
**Planning Process as Management Tool for Country Development: Case Study
Ministry of Finance and Planning South Sudan**

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Abstract

The essential move for Development Planning Process is drive from the fact that development planning process begin as an idea inform of theory, which is taken into practical and real physical implementation. Development planning process was defined by early thinkers as deciding in advance who will do what at a certain time and how to be achieved. Its focus is on making things happen. **Planning involves the determination of objectives based on intelligent forecasting and the development of a precise** programme to achieve the objectives. Also, John R. Schermermerhron JR. defined it as sets of the stage for others by providing a sense of direction. It is a process of setting objectives and determining how best to accomplish them. The study has explained, **South Sudan Development Plan (SSDP) from the very beginning of the country development process**, it considered the articulation of Planning Formulation Process which begin with principles and guidelines of planning that encompassed, The Purpose and Nature of Planning, The Structure of Plans, The Process of Planning, types of planning, basics characteristics of planning, planning advantages, and constraints facing planning process and failures. Moreover, the researcher has taken into consideration the suggestion for solutions of constraints facing planning process. more importantly, the article has included explanation of objectives of the study, Research Questionnaire, materials, area of study and data collection methods. Furthermore, data analysis, discussion, Presentation, and finding are also explained; in data analysis most view of respondents of sample size indicates the overall agreement about **the effectiveness and efficiency of development planning** required. In addition of strongly agreement of respondents for important of planning that can improve the standard of living and maximum achievement of development planning goals, as management tools for development. The researcher concluded the study with Observation and Way-forward. and, planning process for environmental impact of climatic change, is recommended for further study.

Keywords: Planning, process, Management, Development, tool,

1 - Introduction

Planning is the key factor for starting developmental project in any organization. This is because planning set the focusing path where we want to go or what is needed to be done. Planning as posted by Kathryn M. Bartol & David C. Martin (1998), is the management function that involves setting goals and deciding how best to achieve them. Planning as such is one or the first function of management, and it is crucial to effective management which organization start it activities. The nature of economic planning and its differential role in the world's economies may be described as the conscious governmental effort to influence, direct and in some cases, even control changes in the principle economic variable (consumption, investment, saving, export, import, etc.) of a certain country or region over the course of time in order to achieve a predetermined set of objectives. The essence of development planning is summed in these notions of governmental influence, direction and control. Similarly, we can describe an **economic plan** as a specific set of quantitative economic targets to be reached in given period of time. Planning: according to many management thinkers like (Michael P. Todaro, Harold Koontz & Heinz Weihrich, Michael P. Thomson and Michael R. McGrath) to mention few is deciding in advance, what will be done, at what time, and how to achieved it. Its focus is on making things happen. Planning involves the determination of objectives based on intelligent forecasting and the development of a precise programme to achieve the objectives. It is an open, adaptive social subsystem living in dynamic world always trying to adapt itself to (and if possible, even to influence) the ever-changing condition of demand, supply, prices, competition, technology, and government policies, etc.

In words of John R. chermehron JR. (2010) planning sets the stage for the other by providing a sense of direction. It is a process of setting objectives and determining how best to accomplish them. In other words, planning involves deciding exactly what you want to accomplish and how to go about with it. John R. chermehron JR. (2010)

Development on other part in view of (James Midgley 1999) is a hard concept to describe, usually speaking, it means moving after that stage of condition which is better. According to Hahn-Been-Lee (1972) as reported by James Midgly "Development is a process of acquiring a sustained growth of a system's capability to cope with new, continuous changes toward the achievement of progressive political, economic and social changes". Development means change plus growth. (James Midgley 1999)

In the words of Gerald M. Meier (2004), the definition that would gain wide approval is the one that defines economic development as the process whereby the real per capita income of a country increases in excess of a long period of time, subject to the stipulation that the number below an "absolute poverty line" does not increase, and that the sharing of income does not become more unequal. The term development should not be equated with the term growth. Though growth is a pre-condition to development, mere growth of an economy does not create it developed economy. Charles P. Kindle Berger (2019), rightly asserts that economic growth merely refers to a rise in output whereas economic development implies changes in technical and institutional organization of production as well as in distributive pattern of income. Compared to

the objective of development, economic growth is easy to realize. Through mobilizing larger possessions and raising their productivity, output stage can be raised. The process of development is distant more extensive. Separately from a rise in output, it involves changes in the composition of output as well as shift in the allocation of productive possessions so as to ensure social justice. In some countries, the process of economic growth has been accompanied through economic development. This, though, is not necessary. Though development without growth is inconceivable, growth without development is possible.

2 - Background of the study

Planning is traced back during the pursuit of economic development among third world nations which has been crystallized by their almost universal acceptance of development planning as surest and most direct route to economic progress. Until recently few in the third world would have questioned the advisability or desirability of formulating and implementing a national development plan. Planning has become a way of life in the government ministries of most less developed nations and every five years or so the latest development plan is paraded with the greatest of fanfare. Development planning as centralized national planning was widely believed to offer the essential and perhaps the only institutional and organizational mechanism for overcoming all obstacles to development and for ensuring a sustained high rate of economic growth. In some cases, central economic planning even become regarded as a kind of ‘open sesame’ which allows third world nations to pass rapidly through the barrier dividing their pitifully low standards of living from the prosperity of their former rulers. But in order to catch up, poor nations were persuaded and become convinced that they required a comprehensive national plan. The planning record, unfortunately, has not lived up to its advance billing and skepticism is now growing about the planning charisma. Michael P. Todaro,(1977)

