

GENDER MAINSTREAMING, ACCOUNTABILITY AND SOCIAL WELFARE A CASE OF OXFAM, SOUTH SUDAN

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DEFINITION OF KEY TERMS

Gender mainstreaming: It is a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels (UN Economic and Social Council, 2005).

Accountability: It is the ability of one actor to demand an explanation or justification of another, and to reward and punish that second actor on the basis of his or her performance or explanation (Yamini, Samiji, and Soumya, 2011).

Social welfare: It is an organized function is regarded as a body of activities designed to enable individuals, families, groups and communities to cope with the social problems of changing conditions (Clarke and Islam, 2011).

Abstract: -

This study examined the relationship between Gender mainstreaming, Accountability and Social welfare in South Sudan. The objectives of the study were; examine the relationship between Gender mainstreaming and Social welfare, evaluate the relationship between Accountability and Social welfare and to study the factor structure of Gender mainstreaming and Accountability on Social welfare.

The study design was descriptive and a case study while using qualitative and quantitative approaches. The study population was 466, the sampling technique was purposive and simple random and the sample size determination was made using Krejcie and Morgan (1970). The sample size was 180. Data was analyzed using Statistical package for social scientists (SPSS 20.0).

The major findings of the study were that, there is a significant positive correlation between; between Gender mainstreaming and Social welfare ($r = 0.307$, $P\text{-value} < 0.01$); Accountability and Social welfare ($r = 0.200$, $P\text{-value} < 0.01$) and $R = 0.603$) a combination of Gender mainstreaming and Accountability in assessing the level to which they can predict the level of Social welfare. These variables explained 43.7% of the variance of Social welfare ($R\text{ Square} = .437$). The most influential predictor of Social welfare was Gender mainstreaming ($\beta = .532$, $\text{Sig. } 242$). Accountability is less likely to influence Social welfare since it portrays low significance ($\beta = .414$, $\text{Sig. } 373$) in the model

*The study recommended that the organisations should identify the factors that create and increase gender biases within its atmosphere such as the vision and objectives, structure and policy, practices, programs and services, beliefs and attitudes as well as the practices of the staff members. A sense of responsibility should be instilled in all staff and service providers in **OXFAM GB** as it will increase worker output quality and eventually improve service delivery and that the organization should eliminate any biases in the hiring, firing and promotion of male and female staff.*

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.0 INTRODUCTION

This chapter presents the introduction, back ground of the study, problem statement, purpose of the study, general and specific objectives, research questions, scope of the study, significance of the study and the conceptual frame work.

The social services sector is one of the critical sectors of any economy. Developing and sustaining it at a level desired level is therefore is an obligation bestowed upon governments worldwide (Thomas, 2011). Systems for livelihood and social welfare recovery in South Sudan were mapped out during the war between the Sudan People's Liberation Movement and Operation Lifeline Sudan (OLS) under a joint agreement – however they are impinged by a number of additional factors including issues of land access and tenure - as well as land dispute resolution; limited rural infrastructure and markets; challenging communication infrastructure and limitations to rule of law in remote parts of the country (Maxwell, 2012). Non-Governmental-Organizations provide various humanitarian, development, governance support to compliment government efforts, and other types of social services intended to reduce social ills such as poverty, illiteracy, HIV/AIDS prevalence, human rights abuse, and gender inequality, amongst others (Oxfam International report, (2014). Currently other NGOs in South Sudan have had to move from a direct social welfare role to a partnership, coaching, facilitative or mentoring role aiming at capacity building and so they aim at ensuring effective social welfare.

South Sudanese people are vulnerable to climate-related shocks, in particular flooding and drought. Unpredictable rainfall patterns and excessive flooding have contributed to crop failure, destruction of property and each year 60% of the road network becomes unusable (OCHA 2013). The study area fall within the Western Floodplain livelihood zone which is one of the most densely populated livelihood zones in South Sudan – with 40% of the population residing there (Sharp, 2012). In Lakes State in general, only 15% of the State is accessible during the rainy season (May-November) compared to 80% during the dry season (December – April) (UNDP 2011b). This situation is compounded by the current conflict and also the fact that over half, 51%, of the population are under the age of 18 and 27% are illiterate (NBS, 2014a).

