**FACTORS INFLUENCING WOMEN PARTICIPATION IN LEADERSHIP IN KAPOETA STATE IN SOUTH SUDAN**

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**PART ONE: INTRODUCTION**

**1.0 Introduction**

This study seeks to explore the gaps, progress and prospects of women participation in conflict management in, Kapoeta State, in South Sudan. Conflict in a country is not new. Conflict cannot be completely avoided but it can be managed or transformed through timely and wisely intervention. In order to manage conflicts, it is usually better to have a clear understanding of the cause as well as making the involved parties have a clear picture of the consequences. In any place where two or more people have come together to pursue a common purpose, conflicts exist. It exists in a country between ethical groups or between political parties. In analyzing the nature of women, it seems that, they are better equipped for conflict management. It is the purpose of this research, to explore the gaps, the progress and the prospects of women participation in conflict management so that conflicts will be minimized or reduced drastically. Currier, (2005) found out that “though women are excluded from official peace – building and conflict recognition efforts, they still organize themselves in many unofficial ways. This they do through participation in non-profit organizations, support groups and grass roots, activism in their communities. Even in their homes, they extend this support attitude of bringing peace when there is conflict” It will target a sample population of 44 respondents that is 11 state commissioners and deputies, 17 legislative assembly and deputies and 16 directorates hence representing 41.9% of the targeted population. The study will adapt qualitative research method to answer the research question in attaining the study objective too.

* 1. **Background to the Study**

South Sudan, the world’s youngest nation, continues to struggle even though there was a signed peace agreement in August 2015. As its implementation faltered, violence between factions broke out again in July 2016, setting back the peace process once again. Over 50,000 have been killed, almost 1.6 million have been displaced, and millions are now facing severe hunger and food insecurity as a result of the disrupted agricultural seasons. Search for Common Ground

Despite the efforts to ensure that female representation is achieved at all levels of governance, women are still underrepresented in many government and non-governmental organizations particularly in power and political positions (De Le Rey, 2005). From statistics presented by Sadie (2005) on the Southern Africa Development Community (SADC) Parliamentary structures, it is evident that target of 30% representation by women in political and decision making structures of member states (set by Heads of State and Government in adopting the 1997 Declaration on gender and Development, and be achieved by 2005, was not met except for South Africa and Mozambique). For instance, by 2004 the proportion of women in parliament was 15.4% in Angola, 5.9% in Botswana, 12% in Lesotho, 14.4% in Malawi, 17.4% in Mauritius, 25% in Namibia, 22.3% in Tanzania and 16% in Zimbabwe. While South Africa and Mozambique had 32.8% and 37.2% respectively, in South Sudan, the progress towards women involvement leadership is not different from other African countries.

Worldwide, Women have been marginalized because men monopolized the decision making structures and this can be attributed to patriarchal structures that pervades lives of people, the process of state and the party (Nzomo, 1997). Fifty of the 146 nations (38%) studied by the World Economic Forum (WEF) in 2014 and 2016 have had a female head of government or at least one year in the past half century. In 31 out of these countries, women have led for five years or less; in 10 nations they have led only for a year. The Marshal Islands, which is not included on WEF list of countries, has also had a female leader for a year. In Africa there has only been two female heads of states (President Joyce Banda of Malawi and President Ellen Johnson-Sirleaf of Liberia) out of fifty four countries recognized by United Nations, representing only 3.7%. In the East African regional level we still level we still have no female president, South Sudan has never had a female president and before and after independence in 2011 with the incumbent Salva Kiir Mayardit being a male, with females put on periphery. The situation is replicated in other branches of government, states and independent commissions and institutions which are all headed by men. This is evident that few women occupy top leadership positions in South Sudan hence it becomes difficult for them to be in a position to take part in the conflict management roles.

Just as I have discussed above, women in South Sudan are rarely found in senior leadership positions. For instance, it is only Nyandeng Malek Deliech who is the first female elected state governor in South Sudan in 2015. South Sudanese women’s leadership participation is essential for building a sustainable democracy and increasing prospects for durable peace and economic development. During the three decades of civil war, South Sudan has lost a great of its men and today women represent more than half of the population. Hence, their contribution to the social, political and economic development of the society is also more important. Although, women’s traditional historical exclusion from leadership roles still hinders their advancement and continues to widen gender disparity in the leadership sphere.