Also Planning according to Harold Koontz (1988), Involves selecting missions and objectives and the actions to achieve them; it requires decision making that is choosing from among alternative future courses of action, plans thus provide a rational approach to preselected future objectives, planning on other hand strongly implies managerial innovation. It bridge the gap from where we are to where we want to go. Planning makes it possible for thing to occur which would not otherwise happen. Although we can seldom predict the exact future and although factors beyond our control may interfere with the best-laid plans, unless we plan we are leaving events to chance. Planning is an intellectually demanding process; it requires that we consciously determine courses of action and base our decisions on purpose; knowledge, and considered estimates. Harold Koontz (1988),

3- Statement of the problem

Development planning is considered as public process used for making choices and guide the allocation of limited resources. It involves an analysis of current situation identification of key challenges and setting of priority goals, according to an agreed vision. (Google .com) Planning as such includes areas of investigation as major steps and other factors related to long-range plans. Effective planning is based on analyses of collected facts. Such analyses require reflective

thinking, imagination, and foresight. That summarized the target future aims. Here it is very clear that the study problem is to **investigate the effectiveness of development plans implementation** as specified above. Planning is a fundamental property of intelligent behavior a thought process that is essential to the creation and refinement of a plan, or integration of it with other plans, that is, it combines forecasting of developments with the preparation of scenarios of how to react to them. The importance of development planning could be realized from the country development needs and the availability of resources. Development planning when it is done, it gave way forward to guide the planners how to proceeds with the development projects after determining priorities. Development Planning, according to Pertick Dixon (2019) is both organization process of creating and maintaining a plan, and psychological process of thinking about the activities required to create a desired goal on some scale. The overall planning process can play a vital role in innovation in organizations through the mission, goals, and plans components. Teresa M. Amabile (2004), argues that an organizations basic orientation towards innovation must stem primarily from the highest levels. The goals component of the planning process can also support innovations. Proponents of economic planning in developing countries in which South Sudan is part, maintain that the uncontrolled market economy can, and often does, subject these nations to economic stagnation, fluctuating prices and low levels of employment. In particular, they claim that the market economy is not geared to the principle operational task of poor countries: how to mobilize limited resources in a way that bring about the structural change necessary to stimulate a sustained and balance growth of the entire economy. Planning has come to be accepted, therefore, as an essential and pivotal means of guiding and accelerating economic growth in all third world countries. (Michael P. Todaro, (1977) and Pertick Dixon (2019).

4 - Objectives of Study:

4.1 - General objectives: the general purposes of this research is to investigate the effectiveness and implementation of Development Planning that can enhance the welfare of South Sudan population and improve their livelihood.

4.2. Specific Objectives:

4.2 .1 to understand the importance or rationale of Development Planning

4.2.2 To find out what are the Development Plans that South Sudan has as future plans for development

4.2.3 To examine the effectiveness of development Plans implementation

4 2.4 to assess the difficulties that development Planning are facing during implementation

4.2.5 To come out with the possible solutions of difficulties facing the implementation of development Plans in South Sudan.

5. Research Questions: -

1. What is the importance or rationale of Development Planning?

2. What are Development Plans that South Sudan has as Development Planning?

3. Does Development Plans being implemented effectively and yield any benefits for wellbeing of South Sudan people in general?
4. What are difficulties facing South Sudan Development Planning process?
5. What are the solutions to difficulties facing South Sudan Development Planning process?

6. Materials and Area of Study are Development planning models, and South Sudan Development planning example.

7. Methods of the Study: -

The study use two means of data collection, Primary and Secondary data.

7.1. Primary Data:

Are original data that has been generated by the researcher, through survey interview, experiment, especially designed for understanding and solving the research problem at hand according to O' Gorman; Macintosh (20015), Primary data or first-hand collected information, is collected directly from original sources this can be accumulated through Questionnaires, survey, and personal interview. These are the major instruments used to obtain primary data from the field.

7.2 Secondary data

Refers to the data that has been already collected by others and ready available from other sources. It relates to data which has already been collected and analyze by somebody for different purposes. The researcher use such data in order to gather relevant information for the study. Secondary are usually obtained from documentary review such as journal, textbooks, Newspapers, internet etc. Ogutu(2011)

8. South Sudan Development Plan (SSDP) 2011-14

South Sudan Development Plan (SSDP) 2011-14, it is set as a national plan which show out a medium-term agenda for development. It has been drafted under the theme of 'Realizing Freedom, Equality, Justice, Peace and Prosperity for all'. The Plan was constructed upon various existing sector plans and the 2010 Action Plan to address core government functions. It represents a comprehensive framework of goals, objectives and performance targets, action plans to pursue them, and the related allocation of resources. SSDP presents a full list of government priority programmes and a transparent framework for the ongoing design and appraisal of new government policies and programmes; and, for evaluating whether expenditures are delivering planned results and value for money. In this context, it provides a basis for the allocation of public sector resources to recurrent, capital and development expenditure. The plan represents the next important step in the development of South Sudan. In order to ensure fiscal discipline and macroeconomic stability, the government plans is to;

- A). Establish clear fiscal rules which will underpin prudent fiscal management and crystallize plans for saving a significant portion of oil revenue during the SSDP period.
- b). Strengthen expenditure control, including by tracking current expenditure against the budget and monitoring more closely the issue of arrears build- up undertake, the following key activities and establishing better control of the wage bill, and
- C). Strengthen retribution administration system.