As well as the direct impacts of climate-related shocks, events can have indirect impacts which are less obvious including forcing poor households into coping strategies which undermine their ability to improve their livelihoods in the long term (Godfrey-Wood 2011). Improving people's resilience to climate change shocks and stresses is high on the international agenda at present. As highlighted by IIED, (2013), underpinning the debate on resilience is the recognition that vulnerability to drought and climate change is largely a product of inequalities in access to public resources. Increased water levels, coupled with poor hygiene and sanitation practices, have also resulted in a rise in the level of disease including malaria and waterborne diseases thereby further increasing people's vulnerability to respond to shocks and stresses which reduces levels of Social welfare.

1.1 Background to the study

Gender mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated (UN Economic and Social Council, 2005). The ultimate goal is to achieve gender equality" (Gender and Development, 2005, Moser & Moser p. 12). It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality (Alston & Goodman. 2013). Gender mainstreaming helps to allocate financial and human resources to prepare and implement the policy. In addition, it would engender more awareness and knowledge on the autonomy and equity between men and women with the availability of gender expertise (Andreassan & Marks, 2010). Gender mainstreaming is measured using attributes like capacity building, gender training and awareness, support to women's decision-making and empowerment (Andreassan & Marks, 2010).

Accountability has been defined as the ability of one actor to demand an explanation or justification of another, and to reward and punish that second actor on the basis of his or her performance or explanation (Yamini, Samiji, and Soumya, 2011). The values of public administrators include public service, efficiency, effectiveness, providing equity and promoting economic growth (Bovens, 2009). It is the duty of bureaucrats to achieve all these values in order to promote accountability in their positions. Accountability is important in the public sector because both elected and non-elected officials need to show the public that they are performing their responsibilities in the best possible way and using the resources provided them effectively and efficiently (Nikhil and Bhardwaj, 2013). In the public sector, accountability means that all government officials must answer to the citizens and justify the source and utilization of public resources in their disposal (Omotoye, 2011). It is imperative that citizens have access to information either facts or figures that allow them to make decisions, thereby encouraging citizen participation in government (Pires, 2011). Accountability requires that public servants have clear responsibilities and are held answerable in exercising those responsibilities, and if they do not, face predetermined sanctions (Olu-Adeyemi and Obamuyi, 2010). Accountability is measured using attributes like responsibility, action and evaluation, reporting, responsiveness and transparency (Madaki, 2011).

Social welfare as an organized function is regarded as a body of activities designed to enable individuals, families, groups and communities to cope with the social problems of changing conditions (Bos, Rose and Seidl, 2009). But in addition to and extending beyond the range of its responsibilities for specific services, social welfare has a further function within the

broad area of a country's social development (Boulding, 2012). Social welfare embraces laws, programmes, benefits and services which address social needs accepted as essential to the well-being of a society. It focuses on personal and social problems, both existing and potential (Clarke, Israngkura & Islam, 2009). It also plays an important developmental role by providing an organized system of services and institutions which are designed to aid individuals and groups to achieve satisfying roles in life and personal relationships which permit them to develop their full capacities and to promote their wellbeing in harmony with the needs and aspirations of their families and the community (Clarke and Islam, 2011). Social welfare is measured like; education, medical and health, housing and income maintenance) (Clarke and Islam, 2010).

1.2 Statement of the Problem

Governments in both developing and developed countries are continuously instigating policies for social training, policy formulation and resource provision to upgrade social welfare of disadvantaged or vulnerable communities (Clarke and Islam, 2011). However this has not upgraded the lives of those affected especially vulnerable communities in Africa (Frank, 2013). The major question underlying this thesis is whether an increase in Stakeholder analysis and Service delivery really reflects the true changes in social welfare (Huetting, 2011).

In South Sudan, marginalized groups such as the poor, women and children have little influence on their lives and the development of society, despite all the efforts made over the years in cooperation with international development cooperation agencies, such as World Vision International. About 1.6 million people in South Sudan are displaced; half of them are children and women. In South Sudan, Primary schools have a male graduation rate of about 16%, while girls' graduation rates lag behind at 9% (Brown, Gordon and Watkins, 2012). Gender mainstreaming and empowerment are concepts often used in policies and documents, as well as in discussions, as to how to succeed in providing marginalized groups control and power over their lives. Why this should be so difficult to achieve is an interesting issue to study.

Comprehensive and interesting problem areas that may be examined and analysed are the ways in which Action Aid and World Vision International interpret the concept of gender mainstreaming and empowerment, the effect on the implementation of these concepts in the Gender and Governance Programme (GGP) at the County level in South Sudan. Information has been acquired from the analysis of documents, policies and strategies obtained from these organisations. A qualitative text analysis of these documents has been complemented by interviews; together, these should provide some answers to the research questions.