In South Sudan, women are still reduced to their stereotypical role of nurturing, denying their rights and abilities to participate in leadership and decision making roles. From women’s perception, women have reasonable role to play, and an equal role with men in democratic governance which should not be denied. However, from the instrumentalist standpoint, women are different from men in their perception of issues as well as their approach to solving problems; this is attributable to gender values which give rise to increased attention and to the subject. On top of that it is only female that can fully comprehend and analyze issues related to her gender and not the contrary. But on several occasions in our traditional and contemporary society, men have made decisions on issues related to women devoid of any feminine input. It is against this background that this study will investigate factors influencing women participation in leadership in South Ulang County of Upper Nile State Sudan.

**1.2 Statement of the Problem**

The Transitional Constitution of South Sudan Provides equality guarantees and protection mechanisms against gender based discrimination. They include equality before the law, equality between men and women and affirmative action and quotas for women’s political representation at all levels of government, so as to redress historical imbalances. The provisions that are specific to women are outlined in Article 16:

Women shall be accorded full and equal dignity of the person with men, women shall have right to equal dignity for the person and other related benefits with them and women shall have the right to participate equally with men in public life. However, the available data reveals that there are few women in top leadership position. For example out of seven government administration in Kapoeta State only four females are in various positions (Gurtong, 2017). Therefore, this study seeks to establish the extent in which culture, legal framework and networking influence women participation in leadership in Kapoeta State, South Sudan.

**1.3 Specific Objectives**

The specific objectives of this study are-:

1. To establish the extent in which culture influences women participation in leadership in Kapoeta State, South Sudan.
2. To investigate the extent in which legal and policy framework influence women participation in leadership in Kapoeta State, South Sudan.
3. To assess the extent in which networking influences women participation in leadership in Kapoeta, South Sudan
   1. **Research Questions**

The study answers the following research questions:

1. To what extent does culture influences women participation in leadership in Kapoeta State, South Sudan?
2. To what extent does legal and policy framework influence women participation in leadership in Kapoeta state, South Sudan?
3. To what extent does networking influences women participation in leadership in Kapoeta State, South Sudan?

**1.5 Purpose of the Study**

The objective of this study is to investigate factors influencing women participation in leadership in kapoeta State, South Sudan.

**1.6 Limitations of the Study**

This study will be limited by inadequate time and funds in facilitating the research process. The researcher will overcome this by ensuring that time and resources available are utilized effectively and efficiently. Another inevitable limitation will be concealing of personal information by respondents. The respondents will be assured that the information will be used for the purpose of the research and the utmost confidentiality with all the information given.

**1.7 Delimitations of the Study**

This study seeks focusing on women in Kapoeta State. The study will only cover three factors influencing women participation in leadership in Kapoeta State, South Sudan namely Culture, Legal/Policy framework and Networking. Selected women leaders will provide information.

**1.8 Assumptions of the Study**

It is assumed that respondents will answer all the questions correctly and truthfully without assistance of the third party. It is also assumed that the designed research instrument and tools will consistently and correctly measure what is supposed to be measured.

**1.9 Scope of the Study**

The study will be carried out among women leaders in Kapoeta State, South Sudan to investigate the factors influencing women participation in leadership.

**1.10 Definitions of Key Terms, Concepts and Variables**

**Leadership**

A process of social influence in which one person can enlist the aid of support of others in that accomplishment of common task.

**Policy**

It is a procedure or principle to guide decisions and achieve rational results.

**Culture**

A set of shared common attitudes, values, goals and practices that characterizes a community or organization.

**Networking**

This is a process that fosters the exchange of information and ideas among individuals or groups that share a common value.

**PART TWO:** **INTERIM LITERATURE REVIEW**

* 1. **Introduction**

This chapter presents a review of literature related to this study. The section contains review of theories of leadership, influence of culture, legal and policy framework and networking on women participation in leadership in Kapoeta State, South Sudan. The study then develops the conceptual framework, identifies the gap hence, give the summary of the chapter at the end.