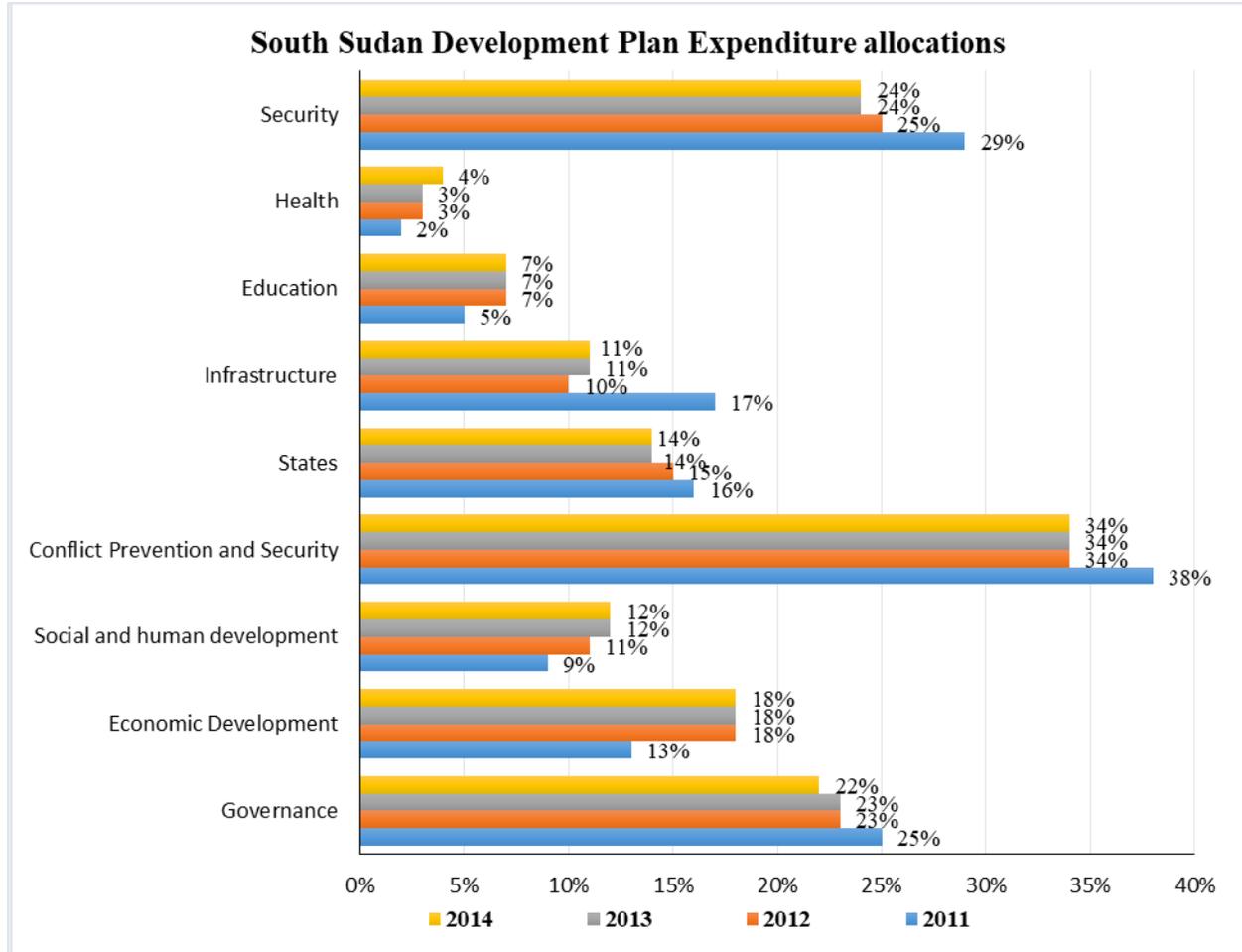
Ministry of Finance and Planning, with its mandate as fiscal agent of the government and avoid conflict of interest between the regulatory and revenue interests in the oil sector, is the appropriate home for fiscal oversight. Complementing these fiscal initiatives by Government of South Sudan (GOSS) will establish an oil management authority in Ministry Energy and Mining (MEM) with competence and a mandate to design and oversees contracts between the government and private oil companies that ensure (i) Oil rent is captured, and (ii) incentives for the oil Companies to explore and develop the fields are maintained to maximize volume of oil extracted. The under mentioned table shows South Sudan Development Plans for 2011 - 2014.

Table (1) South Sudan Development Plan Expenditure allocations

| Projected | 2011 | 2012 | 2013 | 2014 |
|----------------------------------|------|------|------|------|
| Governance | 25% | 23% | 23% | 22% |
| Economic Development | 13% | 18% | 18% | 18% |
| Social and human development | 9% | 11% | 12% | 12% |
| Conflict Prevention and Security | 38% | 34% | 34% | 34% |
| States | 16% | 15% | 14% | 14% |
| Of which | | | | |
| Infrastructure | 17% | 10% | 11% | 11% |
| Education | 5% | 7% | 7% | 7% |
| Health | 2% | 3% | 3% | 4% |
| Security | 29% | 25 | 24% | 24% |

Source: ministry of Finance and planning web page internet

Figure No (1) indicate South Sudan plan Expenditure allocation for 2011 -2014



As shown by the table No (1) and figure No (1) above explained the planning process which was the initial at starting developmental planning process for resources financial management in South Sudan; that is why the researcher has chosen it as example of planning process. The percentages of plan shown in the table are the figures which was used for budget allocation for implementation which will be done according to what is allocated for particular expensing agency for example conflict prevention and security that has percentage of 34% as in the planning table. As observed from the table and the figure, the highest percentage for four years in the planning is conflict prevention and security.

Although the formulation of comprehensive plan is the goal of most poor countries, it is sometimes necessary to base such plans on a more partial sectorial analysis and principles

9. Planning Formulation Process

Planning formulation process begin with underlining major principles and guiding of planning. These principles and guiding are categorized into three categories, the purpose and nature of planning, the structure of plans, and the process of planning. They are summarized as follow:

9.1. The Purpose and Nature of Planning: -

The purpose and nature of planning be may be summarized by reference to the following principles.