The purpose of this study is to examine how Gender mainstreaming and Accountability improve the quality of social services in South Sudan.

1.3 Purpose of the Study

The study examined the role of Gender mainstreaming and Accountability on Social welfare in South Sudan.

1.4 Specific Objectives

- i. To examine the relationship between Gender mainstreaming and Social welfare
- ii. To evaluate the relationship between Accountability and Social welfare
- iii. To study the factor structure of Gender mainstreaming and Accountability on Social welfare

1.5 Research Questions

- i. What is the relationship between Gender mainstreaming and Social welfare?
- ii. What is the relationship between Accountability and Social welfare?
- iii. What is the factor structure of Gender mainstreaming and Accountability on Social welfare?

1.6 Scope of the Study

1.6.1 Content Scope

The study assessed the relationship between Gender mainstreaming, Accountability and Social welfare of Oxfam GB, South Sudan.

1.6.2 Geographical Scope

The study was conducted in the main headquarters of Oxfam GB in Juba, South Sudan targeting their employees and beneficiaries.

1.6.3 Time Scope

The period under review was from 2008 to 2014. This enabled the researcher to gather information concerning the existing organisations in South Sudan. The researcher conducted the research from May 2016 to November, 2016.

1.7 Significance of the Study

(i) Academic significance

To be a point of reference to other scholars as it can be a basis for further research on Social welfare and other related aspects of organizations in general. In a nutshell, this study can act as basis for reference for future researchers and other scholars who may need to deal with a related topic.

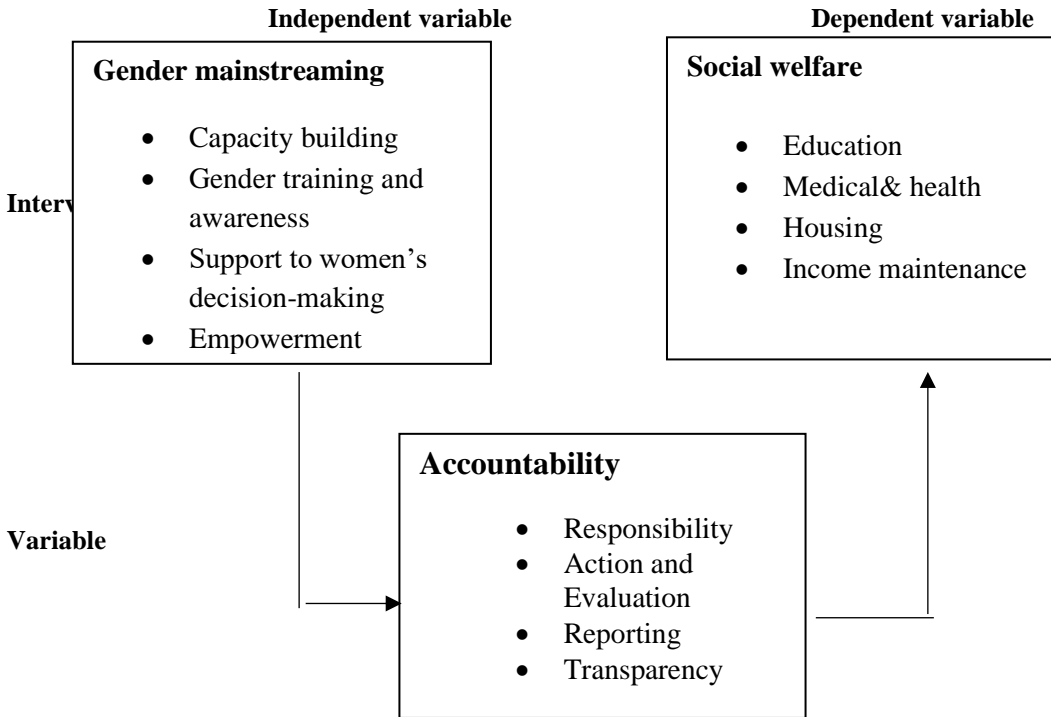
(ii) Donor significance

To create awareness to donors on areas of improvement as they continue funding organizations. The study provides information that constitutes a basis for evaluating the social welfare of people and organizations in South Sudan in particular as well as in other parts of the world in general.

