONAL MINISTRY OF CABINET AFFAIRS.

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                              MINISTER

                           DEPUTY MINISTER

                          SECRETARY GENERAL

                         D/SECRETARY GENERAL

                          UNDER-SECRETARY


   Directorate Advisor                              Executive Officer

Directorate of        Directorate of Cabinet                Directorate of Policy
administration and    Secretariat and ICT                   Analysis & Research
                                          Directorate of Public
                                          Relations & Protocol

General               Cabinet & clusters'      Public Relations      Governance policy
Administration        support

Budget & Planning     Cabinet Resolutions      Protocol              Economic policy

Human Resource        Follow-up Tracking                             Capacity Development
                                               Communication &       & Service Policy
Finance & Accounts    Information Communication  Press
                      Technology (ICT)
Record Management
                      Translation, Publication &
                      Documentation
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Source: Ministry of Cabinet Affairs, South Sudan

8 -1 The Man-date of Ministry of Cabinet Affairs

The Ministry of Cabinet Affairs is to support the Council of Ministers, its Committees and its decision–making process that include preparation of draft agendas for the Cabinet, Cabinet here mean Council of Ministers for Republic of South Sudan including Presidency; collect and distribute material for Cabinet and Committees meetings, some others man-dates are here under:

1 – Record meetings deliberation and draft resolutions;

2 – Distribute approved resolutions

3 – to prepare summary reports of Ministry performance

4 - Prepare, draft terms of reference for Cabinet Affairs and provide sectorial support for their meetings

5 – To coordinate, monitoring and reporting on the implementation of resolutions

6– Maintain the official archive of Cabinet documents including resolutions

7 – Establish procedures, standard, formats and quality standard or proposals and reports;

8 – To provide briefing and advice to the chairpersons of the Cabinet and committee and /or the minister of Cabinet Affairs on handling of matters submitted to the cabinet

9. Public Policy Formulation Process:

Public Policy as posted by Thomas Dye (2011) is the development of alternatives with problems on the public agenda. Policy formulation occurs in the government bureaucracies; interest groups offices, legislative committee rooms, and policy planning organizations; otherwise known as think tanks. Think tanks are policy-planning organizations which are central coordinating points in the policy–making process. The details of policy proposals are usually formulated by staff members rather than by their bosses, but staff are guided by what they know their leaders want. It is the general statement stating the main aims, object, and purpose of government activities that are still in planning process. It is a dynamic procedure in which events, actors and political institutions take part in this progression. It attempts to respond to the demands pressed by the people. A problem requiring government response is more pervasive than a personal difficulty and the concern of large numbers of individuals with the same problem may transform that question into public policy issue. The nature of public policy formulation is done in the process of stages as follow:

1 - First stage, is **Agenda Building;** the public policy agenda consist of those major issues or problems to which officials give serious attention and upon which they feel compelled to act. Many issues do not have a chance of being converted from public concern into public policies

2 - The second stage in **the policy formulation process is setting a policy agenda**. Which came inform of response of the demands that policy-makers either do choose or feel compelled to act upon constitute the policy agenda. When a problem becomes a party of the public agenda, the next is the

3 - Third stage of its **journey is the policy decision**. Many policies proposals are developed by the public bureaucracy, special study groups or advisory commissions are also created by the government to examine particular policy areas and develop policy proposals.

4 - The fourth stage in **the policy-making process** is Policy implementation which is in practices typically blended with the policy is directed towards winning approval of a preferred policy alternative; an affirmative decision is the pay–off of the entire process. The policy formulation

passed by legislative. The policy formulation procedure is completed only after the appropriate authority has adopted the policy.