* 1. **Theoretical Literature**

Kouzes & Postner (2002), states that leadership is the process of influencing others so that they understand and agree about what actions can be taken, how the actions can be exhausted effectively and how to inspire individual and team efforts to accomplish shared objectives. This study will adopt behavioral theory of leadership. The theory states that leaders are made not born, people can learn to be leaders through observation and being taught. The theory will be used to explain factors influencing women participation in leadership in Kapoeta State, South Sudan.

**2.3 Empirical Literature**

Different models and theories have been advanced concerning leadership. Historically, leadership has carried the notion of masculinity and belief that men make better leaders than women is still common today. The social conventions regarding gender and leadership traditionally exclude women and top leadership is viewed as masculine domain. In African set up, it is believed that men lead and women follow (Grant, 2005).

**2.3.1 Influence of Culture on Women Leadership Participation in Kapoeta State, South Sudan**

At times it was believed that leaders were born with certain qualities. However in the contemporary society, leadership is assumed as a skill that can be taught and learned (De La Rey, 2005). Studies have shown that perceptions are baseless. Growe and Montgomery (2000) in studies of school administration found that schools with female administrators are better managed than those managed by men.

Many factors limit women’s potential to aspire in leadership position. Many cultures hinder women participation in leadership. Patriarchal system where decision making powers are in the hands of the males is at the bottom of these constraints that women face (Sadie, 2005). In the African context, traditional beliefs and cultural attitudes regarding the role and status of women on society are still prevalent and women are still part of this system finding it difficult to dislocate from this culture and tradition lest they be ostracized.

As indicated by Growe and Montgomery (2000), since female leaders see gender as a hindrance, they are compelled to lead the way men do as it is considered the norm. In their view utilizing men’s method of leadership not only the easiest way for a woman to be hired for any position of leadership but is the most successful method of attracting promotion and promotion.

**2.3.2 Influence of Policy and Regulatory Framework on Women Leadership in Kapoeta State, South Sudan**

Both the global policy and legal frameworks on gender equality and empowerment of women- Beijing platform for Action and Convention on the Elimination of all forms of Discrimination against women (CEDAW), place great emphasis on the women “equal participation” in decision making (Hannah, 2009). These two frameworks clearly indicates the need for both increasing the participation and representation of women and influencing the agendas, processes and outcomes of decision making bodies from activities. Many countries in the world adopted this policy of gender mainstreaming. Mainstreaming offers a pluralistic approach that values the diversity among both women and men (Booth, C and Benett, 2002).

Gender mainstreaming requires an equal representation of women and men in decision making institutions and very effort should be made to broaden women’s participation at all levels of decision making (Lombardo, E, 2005, Charles Worth 2005). It notable that South Sudanese government adopted gender mainstreaming as one of its flagship project under the social pillar in its Transitional Constitution of South Sudan which Provides equality hence guarantees and protects mechanisms against gender based discrimination. This is also in line with Sustainable Development Goals of promoting gender equality and empowering women.

In South Sudan, women are encouraged to seek leadership positions because women and men have the right to equal treatment, including the right to equal opportunities in political, economic, cultural and social spheres. In addition the state is not supposed to discriminate directly or indirectly against any person on any ground including sex, pregnancy, marital status, belief, culture among others. To safeguard further women’s right article 16 provides that; Women shall be accorded full and equal dignity of the person with men, women shall have right to equal dignity for the person and other related benefits with them and women shall have the right to participate equally with men in public life. However, the available data reveals that there are few women in top leadership position.

Quota system is another policy that ensure that women are represented in decision making process. In number of countries, quota system have been introduced to increase the number of women in formal decision making process (Hannah, 2009). In some cases one third of seats have been reserved for women, this system may bring women into predominantly male structures and systems and not necessarily tackle traditional patterns of power, which can hinder effectiveness of women participation in leadership.