(iii) Policy significance

To enable Policy makers come up with mechanisms of guiding operations of organizations especially concerning Gender mainstreaming, Accountability and Social welfare from National to community level in South Sudan.

Figure 1: Conceptual Framework



Description of the Model

Gender mainstreaming is measured based on the model of Andreassan & Marks, (2010) using attributes like capacity building, gender training and awareness, support to women’s decision-making and empowerment; Accountability is measured based on the Framework of Accountability Indicators and Tools (FAIT) such as; (Responsibility, Action and Evaluation, Reporting and Transparency) by Madaki, (2011) for analyzing and planning for enhanced accountability in development aid. And Social welfare variable is measured based on the three Es model by Clarke and Islam, (2010) that is based on Maslow’s Hierarchy of Needs with attributes like; education, medical and health, housing and income maintenance.

**CHAPTER TWO
LITERATURE REVIEW**

2.0 Introduction

This chapter reviews the existing literature put forward by different scholars and personalities on Gender mainstreaming, Accountability and Social welfare as well as the relationship among the three variables based on the objectives of the study.

2.1 The relationship between Gender mainstreaming and Social welfare

2.1.1 Gender mainstreaming

Gender equality can be defined as the equal rights, opportunities and obligations of women and men, boys and girls and an increased potential for all to influence, participate in and benefit from development processes (Sida Studies No. 3, Signe Arnfred 2004). Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality" (International Labor Organization 2002). Further aspects. Mainstreaming also implies that attention is paid to the conditions and relative situations of the different groups in all development policies, strategies and interventions (Sida Studies No. 3, Signe Arnfred 2004).

Gender mainstreaming composes the social problem of gender inequality obvious and clear for the community. Additionally, it improves the basis of all organization's projects and procedures and also teaches the organization's staff about the various effects of women and men's contribution (UNDP, 2004, pp. 19-20). Moreover, by determining the problem, it would be easier to take the initial important actions to improve the situation and achieve gender equality goals by being involved in the consultancy procedure and policy making. These actions require setting up a new development plan and modifying the organization's priorities to put them into action. To achieve gender equality goals, it cannot be done individual as much as it needs the whole organization's team cooperation and coordination (UNDP 2004, pp. 19-20). It will also identify the responsibilities and answerability for gender mainstreaming and gender policy (Ministry of Foreign Affairs, Foreign Information and Communication 2002, pp. 3).

Gender equality and mainstreaming highlights the needs to evaluate policies according to their influence on individuals and social situation, along with their needs. It also contributes to introduce among public opinions, a learning progression of giving more attention of the policies impact people's life (Andreassan & Marks, 2010). It is a step forward to a more human approach of development and modern democratic societies. By taking gender equality, policies will be made upon the real needs of men and women.

It is well known that the society depends on human resources and men and women's experience as well. Therefore, gender mainstreaming adds both men and women's experience and acknowledges their responsibility to eliminate inequality within the society. Additionally, it might help in reducing any democratic deficits (Andreassan & Marks, 2010).

Gender mainstreaming gives the opportunity to clear out the idea of the consequences of political initiatives on men and women. Gender equality should be visible for the society and be integrated into the mainstream of the society. Therefore, gender mainstreaming reveals how gender equality is important social matter with implication for the society development. However, gender inequality cannot be combated without full involvement and commitment of the political structure (Council of Europe 1998, pp. 19-20).

Governmental or non-governmental organizations policies on gender equality are not effective or implemented properly due to the traditional domination of men's role over women's within the organization. Therefore, leading to low number of females, lack of rural women's needs projects, low allocation of budget related to women activities, and unbalances decision making. Organizational change efforts include training between genders, gender mainstreaming and organizational development (Alston & Goodman, 2013). The most fundamental components to achieve progress on institutionalizing gender equality obligations are to focus on senior managers. The management role is still a pre-requisite to assure the availability of adequate resources to work on addressing the gender issues and for the organizational systems and practices to require accountability to gender equality policies (WOCAN 2006, pp. 1-2).

For the organization to respond to the gender quality matter, it should identify the factors that create and increase gender biases within its atmosphere such as the vision and objectives, structure and policy, practices, programs and services, beliefs and attitudes as well as the practices of the staff members. However, the organization should adopt some measure to eradicate the causes of gender equity throughout some changes in the vision and objectives, reforming the policies, organizational restructuring, conduct gender awareness seminars, and improve physical capabilities to enhance safety and security (Sobritchea 2008, pp. 2-3).