5 - The final stage: is **policy evaluation**. Public policy evaluation is to examine the effectiveness and efficiency of public policies in making necessary reform of addressing public interest. After public policy formulation then it is follow by implementation and evaluation process as here under.
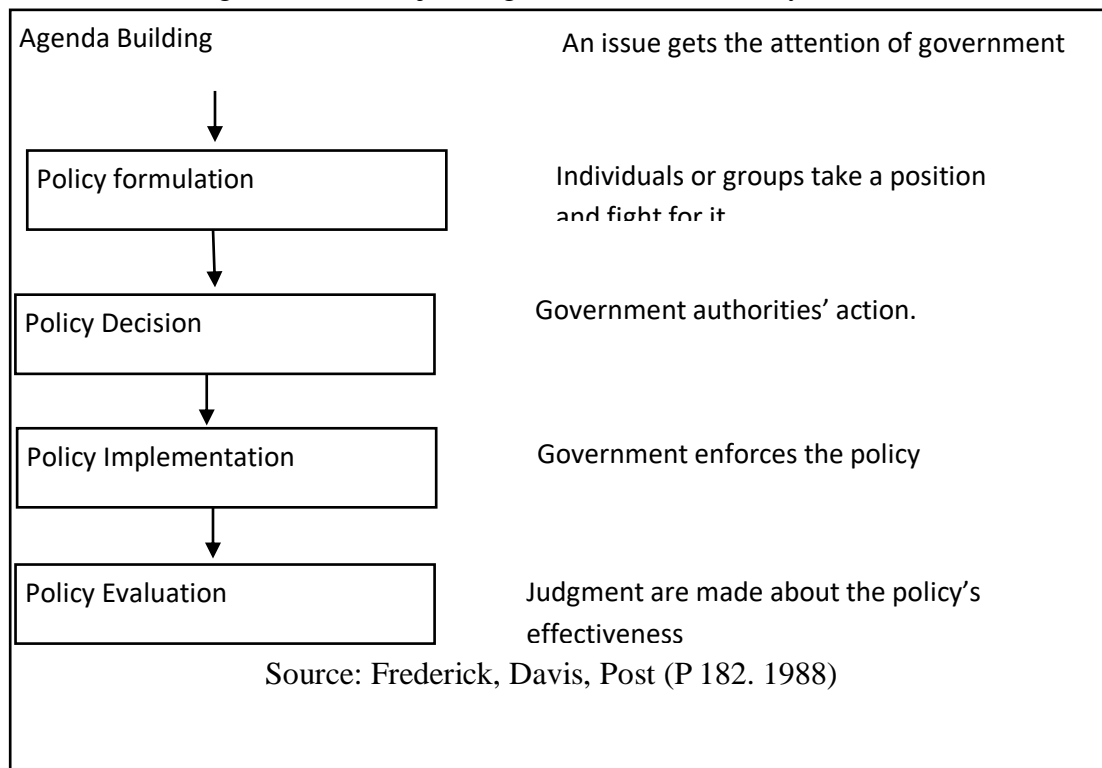
9. 1. Public Policy Implementation

Policy implementation is the task of putting formulating policies to practices. It represents the conscious conversion of policy plans into reality. It is the follow–through component of the public policy-making process. Policy implementation reveals the strengths and weakness of decision-making process, it is implemented primarily by complex system of administrative agencies. These agencies perform most of the day-today work of government and thus affect citizens directly in their actions. These activities include the creation of new organizations-departments, agencies, bureau, etc. or assignment of new responsibilities to existing organizations. These organizations must translate laws into operational rules and regulations. They must hire personnel, draw up contracts, spent money, and perform tasks. All of these activities involve decision by bureaucrats – decisions that determine policy.

9.2. Public Policy Evaluation:

Public Policy Evaluation is the final stage of the public policy process, it is defined as assess the effectiveness of public policy in term of its perceived intentions and results. Also public policy evaluation is considered as systematic evaluation to mean careful, objective, scientific assessment of the current and long-term effects of policies on both target and non-target situation or groups, as well as assessment of the ration of current and long–term costs to whatever benefit are identified. It is the best opportunity for those interested in knowing whether a commitment has been called out in line with it decision. It is also the last major opportunity to bring the policy back into the decision–making arena, if it has been mishandled or if it has undesirable impacts. With it emergence in the back end of the public-policy framework, evaluation has become an important element in the policy-making process as well as a predictor of further action to come. The main objective of policy evaluation is to reduce the problem in the face of policy delivery and is generally used for one or more of the three purposes of assessing: Policy efficiency, policy effectiveness, and policy impact. Anderson 1975 as reported by Bidyut Chakarabarty (2012)

The following diagram show the summary of the simplify public policy formulation usually follow in any organization involve in policy – making process.

Figure No (2) Major Stages in the Public Policy Process

Agenda Building   An issue gets the attention of government

Policy formulation   Individuals or groups take a position and fight for it

Policy Decision   Government authorities' action.

Policy Implementation   Government enforces the policy

Policy Evaluation   Judgment are made about the policy's effectiveness

Source: Frederick, Davis, Post (P 182. 1988)

10. Types of Public Policies:
The following are types of public policies

10.1.1 - Regulatory Policies
Regulatory policies are concerned with regulation and control of individual conduct by coercive techniques. These policies deal with the regulation of trade, quality of education, safety measures, and so on. This type of regulation is conducted by autonomous institutions

10.1,2 - Distributive policies
All policies welfare programmes are considered distributive; example of such policies as agricultural subsidies to the farmers, subsidized food for poor, and government health services.

10.1.3 – Redistributive policies
Are policies which are aiming at redistributing resources from one group to another, the main objective of such policies is to set up an equitable society through redistribution of social and economic rewards. Income tax policies are often cited as example of redistributive policies

10.1.4 – Capitalization policies
They aimed at increasing the production capacity of society's institutions, capitalization policies are not like primary consumptive distributive of welfare programmes .

10.1.5 – Ethical Policies:

Ethical Policies are policies aimed at creating the correct preparation for some more problem. Different kinds of public policies explain the varied functions performed by the government. They represent the pattern of action either to resolve conflicting claims or provide incentives for cooperative. They are basically aimed at providing air to the political life.