- i – Principle of contribution to objectives. The purpose of every plan and all supporting plans is promoting the accomplishment of enterprise objectives
- ii – Principle of objectives. If objectives are to be meaningful to people, they must be clear, attainable, and verifiable.
- iii – Principle of primacy of planning. Planning logically precedes all other managerial functions. Therefore, it takes primary role in organization for achieving goals and objectives.
- vi – Principle of efficiency of plans. Efficiency of a plan is measured by the amount it contributes to the purpose and objectives as offset by the costs required to formulate and operate it and by unsought consequences

9.2. The Structure of Plans: -

There are two major principles dealing with structure of plans can go far in tying plans together, making supporting plans contribute to major plans, and ensuring that plans in one department harmonize with those in other,

- i – *Principle of planning premise.* The more thoroughly the individuals who are charge with planning understand and agree to utilize consistent planning premise, the more coordinated *Enterprise plans*
- ii – *Principle of strategy and policy framework.* The more strategies and policies are clearly understood and implemented in practice, the more consistent and effective will be the framework of enterprise plans.

9.3. The Process of Planning: -

Within the process of planning, there are four principles that help in the development of a practical science of planning.

- i – *Principle of the limiting factor.* In choosing from among alternatives, the more accurately individuals can recognize and solve for those factors which are limiting or critical to the attainment of the desired goal, the more easily and accurately they can select the most favorable alternative.
- ii – *The commitment principle premise.* Logical planning should cover a period of time in the future necessary to foresee as well as possible, through a series of actions, the fulfilment of commitments involved in a decision made today

- ii – *Principle of flexibility*. Building flexibility into plans will lessen danger of losses incurred through unexpected events, but the cost of flexibility should be weighed against its advantages.
- iii - *Principle of navigational change*. The more planning decisions commit us to a future path, the more important it is that we periodically check on events and expectations and redraw plans as necessary to maintain a course toward a desired goal.

10. Types of Planning

Lack of recognition of planning by some managers, that there are a number of different types of plans which has caused difficulty in making effective planning. Planning as structured below and according to the formulation of goals and methods. The following were identified as types of planning:

10.1. Long-term planning: This planning incorporates generalized goals for enterprise as a whole.

10.2. Strategic planning; which is conducted at the highest levels of management and deals with products, capital, and research which include long – and short-term goals of the company.

10.3. Tactical planning or market planning, it pertains to specific actions and to the allocation of resources used to implement strategic planning goals in specific markets. Tactical plans are made at the local level and address marketing and advertising or cooperate action purposes

Plans encompasses some future course of action as summarized by the varied plans of the Hierarchy of plans and classified according to the following diagrams.

Figure No (2)



Source: Harold Koontz & Heinz Weihric (1988)

11. Planning process basic characteristics.

While there exists a great diversity of development plans and planning techniques throughout the third world, there are some characteristics of ‘comprehensive’ development planning that are common to most countries. These include:

- 11.1. Starting from the political views and goals of the government, planning attempts to define policy objectives, especially as they relate to the future development of the economy;
- 11.2. A development plan sets out a strategy by means of which it is intended to achieve the objectives, which are normally translate into specific targets;
- 11.3 -The plan attempts to present a centrally coordinated, internally consistent set of principles and policies, chosen as the optimal means of implementing the strategy and achieving the targets, and intended to be used as a framework to guide subsequent day-to-day decision:
- 11.4. It comprehends the whole economy (hence it is ‘comprehensive’ as against public sector’ planning):
- 11.5. In order to secure optimality and consistency, the comprehensive plan employs a more-or-less formalized macro-economic model (which, however, will often remain unpublished), and this is employed to project the intended future performance of the economy:
- 11.6. A development plan typically covers a period of say, five years and finds physical expression as a medium-term plan document, which may, however, incorporate a longer-term perspective plan and be supplemented by annual plans

12. Advantages of Development Planning:

The Development Plans gain importance increased when depleted foreign exchange reserves emerge as the operative constraint, export promotion and/or some form of import control. Other possible economic bottlenecks that might appear during the course of development process include limited supplies high-level manpower, inadequate transport facilities, and limited government finance. Economic planning is conceived, therefore, as an efficient means of dealing with different resource constraints as they arise during the development process. The following are considered to be advantages of development planning.

- 12.1. Planning improves coordination and control. When efforts of different individual groups and subsystem in the institutions are coordinated, their work become meaningful and contribute to the building of organization as a whole. There is greater likelihood that their combined accomplishments will advance performance for the organization. The objectives set by good planning make it easier to measure results and act to improve things as needed.
- 12.2. Planning process improves focus and flexibility. An institution with focus and knows what it does best, knows the needs of its clients, and knows how to serve them well. Also an organization with flexibility is willing and able to change and adapt to shifting circumstances, and operate with an organization toward the future rather the past.
- 12.3 Planning process set priorities ready, the importance of priorities is that the most successful executives, according to Stephen R. Covey (2016) ‘Zero in on what they do that adds

value' to an institution. Instead of working on too many things they work on things that really count.

- 12.4 A strategic plans commit corporate resources to products and markets to increase competitiveness and profit
- 12.5. Planning is a systematized way of relating to future. The important advantage is an attempt to manage the effects of external, uncontrollable factor, on the firm's strength, weakness, objectives, and goals to attain a desire end.
- 12.6. Planning commit country resources to achieve specific goals; planning is the job of making things happen that might not otherwise occur.
- 12.7. The most important advantages of planning is that because of commitment of resources to the factors production and development there is improve and building of infrastructures in the country.
- 12.8. Planning process and it implementation in form of budgeting figures can minimize and control mismanagement of financial resources, hence corruption is reduced or control.
- 12.9. Planning process has a framework for analyzing marketing problems and opportunities and a basis for coordinating information from different environment situation.
- 12.10. The process of planning may be as important as the plan itself because it forces decision makers to examine all factors that affect the success of a working program and involves those who will be responsible for its implementation. Also, another key to successful planning is evaluating company objectives including management commitment and philosophical orientation to organization business. Finally, planning process is a primary medium of organizational learning. Philip R. Cateora & John L.Graham (2002).