A gender responsive organization should ensure programs and plans are being guided by the gender equality principles by taking affirmative actions when necessary to limit the gap between male and women concerning the access of benefits. In addition, practicing gender equality in decision making and opportunities (Sobritchea 2008, pp. 6). Nonetheless, the organization should eliminate any biases in the hiring, firing and promotion of male and female staff. Additionally, promote gender equality in educational and training decision and participate in the decision making as well as adopting non-sexist practices and developing structures and personnel services that address gender issues such as harassment and coordination between work and family life (Sobritchea 2008, pp. 7).

• Capacity building

This is the integration of gender throughout capacity building services rather than only promote separate gender mainstreaming capacity building. This ensures that gender is integrated throughout core business elements and throughout the entire business model. The process of enhancing an individual's or group's capacity to make strategic choices and transform those choices into desired actions and outcomes (Alston & Goodman, 2013). Promoting greater self-reliance based on increased skills, income, social status, and decision making power to enable women to take control of their own transformation processes. This involves improving their assets and their capabilities so they can become agents of positive social change on their own behalf (Sobritchea 2008, pp. 6).

• Gender training and awareness

Gender awareness training is concerned with the relationship between men and women in all fields, and the factors which influence these relationships. This is when women are treated as representatives of half of the population, not as a special interest group. Development projects do not address only women, but involve men and women according to their specific needs and strengths (Alston & Goodman, 2013). Projects are not limited to women's traditional concerns such as health, nutrition and childcare, but also to the productive sphere, education and social-cultural fields, where women are still under-represented. Projects are concerned not only with the protection of women as needy and vulnerable individuals, but are aimed at the enhancement and expansion of women's and men's experiences, their self-awareness, skills and creativity.

Projects do not regard women and men only as beneficiaries, but also involve them as participants and decision-makers (Sobritchea 2008, pp. 6).

• **Support to women’s decision-making**

Around the world, women now have more influence over the decisions that affect their lives. Even in the most conservative societies, feminists and gender advocates have been able to forward more equitable policies and outcomes (Alston & Goodman, 2013). Supporting women’s leadership in the society is a key to reducing poverty, promoting economic growth and democracy and increasing the well-being of women, girls and their families (Andreassan & Marks, 2010). Greater gender equality, especially in leadership and decision-making, improves economic circumstances at the country, local and household levels. There is evidence that increasing representation of women in decision making improves outcomes in health, education and other local services.

• **Empowerment**

Empowerment has become a term used by development practitioners ranging from the World Bank (WB) to the smallest NGO. It empowers the poor (including women) to improve their lives, has become common practice and is an uncritical goal of most of the development cooperation communities. Empowerment can be interpreted in different ways: to the WB it is a means of improving efficiency, whilst alternative agencies see it as a metaphor for fundamental social transformation (Sauders, ed. Parpart 2002). One of the goals of this thesis is to identify whether or not empowerment has different meanings for the participants in the GGP; for this purpose, the definitions of the following researchers are to be considered in the discussion.

2.1.2 Social welfare

Social welfare as an organized function is regarded as a body of activities designed to enable individuals, families, groups and communities to cope with the social problems of changing conditions (Bos, Rose and Seidl, 2009). But in addition to and extending beyond the range of its responsibilities for specific services, social welfare has a further function within the broad area of a country’s social development (Boulding, 2012). In this larger sense, social welfare should play a major role in contributing to the effective mobilization and deployment of human and material resources of the country to deal successfully with the social requirements of change, thereby participating in nation-building (Castaneda, 2008). It is measured by the following attributes;

• **Education**

Education is critical in determining people’s social and economic position (Castaneda, 2008); there is good evidence that a low level of education is associated with poor health status. Educational attainment is strongly related to subsequent occupation and income level, and poor social circumstances in early life are associated with significant chances of low educational achievement (Boulding, 2012). Educational achievement is not just a function of an individual’s abilities and aspirations, but is influenced strongly by socioeconomic circumstances (Clarke and Islam, 2011).

• **Medical & health**

The World Health Organization (WHO) has, rather ambitiously, defined good health as not merely the absence of disease, but a state of complete physical, mental and social well-being (WHO, 2012). Good health enables people to participate fully in society and provides the “means by which people can pursue their goals in life” (Boulding, 2012). Our own health and the health of our family and friends is one of the things that underlie our ability to enjoy life to the full (Castaneda, 2008). There are also different cultural interpretations of health, although the same view is not necessarily held by all members of a particular ethnic group (Foster, 2009).