11. Governance and the State Nation

Roots of historical development of governance as articulated by Michalski, Miller, and Stevens (2001) is conceptualized in a historical context supporting 'the decline if not end, of authority, 'in the formulating organizations for Economic cooperation and development (OECD).

Four sets of historical developments seem to have influence these profound shifts in governance. First, is the impact of struggle for; greater democracy and competitive markets.

Secondly, it is set linked with the ways in which 'changes in economic productivity and material wealth alter both the aims and methods of governance, thirdly, it is set of forces relate to demands for reforming the well- entrenched and excessively rule-bounds system of administration. Finally, the fourth set is about managerial innovations and their application to transform 'the institutional design and organization structure' of administrative operation.

On the other hand the concept of governance is undistinguishably linked with the working of the nation state as it involves all those activities of social, political, and administrative actors which can be seen as purposeful efforts to guide, steer, control, or manage societies. (Michalski, Miller, and Stevens 2001 reported by Bidyut 2012)

Governance in modern era, thus, mechanical act, governed not by any political ideal but by the market where the satisfaction of the client is always prior to any other consideration.

11.1 Digital/ E-Governance:

In the view of globalization, the recent conceptualization of 'e-governance or digital governance' is of significance in administrative reforms. As seen in the latest information of communication technology (ICT), the aim of e-governance is to open up government processes and enable greater public access to information. Both digital and e-governance are of recent origin and there is hardly any universal acceptable definition. Digital/e-governance refers to the use of the emerging ICT like the internet, web page, and mobile phones to deliver information and services to citizens. It can include publication of information about government services on web sites and citizens can download the application forms for these services. It can also deliver services such as filling of a tax form, renewal of licence, and processing on-line payments as well. The purpose of digital government is to create ;super counters in [the government departments] and eliminate the endless maze citizens have to negotiate in going from door to door, floor to floor, to obtain service' (Kapoor 2001)

So e-government through a technological innovation 'has change the basic character of governance- its operational methodology, functional style ideological orientation, even the spirit, heart and soul. (Dye 2000)

11.2. Characteristics of Governance system

A prospective governance system should have the following;

1 – *The governance at all* level: National and local level should have clear delegation of power defined by country Constitution, laws and regulation that should have unit of a central government Ministry or department and Regional or state, Also this unit has the powers in resemblance to a system of government with good governance system.

2 – *A legal personality:* governance system as a specific institution or entity should be created by national constitutions or state constitutions or by ordinary legislation of a higher level of central government or by provincial or state legislation or by an executive order a range of specified services to a relatively small geographically delineated area. The legal backing depends on the forms of government being practiced in a particular country. This indicates that there should be a legal or constitutional provision and laws establishing and sanctioning this form of government. It should also have the power to sue and be sued and enter into contracts (Mrillo, 2008)

3 - *Well Specific powers:* Governance system is identified by the specified powers that established and enabled it to undertake and carry out public functions and activities that lead to the development of the local area Under its jurisdictions. It should also have the power to employ and fire its own staff, mobilize revenue in a manner that is accountable and be subject to limited central control.

4 – *Specific geographic area and population:* A governance system should have a defined spatial jurisdiction under its control and authority. It should also have charge over the population of this space where it operates.

5 – *Elected/ selected representative:* Finally, a governance system of any government should be composed of elected and or appointed representative of national and local people to ensure effective citizen participation in that government.

11.3. Government system in South Sudan

The government of South Sudan is formed of three different level branches: legislative, executive, and Judicial, whose powers are entrusted by the constitution of South Sudan in the national assembly, the president, and the federal courts, including the Supreme Court, respectively. The constitution provides a separate and balance of powers among the three branches and aims to prevent the repetition of any mistake may be create by overlapping of powers. South Sudan is a democratic republic with executive power exercised by the president. The president is the head of state, the head of government, and the head of a multi-party system. South Sudanese politics takes place within a framework of a centralized, presidential, representative democratic republic, in which executive power is exercise by the government. Legislative power is held by the federal government and the chambers of the legislature: the House of Representatives and the Senate. Together, the two chambers make up the law-making body in South Sudan, called the national assembly, which serves as a check on the executive arm of government. The economist Intelligence unit rated South Sudan a "hybrid regime in 2019. The

national government, State level of government, and local level of governments. The government of South Sudan aim to work cooperatively to govern the nation and its people. South Sudan became a member of the most World governing bodies' such as the UN upon its independence from on July, 9, 20011.