Also the importance or rationale of planning could be revealed by acceptance of widespread practices for planning as a development tool rests on a number of fundamental economic and institutional arguments which includes, Resource mobilization and allocation argument, Investment Opportunities. The market failure argument, the attitudinal or psychological Rationale, and The foreign aid argument

13. Constrains Facing Developmental Planning Process and Failures.

Planning may be unsuccessful because of unforeseen factors as explained here under:

13.1. Planning over-ambitious

Planning may be over-ambitious this is due to the lack of consideration conflicting and competing interest. The gap between plan formulation and it implementation is sometime wide and may not lead to the achievement of purpose. This is cited as deficiencies in or failure of plans and their implementation.

13.2. Insufficient and unreliable of data

Because of insufficient and unreliable data. The quality and reliability which is considered may be not comprehensive. This can lead to the misleading plans; and development is likely to be difficult to produce required and forecasted result

13.3. Planning is face with internal and external variables

Planning process is more likely to be faced with internal and external variables such as fluctuating of internal prices due daily increase in exchange rate, and the decrease oil some time as the case of South Sudan depending on oil as one source of revenue plus insecurity in neighboring country like that of Sudan. Because of economic disturbances both external and internal, it becomes difficult for the country to engage in short-term forecast let alone long – range planning.

13.4. Institutional weakness

Institutional weakness for the planning process is a problem due to lack of separation of planning agency from the day-to-day decision-making apparatus of government; the failure of planners, administrator and political leaders to engage in continuous dialogue and internal communication about goals and strategies. In addition of prevalence of widespread phenomenon of political and bureaucratic corruption that is a pervasive problem of South Sudan as in experience new nation.

13.5. Lack of commitment of Political-will

The failure of planning process implementation is not lack of economic resources nor even inadequate administrative capacity. It is poor plan performance and the growing gap between formulation and implementation is largely attribute to a poor political will and commitment

14. Suggestion of some Solutions for planning process challenges

14.1 Viability of Planning Process

Planning process should be done in a manner which is realistic in such a way that guarantee the achievement of the forecast target goals. Planning process can achieved that according to the resources available and designed or programmed for project planned. In order unconstrained the implementation without difficulties or failure

14.2 Ensuring Sufficient Data for Planning Process

Planning actors should make sure all necessary information needed for planning process are gather in comprehensive way. In order to safeguard the quality and reliability of development plans and create easy implementation as planned.

14.3 Stabilization of Factors Affecting Planning

To avoid the effect of internal and external factors, government authority responsible for planning should put all necessary means to ensure Stabilization of exchange prices rate. In addition of putting some precaution for external factors such as decrease of oil prices that can hinder the development planning process. This is because lack of economic stability affect planning process leave alone its implementation which need volume of resources.

14.4 Empowerment of planning institutions and planning Actors

In order to ensure the quality of planning process and its implementation; The planning institutions should be equipped with necessary resource to build good physical infrastructure ground for planning inform of application of modern tools and techniques in planning management, such as information technology system that involve computerized system; and internet services system. Moreover, those involved in planning process should be properly trained in these highly applied technology activities, and the use of information technology. With This empowerment I am sure it will solve the problem of institutions weakness.

14.5 Political-will and commitment.

When there is political – will and commitment from the political authority in the country, the economic resources will easily be provided and equip administrative performance which will lead to effective and efficient in dealing with development planning process and its implementation. At the same time planning implementation evaluation should be done to check the effectiveness and efficiency of planning in achieving target goals as planned.

15. Data analysis, Discussion, Presentation and finding

Data collection for the study was conducted in the Ministry for Finance and Planning among (40) officials concerned for planning; in addition of random selection from publics. The analysis for research was done using computer tools (Excel and soft-ware techniques) as here under:

Table No (1) age of respondents

| | Respondent | Frequency | percentage | Cumulative percentage |
|--|----------------------|-----------|------------|-----------------------|
| | 25 – 30 years | 2 | 5% | 5% |
| | 31 – 36 years | 20 | 50% | 55% |
| | 37 – 52 years | 12 | 30% | 85% |
| | 52 – and above years | 6 | 15% | 100% |
| | Total | 40 | 100% | |

Source: Field survey 2024

As shown by table No (1) and figure No (3) the age range group of (31 – 36) years formed 50% for (20) respondents followed by age range group of (37 – 52) years which is 30% for (12) people. While (52 – and above) years has 15% of (6) respondents; in addition of (25 – 30) years for (2) people only. This indicate that majority of sample size who are all at age group are people capable of handling planning process effectively. Because all are at age of productive; in term of thinking and energy.

Table No (2) Level of Education

| Respondent | Frequency | percentage | Cumulative percentage |
|------------------------|-----------|------------|-----------------------|
| Diploma holder | 8 | 20% | 20% |
| Bachelor Degree holder | 24 | 60% | 80% |
| Master degree holder | 6 | 15% | 95% |
| Others | 2 | 5% | 100% |
| Total | 40 | 100% | |

Source: Field survey 2024

The above table No (2) indicate finding result which show 60% for (24) respondents that are Bachelor degree holders, followed by diploma holders of 20% of (8) people from sample size of the study. While Master and others are 15% and 5% respectively. This shows that all respondents of sample size can effectively and efficiently plan for the future development required to meet the highly needed infrastructure and other services of development.