It is worthy to note that South Sudan as a member of the United Nations has strived to implement the policies aimed at strengthening women participation in all sectors, that is, in line with Sustainable Development Goals of promoting gender equality and empowering women. Prioritizing gender equality in its interventions and through streaming partnerships with development stakeholders hence enhancing communal voluntary participation in gender seal process.

**2.3.3 Influence of Networking on Women Leadership in Kapoeta State, South Sudan**

Negotiation and networking are key to making a change in an organization and any woman must master this techniques. A woman only gain access to leadership opportunities through effective networking. According to Porter (2013), women are born networkers but they are afraid to exercise those skills for fear of lack of being labelled fakes or ‘schmoozers. This then prevents them from realizing opportunities of networking. How a person connects with others determines his or her success in area of life. Networking is important because it gives people exposure to information, resources and opportunities. It can help a person to land a great job in any organization hence resulting in senior leadership positions.

**2.4 Theoretical Framework**

This study will be guided by behavioral theory of leadership. This theory states that leaders are made, not born, people can learn to become leaders through teaching and observation. This is rooted in behaviorism, which stresses that behaviors can be studied in a systematic and observable manner with no consideration of internal mental states. The theory emphasizes on how leaders behave. For instance do leaders dictate what need to be done and expect cooperation? On the other hand, do they involve teams in decision making process to encourage acceptance and support? The best leaders are those who can use many different behavioral styles and choose the right style for each for each situation. Therefore, based on this theory even women can participate in leadership through decision making and can become leaders irrespective of one’s gender because leaders are made not born.

**2.5 Conceptual Framework**

From the above description, a conceptual framework can be built outlining the factors influence women participation in leadership in Kapoeta State, South Sudan.

**Figure 1: Conceptual Framework**

**Independent Variables Dependent Variables**

Source: Researcher (2019)

Independent variables are variables that are changed in a given framework. It is the manipulated variable in the study whose presence determines the change in the dependent variable while the dependent variable is the variable being measured in the study.

**2.6 Knowledge Gap**

This study has reviewed literature mostly on women participation in leadership in Africa but identifies a knowledge gap that no single study or research has been conducted on factors influencing women participation in leadership in Kapoeta State, South Sudan.

**2.7** **Summary of the Literature Review**

This chapter has reviewed relevant literature to the study hence adopted Behavioral theory of leadership to addresses factors influencing women participation in leadership in Kapoeata State, South Sudan. This theory is practical because a leader is made not born and leadership can taught based on the situational context too.

Too the study has culture, policy/regulatory framework and networking as independent variable while women leadership participation as dependent variable.

Lastly, the study has identified the knowledge gap as no specific academic study has been conducted on factors influencing women participation in leadership in Kapoeta State, South Sudan.

# PART THREE: PROPOSED METHODOLOGY

**3.1 Overview**

This chapter explains the methodology that will be used in the entire study. It looks at the study design, target population, sampling techniques, research instruments, data collection, and data analysis.

## 3.2 Research Design

This study will make use of quantitative research to achieve its research questions. In other words it will be less dependent on numerical data and focus more on the collection of past and present literature; however, usage of numerical data will not be ruled out and could be used where necessary. As mentioned within the research questions section, this research proposal is an empirical study which focuses on real life issues and is not a theoretical debate, although theoretical considerations have been made in the second chapter. The data to be used will be primarily secondary data, in other words data which already in existence. The research study falls in the category of evaluative research, meaning that it is an analysis of how the independent variables (culture, policy/regulatory frameworks and networking) have impacted upon the dependent variable (women leadership participation).

## 3.3 Target Population

Population is the aggregate of all that conforms to a given specification (Mugenda & Mugenda, 2008) therefore, it is a large collection of individuals or objects that is the main focus of the study query and have similar characteristics. The research will be conducted in Kapoeta State, South Sudan. The research will be conducted among women who are already in various leadership positions to find out the factors influencing women leadership participation in Kapoeta State, South Sudan.

This study targets 6 branches of government, states and independent commissions and institutions in Kapoeta State. A total of 105 people in this departments will be targeted: 21 state commissioners and deputies, 32 legislative assembly and deputies and 52 directorates.