12. Challenges facing governance system in South Sudan
South Sudan government have been identified to be performing below **expectation of good governance due** to lack of implementation of public policies and poor leadership and others factors of challenges as here under:

12.1 Poor leadership
The first challenge that crippling effect on the performance of the governing is attribute to lack of visionary, focused and committed leaders at this level of government. It observed that the nonpayment/delay of employees' salaries and non-execution of governance laws, policies and regulations; and importantly leakages in resources flows at the government institutions area level. Very often, revenues are tapped for private gains by some leaders of the country. It is disheartening to note that most government official have come to be associated with embezzlement. Weakness of leadership at the various government level remains one of the most discouraging challenges of sustainable development of the grassroots in developing countries. While we recognize the fact that leadership problem is a national phenomenon in South Sudan, government administrations have come under serious criticism over years for poor service delivery and bad governance.

12.2 Administrative Inefficiency
Effective good governance system in South Sudan suffer from administrative inefficiency and ineffectiveness resulting from low educational qualification, poor motivation, autocratic leadership, poor work environment, etc. The management and control of finance is central factor in the management of local governments. The quality and promptness/effectiveness of government institutions services depend on the quality and quantity of workers in the system. Politically, politicians divert from their campaign promises through scheming of ways to remain in office and swell their private financial bank accounts with public funds from local government. They abandon principles of good governance and democratic ideals that fundamental in promoting administrative efficiency in order to satisfy their selfish desires. (Bolatito and Ibrahim 2014).

12.3 Funding /Financial issues
Funding of government administration in South Sudan remains in an illusion. In spite, of the constitutional provisions and guarantee of funding of governments institutions from the federation account, governments in the country operates a joint account with their respective state governments thereby making it difficult if not impossible to discharge their constitutional mandates and responsibilities, National and state governments; releases money to various institution of governments only to pay employees' salaries and in some instances their staff owed for months. Yet, financial scarcity in government administration could be blamed on lack of

seriousness on the part of government institutions Administration to explore internal sources of revenue generation. Most governments in the country are contented with the central and or state allocations. Thereby serving as a mere distribution outlet for federal and state generated revenues; a situation Ola and TONWE (2009) described as the cost of distributive federalism. In his words, "for a national system that is dominated by the redistribution of centrally collected revenue, it is hardly surprising that the revenue generation and allocation issue has remained particularly contentious and intractable in South Sudan. Agbodike, Igbkkwe-Ibeto & Nkah, (2014).

12. 4 Problems of Revenue Generation/ Over Reliance
Source of finance has been one of the major problems of local Governments in South Sudan. In the past, Government institutions relied on internally generated revenues which were hardly sufficient to meet their needs. This led to slow pace of development in government institutions areas, especially in core of rural areas. Today, very few local governments if not none have sufficient internally generated revenue base. Yet they have vast land and resources that be used financing their development if they are exploited.

Over reliance on federated fund or statutory allocation constitute a challenge to local government administration in South Sudan. Hardly could any government function effective without receiving monthly allocation. The constitution of South Sudan schedule (4. 2011) clearly state the functions of government and resources of revenue which are not effectively tapped to the advantage of the system. These include that the state government have taken over most of the juicy sources of internally generated revenue including large markets, naming of street, and tenement rate among others. In addition, the 10 percent of the internally generate revenue of the state government were not often remitted to government. All these factors to a large extent strangulated the government from effective service delivery. And are largely centered on corruption behavior tendency which is created by lack of clear acceptance of public ownership, and collective benefits of society as a whole.

12. 5 Lack of Provision of Basic Social Amenities
The decline in delivery of social services for the people at the grassroots is perhaps, felt more by common people. This revealed that the government institutions administration has failed in meeting the basic needs of the people – good roads, potable water, regular electricity supply, sanitation and rehabilitation of local road under their local jurisdiction, qualitative healthcare delivery and education. Close on the heels of this is poor or non-maintenance of existing social services. Local government appear to have failed in this respect thereby leading to strong voice for the cancelation or eradication of the third tiers of government which is government institutions administration in South Sudan suggestion

13. Suggestion for some Solutions of Challenges Facing good Governance institutions in South Sudan:
Government institutions being the nearest unit of government to the people at the grassroots is expected to play significant roles in providing the social services. However, as a result of

numerous factors mentioned above, local government have been inhibited to effective and efficient social service delivery to grassroots. Some measures that would improve service delivery at the government institutions as well as address the general developmental challenges are as follow:

13.1 Improve Accountability
Governance lays emphasis on making all the organs of government accountable for the performance of functions. In present times, we find instance of police being held accountable in cases where they fail in discharging their duty of nabbing the culprits. People question, and through demonstrations, and mass protests demand justice. There is need to improve accountability as higher pay alone will not lead automatically to higher productivity. The enforcement should start from the top level down the level and citizen should be empowered to pressurize their leaders to exact higher of accountability. Aransi (2008) also advised that, there is need for a sustained public enlightenment campaign about the right and duties of the entire individuals under the law. Persons convicted of corruption or other economic crimes should be disqualified from holding public office or participating in politics.