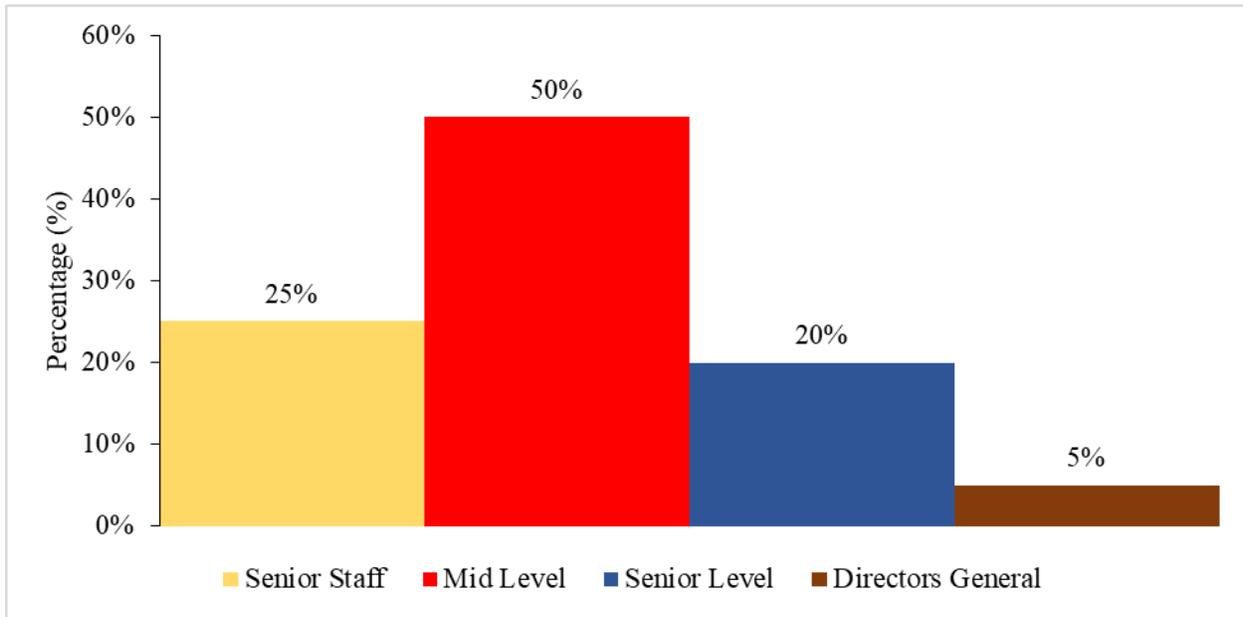
Table No (3) Indicating the employment position in the Ministry of Finance and Planning

| Respondent | Frequency | percentage | Cumulative percentage |
|---------------------|-----------|------------|-----------------------|
| Entry level Staff | 10 | 25% | 25% |
| Mid –Level Staff | 20 | 50% | 75% |
| Senior –Level Staff | 8 | 20% | 95% |
| Directors General | 2 | 5% | 100% |
| Total | 40 | 100% | |

Source: Field survey 2024

Table No (3) above and figure No (3) below presents the position of employment of respondents who participated in the research data collection and their views indicate 50% of middle-level staff followed by entry level staff 25% of (10) participates. Moreover senior Staff in the Ministry shows 20% for (8) participants and only 5% for (2) Directors General. The significant of the findings of study show that the middle- level staff are a crucial role in planning process in the Ministry and its implementation, this done under supervision of the leadership of director general.

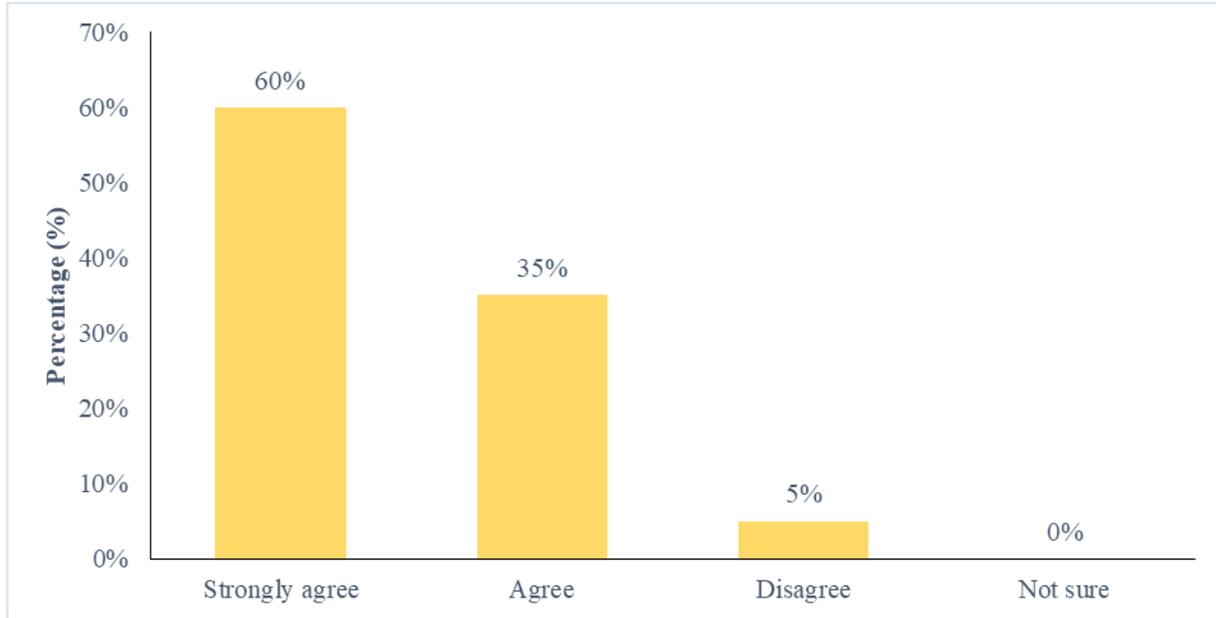
Figure No (3) Indicating the employment position in the Ministry of Finance and Planning



Can improve South Sudan infrastructure?

| | Respondent | Frequency | percentage | Cumulative percentage |
|--|----------------|-----------|------------|-----------------------|
| | Strongly agree | 24 | 60% | 60% |
| | Agree | 14 | 35% | 95% |
| | Disagree | 2 | 5% | 100% |
| | Not sure | 0 | 0% | 100% |
| | Total | 40 | 100% | |

Figure (4) revealed the important for South Sudan to make developmental planning process that can improve South Sudan infrastructure?