**3.4 Sampling Procedures and Techniques**

Sampling is the selection by systematic procedure of research subjects out of largest population relevant to the research project. The basic idea of sampling is that by selecting some elements in the population, conclusions about the entire population can be drawn. The reasons for sampling in this study is to lower cost of the research study and enhance greater accuracy.

The researcher will use simple random sampling to select 50% of branches of government, states and independent commissions and institutions for the sample of this study from the target population. Thus the sample size 50/100x, 11=5.5; that is 6 branches of government, states and independent commissions and institutions formed the sample for this study, as stated by specification (Mugenda 2003), who recommended that at least 30% of a small target population to be representative sample size for the study. In each of the selected branches of government, states and independent commissions and institutions women leaders will be sampled. Therefore, a sample size of 44 will studied as indicated below.

**Table 1: Sample Size for the Study**

**CATEGORY POPULATION (N) SAMPLE (n) PERCENTAGE (%)**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

## State Commissioners 21 11 52.3

& Deputies

Legislative Assembly 32 17 52.3

& Deputies

Directorates 52 16 30.4

**--------------------------------------------------------------------------------------------------------------------- TOTALS 105 44 41.9%**

**---------------------------------------------------------------------------------------------------------------------**

Source: Ministry of Gender and Social Services Office (2019)

## 3.5 Construction of Research Instruments

The data collection instrument to be used in this study is questionnaire for primary data and document analysis to collect secondary data mainly from records from the state administrations, gender and social development offices.

## 3.6 Testing for Validity & Reliability

**3.6.1 Validity of Research Instruments**

The study will adopt content validity to ensure that the test items represent the content the test is designed to measure. Research tools are valid depending on how data is collected is related in terms of how effective the items sampled significant aspects of the general objective of the study (Kasomo, 2006). The researcher will discuss the instruments with his supervisor and other experts to test validity and ensure data collected is relevant to the study.

**3.6.2 Reliability of Research Instruments**

Reliability of research instrument is the extent to which the instruments produce consistent results when repeatedly administered (Mugenda & Mugenda, 2003). The researcher will use split half method to establish reliability of instruments, the questionnaires will be separated into two sets, even and odd numbered questionnaires. The two sets will be scored separately and then correlated using Pearson’s correlation formula and any reliability coefficient establishes 0.7 will be an indicator of a strong positive relation

## 3.7 Data Collection Methods

Given the nature of the study, both primary and secondary data will be collected. Interviews will be conducted to collect primary data. The data collection instrument will be a structured questionnaire. Secondary data will be collected from published journals, strategic papers and academic journals from the state administrations, gender and social development offices.

The branches of government, states and independent commissions and institutions will be pre visited by the researcher to establish rapport with them before actual data is collected. This allows familiarizing with the respondents hence will self-administer the questionnaires.

## 3.8 Ethical Issues and Implications

An authorization letter from the university will be sought before the data is collected. This will be shown to all the respondents before data collection to show the respondents purpose of the research as only for academic reasons and their anonymity will be guaranteed as no names will be printed on the questionnaires and neither will they be required to give their names.

The researcher will apply for ethical clearance for the study and be granted by the Ethical Review Committee (ERC) in Kapoeta State, South Sudan. Further, research clearance will also be obtained from Ulang County Office in order to conduct the study.

**3.9 Pilot Study**

The study will be piloted among few state commissioners and deputies, legislative assembly and deputies and directorates to find out if the research questions have been understood in investigating factors influencing women leadership participation in Kapoeta State, South Sudan.

## 3.10 Proposed Data Analysis Techniques & Procedures

Completed questionnaires will be edited for completeness and consistency. Data collected will be coded using a coding scheme and analysed both qualitatively and quantitatively. The researcher will use Microsoft Office Excel to present the data. Quantitative analysis will be done using descriptive statistics i.e. frequency counts, percentages, tables and graphs to describe distributions, per-charts to show differences in frequencies and bar charts to display nominal or ordinal data. The data are to be presented using pie charts, graphs, and tables as found appropriate for each set of data.

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