Hence, it has also become imperative for government institutions to motivate their employees by giving better welfare packages or a commensurate salary in order to make them efficient and save them from temptation of stealing government funds. Integrity must be encouraged, practiced and enforced. The practice and enforcement of integrity in government will promote accountability and transparency in their operation and prevent misappropriations.

13.2 Rule of Law:
The concept of good governance is undoubtedly linked with the citizens' right of life, liberty and pursuit of happiness. This could be secured in a democracy only through the rule of law. The rule of law is expressed through the axiom that no one is above the law. It is clearly understandably that the rule 'of law is different from the rule by law. Under the rule by law, law is an instrument of the government and the government is above the law while under the rule of law no one is above the law not even the government. It is under this framework that rule of law not only guarantees the liberty of the citizens but it also limits the arbitrariness of the government and thereby it makes government more articulate in decision-making.

13.3 Capacity Building (Institutional and Human Resources)
Capacity Building (institutional and Human Resources) are required for local councils to take advantage of modern tools of local governance that are being developed world wide. This must combine the political and administrative cadre of the councils. Building institutional and system capacity that produces the human capital that is committed to the principles of good governance briefly summarized as transparency, accountability, honesty, equity, justice, prudent management public funds, strong leadership inspired by vision and direction that is beneficial to the masses. The government institutions officials should be equipped with better education and training about Public Policies and sound orientation about value system and democratic cultures. Local

people should be allowed and encouraged to participate in the initiation and implementation of the projects in the good governance system.

13.4 Constitutional Reform
There is a great need to reform the structure of government at all levels. This will require a comprehensive review of the 2011 interim constitution. For example, section in 2011 constitution that places various level of government under national and state government has made the former a simple addition of the latter. The reform of constitution will address other issues that are connected to good governance; alongside, institutional reforms is important to clarify and align local governments and responsibilities in a manner that earns public confidence, intergovernmental credibility and unequivocal accountability. Autonomy would pave the way for rapid development at the grassroots. Local government should have direct and unfettered access to the statutory allocations from the federation account and their share of the internally generate revenue.

14. Data analysis
Data analysis of this study was carried out on 50 samples of random selections from the staff National Ministry Cabinet Affairs, analyze with, Microsoft Excel and Microsoft word has been used. Tables and graphs had been used for data presentation.

Table No (14.1.) Show Age of respondent

Age of respondent	Frequency	Percentage%	Cumulative percentage
24-30 Years	8	16%	16%
31-37 Years	18	36%	52%
38-44 Years	20	40%	92%
45-above Years	4	8%	100%
Total	50	100%	