Source: field survey 2024

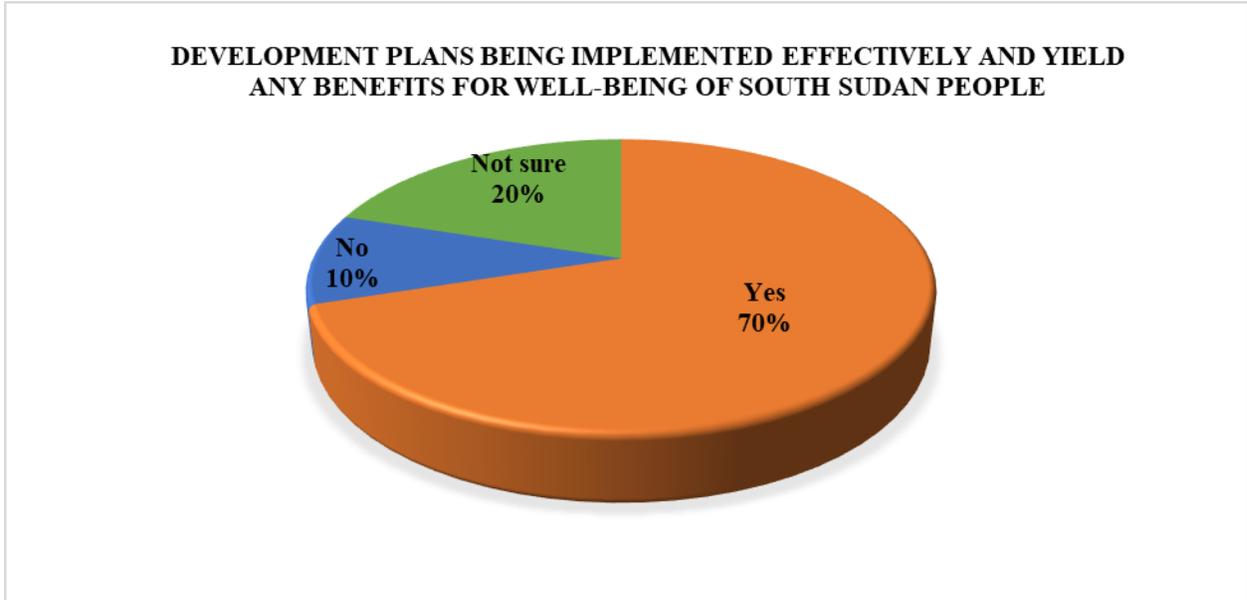
From the results finding in table (3) and figure No (3) indicate 60% for (24) people who strongly agree to question Do you agree that it is important for South Sudan to make developmental planning process that can improve South Sudan infrastructure? And those who agree are 30% for (14) respondents. But 15% disagree that development planning process and its implementation can improve plans, and (2) people who form 5% are not sure. As observed from this explanation, the sample size majority agreed for the important of development plans which can improve the infrastructural building.

Table No (4) Does Development Plans being implemented effectively and yield any benefits for well-being of South Sudan people in general?

| Respondent | Frequency | percentage | Cumulative percentage |
|------------|-----------|------------|-----------------------|
| Yes | 28 | 70% | 20% |
| NO | 4 | 10% | 65% |
| Not sure | 8 | 20% | 90% |

Source: Field survey 2024

Figure No (5) which shows Characteristics of Development plans being plan can it benefit People of South and yield fruits effectively



Source: Field survey 2024

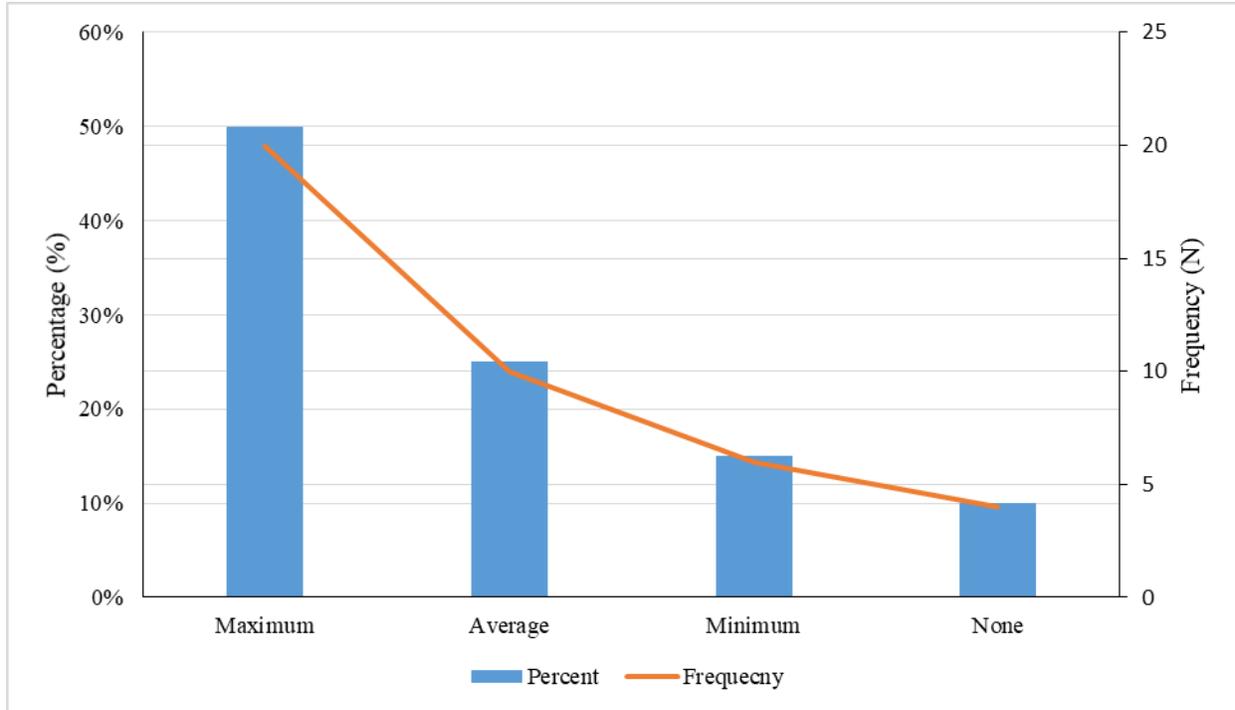
The finding in table (4) and figure (5) above indicate most of respondents that has answered yes to the question; Does Development Plans being implemented effectively and yield any benefits for well-being of South Sudan people in general? Were 75% of (30) people from sample size of the study and 20% for (8) respondents gave their answer of not sure. While 5% for (2) people from sample size has answered NO to the question. This shows that most people from sample size uphold that development plans are being implemented effectively.