• **Housing**

Housing involves both a site (dwelling) and a situation (neighborhood); The location, physical quality, level of overcrowding and the cost of housing all impact directly on social welfare (Foster, 2009). As housing costs are generally a fixed expense for families, relatively high housing costs leave less money for other budget items essential to good health including a nutritious diet, education, transport, leisure activities and health services (Boulding, 2012). In some areas, the health impact of poor quality housing is combined with neighborhood problems such as substandard community services, high levels of unemployment, inadequate public transport and recreational facilities, environmental hazards and violence (Huetting, 2011).

• **Income maintenance**

Income maintenance is not a precise term but in principle it means broadly those state provisions which enhance the capacity to earn an income, or narrowly those which sustain a level of income or reduce living expenses when normal sources fail (Huetting, 2011). On the broadest scale, many government policies deliberately or tacitly enhance some people’s earning capacities, for example through education and health services (Boulding, 2012). Policies affecting labour markets, prices and income levels generally may be included, as environmental, transport and housing policies may (Foster, 2009). Government controls over occupational welfare provisions help to maintain their incomes of those who benefit from them (Huetting, 2011).

There is a relation between Gender mainstreaming and Social welfare because gender mainstreaming improves transparency and strategic decision making within the organization, as well as making full utilization of human resources by recognizing men and women's capabilities and opportunities (Andreassan & Marks, 2010). In a practical mean, gender mainstreaming will persuade any organization's staff to start on evaluating their organization and its activities on the basis of gender approach. Therefore, makes the organization realize the gaps between men and women and the source of discrimination and its approaches (Alston & Goodman, 2013). Gender mainstreaming enhances the organization's qualities by focusing on equal rights policies and allocating equal opportunities to both men and women. Moreover, it would also help to allocate financial and human resources to prepare and implement the policy (Sida Studies No. 3, Signe Arnfred 2004). In addition, it would engender more awareness and knowledge on the autonomy and equity between men and women with the availability of gender expertise (Andreassan & Marks, 2010).

2.2 The relationship between Accountability and Social welfare

2.2.1 Accountability

Accountability has been defined as the ability of one actor to demand an explanation or justification of another, and to reward and punish that second actor on the basis of his or her performance or explanation (Yamini, Samiji, and Soumya, 2011). The values of public administrators include public service, efficiency, effectiveness, providing equity and promoting economic growth. It is the duty of bureaucrats to achieve all these values in order to promote accountability in their positions (Bovens, 2009). Public sector accountability means that government and its employees are accountable and their activities are open to the public (Iroghama, 2011). In essence, records of government activities should be open to the people unless it involves security of the country. Accountability can be defined as a social relationship which requires an individual is obligated to explain and justify every action to somebody else (Bovens, 2007).

Accountability is important in the public sector because both elected and non-elected officials need to show the public that they are performing their responsibilities in the best possible way and using the resources provided them effectively and efficiently (Nikhil and Bhardwaj, 2013). In the public sector, accountability means that all government officials must answer to the citizens and justify the source and utilization of public resources in their disposal. It is imperative that citizens have access to information either facts or figures that allow them to make decisions, thereby encouraging citizen participation in government (Olu-Adeyemi and Obamuyi, 2010). Democracy makes it permissible for citizens to hold government officials accountable and also to monitor and control government conduct, which prevents the development of concentration of power within a particular office. It encourages the learning capacity and effectiveness of public administrators (Olu-Adeyemi and Obamuyi, 2010).

Accountability is often used synonymously with words like responsibility, answerability, blame-worthiness and liability, words commonly associated with the expectation of account giving (Madaki, 2011). Accountability is an aspect of governance and has been used in discussions relating to problems in the public sector (Pandey, Sangeeta and Venkatesh Sundararaman, 2011). It can be conceptualized as being answerable or responsible for one's actions and/or inactions, and conduct in office or position. In the public sector, accountability can be defined as the process of making elected and non-elected officials liable to the citizens who elected or appointed them for their actions while in office (Posani, Bala, and Yamini, 2009). Likewise, accountability connotes the state of being liable and requires a specified person or group of people to report and justify his/her actions in relations to specific matters or assigned duties (Pires, 2011).