Source of Primary data: 2024

Figure No (3.1.) Indicate the characteristics for Age of the respondent
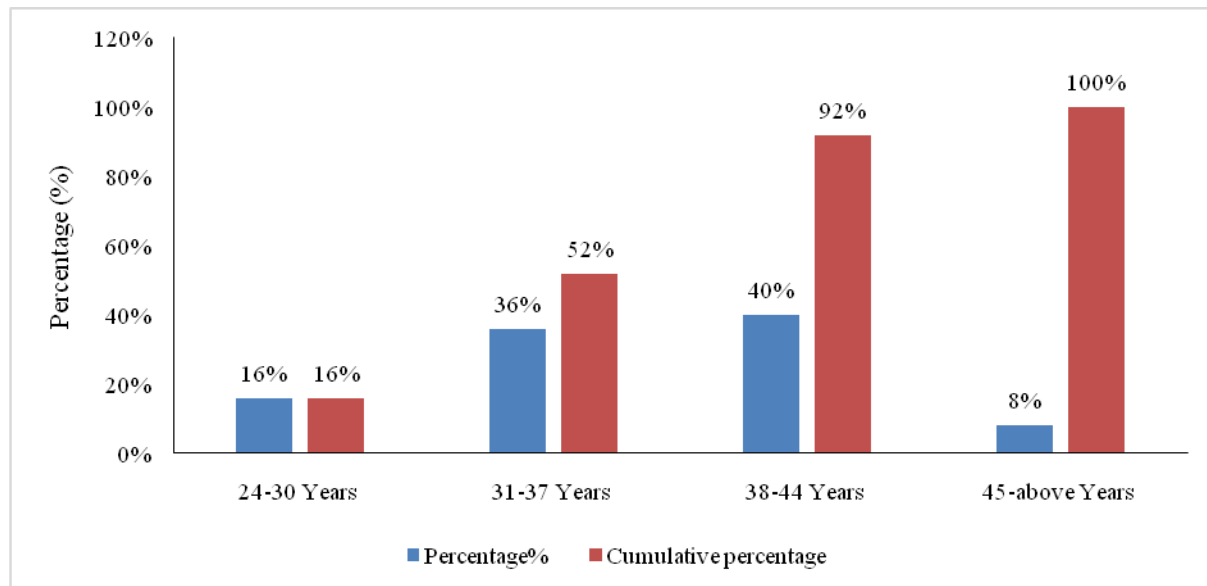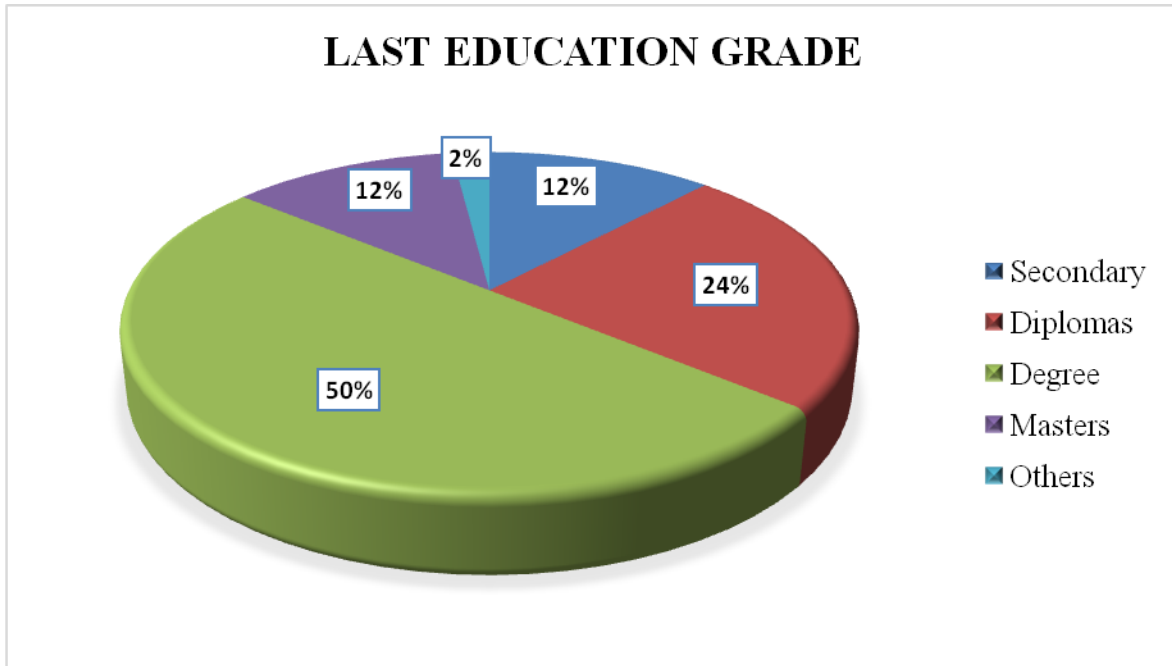

Source of primary data: 2024

The respondents were asked to indicate their age groups and the findings are represented in the table (14.1) and figure (3.1) above as shown by the study finding around half of the participants (40%) of the respondents were in the age group between 38 - 44 years. While (36%) of the respondents were between 31 -37 years. On other hand (16%) were between 24-30 years, in addition 8% of them were between 45 -above years. This shows that the findings complete across all the age groups thus relevant and reliable information for the study was achieved and majority were people from responsible age 38-44 years followed by 31-37 years

Table No (14.2.) Show Last Education Grade

Last Education Grade	Frequency	Percentage%	Cumulative percentage
Secondary	6	12%	12%
Diplomas	12	24%	36%
Degree	25	50%	86%
Masters	6	12%	98%
Others	1	2%	100%
Total	50	100%	

Source of primary data: 2024

Figure 4.2. Show the characteristics of Last Education Grade

Source of primary data: 2024

The table (14.2) and (4.2) shows that, the majority of the respondents 50% were Degree holders; this was followed by 24% whom were Diploma and 12% were masters holders to gather 12% of (6) people were secondary respectively. This was followed by others which formed only 2% of only (1) person. This result shows the respondents were quite in high position to perform public policies process.

Table No (14.3) Do you think lack good public policies formulation can affect governance system in South Sudan?

Response	Frequency	Percentage%	Cumulative percentage
Yes	30	60%	60%
No	12	24%	84%
Not Sure	8	16%	100%
Total	50	100%	

Source; primary data: 2024

In accordance to the finding in the table No (14.3) above majority of the respondents (60%) has answered yes to the question, Do you think lack of good public policies formulation can affect governance system in South Sudan?. Those who answered No were 24% of 12 respondents and

those who gave answer of not sure were 16% of only 8 people. This indicate that public policies formulation is very essential for effective good governance

Table no (14.4) does lack of guidelines in public policies making process affect the quality of public policies produced by government actors in South Sudan?