Table No (5) what is your perception about quality of South Sudan Development plans and their Implementation in achieving development goals?

| | Respondent | Frequency | percentage | Cumulative percentage |
|--|------------|-----------|------------|-----------------------|
| | Maximum | 20 | 50% | 20% |
| | Average | 10 | 25 % | 65% |
| | Minimum | 6 | 15 % | 90% |
| | None | 4 | 10% | 100% |
| | Total | 40 | 100% | |

Source: Field survey 2024

Figure No (6) indicate Characteristics of the Perception about quality of South Sudan Development Plans and their Implementation in achieving Developmental Goals



Source: Field survey 2024

In accordance to finding as shown by table No (3) and figure No (5) above, about perception on quality of South Sudan Development plans and their Implementation in achieving development goals; is that those who answered it is of Maximums and average were 50% and 25% respectively. While those who answered it is to Minimum were 15%, in addition to those give respond with none were only 10% for only (4) respondents. According to the respondents opinion the majority are in line with the quality of the plans and implementation of achieving development goals.

16. Ethical Consideration:

Ethics in research refers to the code of conduct behavior or expected societal norm of behavior while conducting research. (Sekaran 2006), in any research conducted, there are number of ethical issues that always need to be taken into consideration. These issue include protecting human participants, such as respecting the respondents and selecting the respondents fairly, to inform consent and above the integrity and confidentiality of the information provided (Malhotra 2006). The researcher ensured objectivity when carrying out the study any attempt to bias results is considered unethical and should therefore avoid at any cost. (Sekaran 2006) & (Malhotra 2006).

17. Observation and Way-forward

- 1- There is big problems of lack of commitment of resources to the planned projects in so many African countries of sub-Sahara because of no priority set in planning.
- 2 – Development planning projects or programs could be made some times and end-up as blue-print without putting it into implementation because of lack of fund or resources.
- 3 – The failure of Development planning projects may be due to divergence of planned resources by government authority for unplanned programs such as Security issues.
- 4 – Also planned resources are some-times paid to implementing companies or Agencies without constructing the scheme meant for, this is due to Bribery deals of certifying or giving forgery certificate that the work is completed or done satisfactory. But actually, nothing is done on the ground. This is happening in most of poor nations in third world Countries e.g., South Sudan.
- 5 – All these misappropriations occurred because of greed, people are greedily for accumulation of wrong wealth. Such behavior happens because of lack of patriotic feeling attitudes, In addition cultural behavior in some communities which does not differentiate what is public and private. There is lack of ethical behavior that should control our conduct.
- 6 – The way forward is to take measures of educating both the contractors and responsible agencies about the public ownership for all people such as roads.
- 7 – All accountable agencies should be made effective to put the accountability measures in practical situation of monitoring and make sure that payment of contractual projects are done after implementing the work and achieved the end goals for planning.
- 8 – All regulatory bodies should be mobilized in order to enforced rules, laws, and regulations. These include audit general, Judiciary, and National assemble which approve and control oversight of budgeted financial resources that are committed to development planning of any physical infrastructure in South Sudan.
- 9 – Those found with misappropriation Development planning fund should be given maximum Punishments according to the country’s laws, rules and regulation; and charged to return the misappropriation money.
- 10 – Reporting measures and evaluating should be carried out in the manner that clarified the commitment Development planning budget to the projects planned for.

Before, conclusion the gap of planning process is still very wide in term of what is to plan for? If we have to compare the planning process between the highly technological developed world with third world countries which are still struggling to plan for what to put on the table as food if they can afford; couple with Climatic change which has reduced them to become backers despite more available natural resources which are untapped. This climatic problem causing Drought and Flood is a real issue affecting venerable third world especially. The researcher recommends for further study, the planning process in mitigating the environmental challenges caused by climatic change.

18. Study Conclusion

The research concludes with consideration that planning process according to (Rai technology University (internet collections) Development Administration, is deciding a sound basis for future course of action. Planning is needed for all types of tasks, whether big or small. It can be used through government institutions at several stages of development and in disseminator social and economic circumstances. Planning has to be flexible, dynamic and adaptable; it involves several methods for the achievement of defined objectives, these methods are based on foresight and clarity of goals. The research articulates the types of planning characteristics, advantages, and difficulties facing planning process. Moreover, most respondents of the study in expression indicate 60% strongly agreed for importance of planning process and 50% for expression of maximum quality by committing resources for achieving development goals. (Rai technology University internet collections (2008), (Web: www.raitechuniversity.in)

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