It is necessary for Governments to have a sense of accountability because a newly democratic government requires strong institutions and structures to support the democratic process (Olu-Adeyemi and Obamuyi, 2010). The solution to a non-bearing or corrupt government is to have an institution that supports checks and balances like an independent judicial power or an audit department that watches over agencies (Madaki, 2011). These institutions should be given authority to request that an account be rendered over any particular aspect of activity on which the government has influence and control. It is necessary to have a direct and explicit accountability relationship between public agencies and clients, citizens and civil society, and the media (Olu-Adeyemi and Obamuyi 2010).

Good governance occurs jointly with accountability, which means that both government officials and bureaucrats are efficient and accountable. It ensures that there is an open government that relies on bureaucratic competence in designing and implementing appropriate policies to manage the public sector (Madaki, 2011). Good governance requires an independent judicial system that upholds the law and resolves disputes arising in a largely free market economy. In terms of bureaucracy, good governance and accountability require bureaucrats to be responsible for their actions while performing their jobs (Pandey, Sangeeta and Venkatesh Sundararaman, 2011).

Attributes used to measure Accountability include; responsibility, action and evaluation, reporting, responsiveness and transparency.

• Responsibility

This clarifies the roles and responsibilities for all concerned, clear boundaries must indicate who is responsible to whom and for what and appropriate action must be taken if responsibilities are not fulfilled (Omotayo 2011). Memoranda of

Understanding or joint protocols can be used between organisations, but over-bureaucratization should be avoided (Olu-Adeyemi and Obamuyi 2010). There should be attempts to introduce regulation and codes of practice and this can only be equitably achieved if there is true participation in the process by all stakeholders and a genuine partnership between them (Joshi, 2008). This leads to a level of compliance, which is central to accountability relationships (compliance concerns the duty to comply with agreed standards regarding both organisational policies and practices, and the reporting of policies and performance (Iroghama, 2011).

• Action and evaluation

Monitoring is the process by which implementation is checked to ensure it is being done according to plan, and is a comparison between planned and actual results at the activities and outputs level (Iroghama, 2011). Evaluations concern investigations into the difference between planned, actual results, questions plus the purpose of the project or programme to see if it contributed to reaching the goal (Joshi, 2008). Accountability may lack legitimacy unless sanctions or rewards for (non) compliance are available. A donor can withdraw funding, but it is difficult for a community group to operate any degree of sanction/reward (Pandey, Sangeeta and VenkateshSundararaman, 2011). This highlights the need for greater community empowerment to ensure that action is two-way. Accompanying action should be a process of evaluating, and appropriating the subsequent learning from experience (Madaki, 2011). The function of evaluation is used to enhance both accountability and learning, and there are differing opinions as to whether the two are complementary or have tensions between them (Iroghama, 2011).

• Reporting

There is great importance attached to the responsibility to provide an account of one’s actions; this account must be based on factual and balanced information, annual reports are often promotional, and inaccessible to community groups (Pandey, Sangeeta and VenkateshSundararaman, 2011). While fulfilling legal requirements and certain organisational imperatives, they often fail to meet the requirements of accountability when they are incomplete, imbalanced and unverified (Olu-Adeyemi and Obamuyi 2010). Reporting relates to communication and the written format is not always the most appropriate (Iroghama, 2011). A system of two-way communication based on the needs and circumstances of specific situations needs to be developed. This will lead to greater transparency to all stakeholders (Pires, 2011).

• Responsiveness

Responsiveness concerns the responsibility of the organisation for its acts and omissions, including the processes of decision-making and the results of these decisions (Madaki, 2011). There needs to be a concerted effort to seek and hear the views, particularly those of primary stakeholders (Nikhil and Bhardwaj, 2013). This highlights the need for greater participation by primary stakeholders in all forums relating to the planning, implementation and evaluation of aid projects and programmes (Iroghama, 2011). All organisations cannot be all things to all people. Aid actors should clearly define their value base and be as responsive as possible within those defined values. Being accountable to others, organisations need to be both transparent and open to change, but also those outside of the organisation must be interested and empowered to respond, ((Pires, 2011).