Response	Frequency	Percentage%	Cumulative percentage
Yes	28	56%	60%
No	18	36%	84%
Not Sure	4	8%	100%
Total	50	100%	

Source; primary data: 202

Figure (5.3.) Does lack of guidelines in public policies making process affect the quality of public policies produced by government actors in South Sudan?
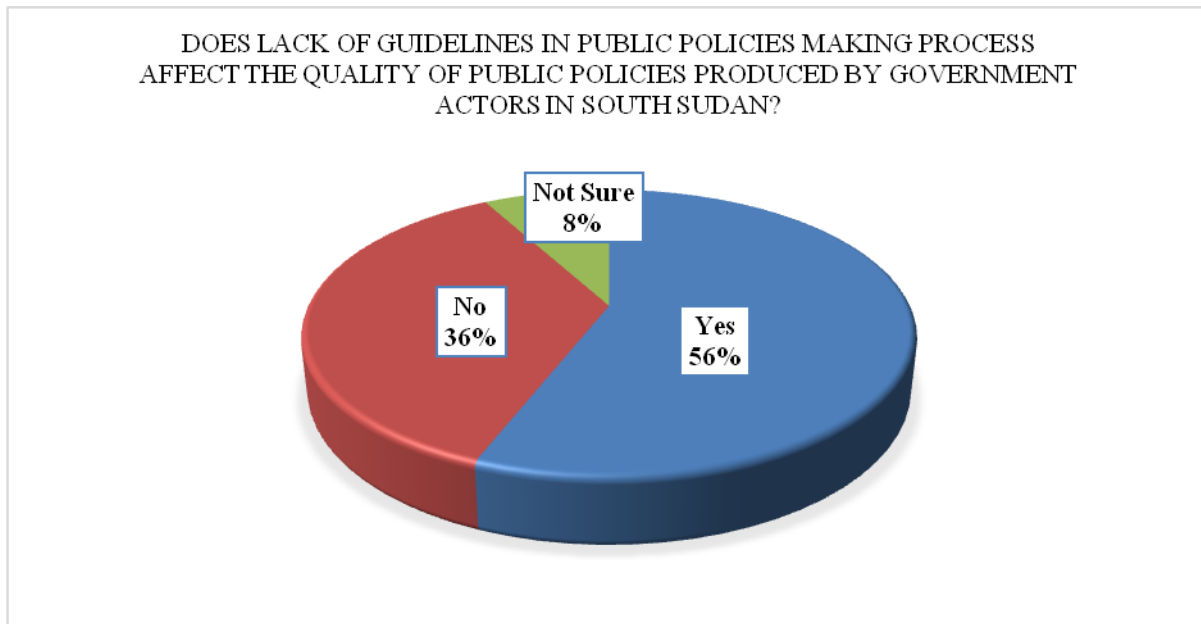
Source; primary data: 2024

As exhibited by the table No (14.4) and figure No (5.3) above most of the respondents answered the question, Does lack of guidelines in public policies making process affect the quality of public policies produced by government actors in South Sudan? With the percentage of 56% for (28) people, and 36% for those who answered No only (18) respondents. While those answered of not sure are only (4) people with 8%. This result indicate that, the respondents are aware of important for guidelines which determine the qualities of public policies making process.

Table No (12.5.) Do you agree that formulating of public policies and their Implementation can enhance good governance system in South Sudan?

Response	Frequency	Percentage%	Cumulative percentage
Agree	12	24%	24%
Strongly agree	24	48%	72%
Strongly disagree	8	16%	88%
Disagree	4	8%	96%
Not Sure	2	4%	100%
Total	50	100%	

Source; primary data: 2024

According to the table No (14.5.) above, showed that those who strongly agree with the question that Do you agree that formulation of public policies and their implementation can enhance good governance in Sound Sudan? Are 48% for (24) respondents while those who agree were 24% for (12) people respectively. And 16% of (8) people strongly disagree while 8% for (4) people disagree. Furthermore 4% of (2) respondents gave their answers of not sure. This data analysis shows majority of sample size are quite agreeing for necessity of public policies formulation and implementation in order to shape good governance in the country.

Table No (14.6.) Do you think good governance is the result of implementation public policies system in any country?

Response	Frequency	Percentage%	Cumulative percentage
Agree	16	32%	32%
Strongly agree	20	40%	72%
Strongly disagree	8	16%	88%
Disagree	2	4%	92%
Not Sure	4	8%	100%
Total	50	100%	

Figure (6.4.) Do you think good governance is the result of implementation public policies system in any country?
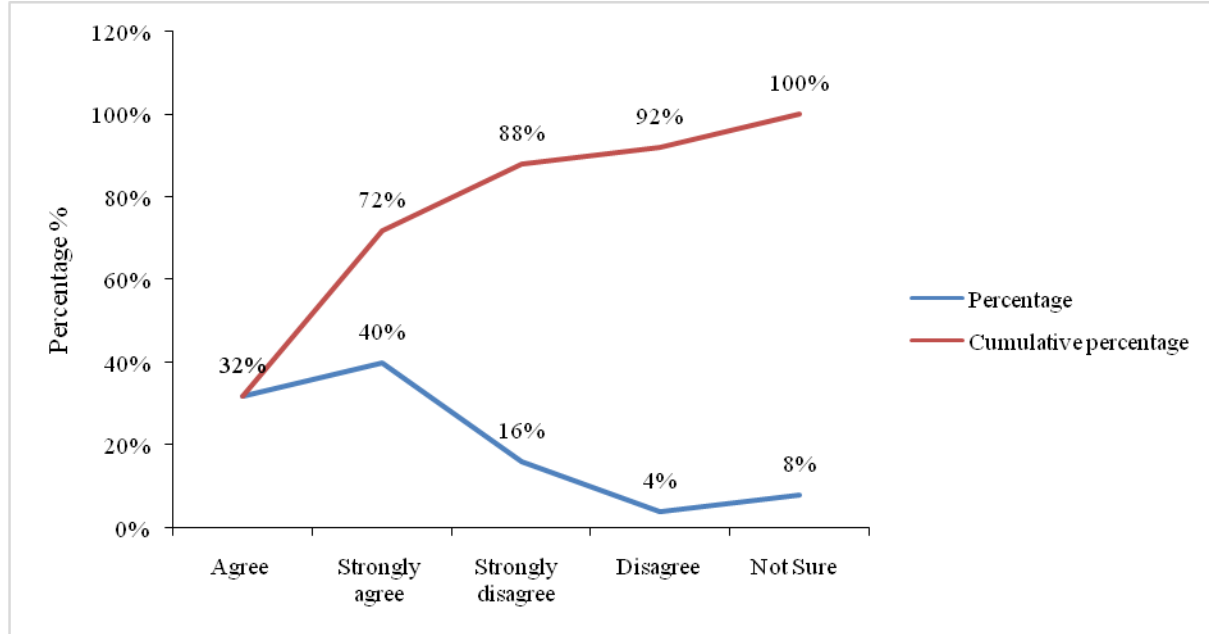
Source; primary data: 2024

Based on the finding in table No **(14.6)** above and figure (**6.4**) indicates that, those who strongly agreed with question. Do you think good governance is the result of effective implementation of public policies in any country? Were 40% for (20) respondents, at the same time those who agree were 32% for (16) people. Meanwhile those who strongly disagreed were 16% of (8) persons and 4% of (2) respondents disagreed. Moreover those who gave their answers of not sure were 8% of only (4) people, This analysis exhibit that majority of sample size study are aware for the important of public policies implementation as key direction for good governance in any country.

15. Ethical Consideration
The ethical consideration is to ensure confidentiality that pertains to the treatment of information that an individual has disclosed in a relationship to the trust and with expectation that it will not be divulged to others without the permission in the way that inconsistent with and understanding of the original disclosure. The researcher had to safeguard the privacy of source of data which are meant only for academic purposes. The study is to benefit Stakeholders that are engage in professional research and decision-makers who are going to use it for further studies.

16 - Recommendations for public policies implementation:
1- The concern authorities must ensure the dissemination, by creating awareness for government public policies. For example South Sudan public policies on free education for all primary children and Public healthcare for all rural areas.

2 - To ensure good governance, all rules, laws, and regulations implementing agencies, such as Executives, Judiciary, Securities Apparatus, must consider seriously putting in place the above-mention into practices as they are declared by government.

3 - All people of South Sudan must be equally accountable before the country Laws and regulation hence ensure ethical behavior in their daily work.

4 – To minimize multi-practices and safeguard zero tolerance to Corruption concern authorities must guarantee payment of employees' salaries in time and regularly.

5 - Government authority should introduce e-government system into financial institutions in order to ensure transparency in financial handling process and introduce electronic pay-role for salaries payment to avoid doubling names for those who are working in two organization and getting payment in the same government chest.

6 – To avoid Corrupt, government officials should be put before law and held accountable for the corruption they have made, and ensure the return of money misappropriated or embezzle into government save.

7 – Any charge official or employee for committing embezzlement or crime against public order should not be allowed to hold any public office again.

8 – Most of the public policies in South Sudan remained like slogan without being implemented. Therefore, putting public policies into practices is the most important aspect if we want to safeguard good governance system in the country.

9 – There should be monitoring and evaluation committee or think tank in the National Ministry of Cabinet Affairs for follow up whether government policies are implemented, if implemented, an evaluation should be carried out for effectiveness and efficiency of such policies. In order to consider necessary correctives measures.

17 – Conclusion

The article end with the conclusion that, public policy – making process, in the words of Gerston, L. N. (1974) is one way of understanding the means through which conflicting demands are heard reconciled and resolved in orderly manner, if not always satisfactory fashion. Fundamentally it provides some explanation of the discordance as 'Politics' in an ever changing Society. In that public policy as tool of shaping good governance, it is important for newly establish country out of chaos of conflict to consider giving guidelines and direction of providing badly need social services and building strong institutions. (Gerston Larry N. 1974)

18 - Acknowledge

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