• Transparency

Transparency is considered as a tool of accountability because its presence enables the public to be informed of results of certain actions. Development projects obligation to public is to encourage participation and the use of information. Transparency has to be made possible as regard to both procedures and finance (Olu-Adeyemi and Obamuyi 2010). Transparency concerns the openness and accessibility through which organisations account to those with a legitimate interest – the stakeholders in the organisation. Issues of transparency have emerged as a crucial factor in determining the potential responsiveness in dyadic partnerships in which there is a considerable imbalance in power, such as between government and community (Nikhil and Bhardwaj, 2013). Empowerment allows communities to demand greater transparency in dealings with aid organisations and governments. A genuine partnership would allow this to happen and provide the most solid kind of transparency (Yamini, Samiji, and Soumya, 2011).

There is a link between accountability and social welfare because accountability is essential in the promotion of good governance which allows free access to information. This means that information about the economic and social conditions, budgets, markets and government intentions are reliable and easily accessible to all. By doing this, the government is able to enhance accountability, limit corruption and stimulate consultative processes between government and private interests over policy development (Olu-Adeyemi and Obamuyi 2010).

Accountability also promotes good and ethical government which is important for gaining public trust. The Nigerian public has grown accustomed to not trusting the government because of the level of corruption that both the politicians and the public servants partake in on a daily basis.

2.3 The factor structure of Gender mainstreaming and Accountability on Social welfare

Social welfare embraces laws, programmes, benefits and services which address social needs accepted as essential to the well-being of a society. It focuses on personal and social problems, both existing and potential (Clarke, Israngkura & Islam, 2009). It also plays an important developmental role by providing an organized system of services and institutions which

are designed to aid individuals and groups to achieve satisfying roles in life and personal relationships which permit them to develop their full capacities and to promote their wellbeing in harmony with the needs and aspirations of their families and the community (Clarke and Islam, 2011). It is important for government to regain the trust of its citizens (Joshi, 2008). Accountability will also influence investors to invest in the country, if it is perceived that the government is trustworthy and accountable to the people (Iroghama, 2011). Both foreign and domestic investors will have full faith that their investments will not be put on hold to bribe but will be placed in a fertile economy to grow. By doing this, a Country will be recognized as a part of the global economy for better economic opportunities (Omotayo 2011).

**CHAPTER THREE
METHODOLOGY**

3.0 Introduction

This chapter presents the methods employed in data collection and analysis. It presents the research design, study population, sampling method, sample size, data collection tools, ethical consideration, validity and reliability, measurement of variables, data analysis and limitations.

3.1 Research Design

The research design was descriptive using a case study of Oxfam GB in South Sudan, Juba Head Office to provide a systematic description that is as factual and as accurate as possible (Amin, 2010). In this case both qualitative and quantitative methods were used. Qualitative methods enabled the researcher capture the respondents' attitudes, behaviours and experiences regarding the phenomenon under study. Quantitative methods such as questionnaires and interviews enabled the researcher gather large scale data, in a relatively shorter time frame.

3.2 Research Population

The study population of 466 comprised of 8 Administrative staff and 28 Operational staff and 250 of Oxfam GB South Sudan, Juba branch (Oxfam, Annually Report, 2013- 3014).

Table 3.1: Population size

Target group	Number
Administrative staff	8
Operational staff	28
Beneficiaries	250
Total	466

Source; Primary data, 2015

3.3 Sampling Procedure

The researcher used Purposive sampling technique on administrators and Simple random on the staff and the beneficiaries.

3.4 Sample Size

The sample size was calculated using Sekaran (2000), the Krejcie and Morgan table (1970) for determining sample size as this gives a practical ratio according to the population size. A sample of 180 was used for the entire population of 466. The researcher broke this sample to 8 administrative staff, 24 operational staff and 148 Beneficiaries of Oxfam GB in Juba. A table showing sample size and their distribution

Table: 3.2: Sample Size

Target group	Number	Sample size
Managerial staff	8	8
Operational staff	28	24
Beneficiaries	250	148
Total	466	180

Source; Primary data, 2015

3.5 Sources of Data

Data sources include both primary and secondary sources (Amin, 2010). The researcher used both primary and secondary data sources.

3.5.1 Primary data

The researcher gathered this data from the field through questionnaires, interviews and observation from the various respondents selected from the programme stakeholders.

3.5.2 Secondary data

The researcher collected this data from printed materials such as books, reports and journals from reliable sources which are used to further justify and confirm data gathering from the field.

3.5.2.1 Questionnaires

The researcher used Self-Administered Questionnaires (SAQ) whereby respondents filled on their own and Administered Questionnaires (AQ) whereby the Research Assistants and the Researcher recorded down responses from the respondents. Questionnaires are chosen because of their ability to reduce any bias and the collection of authentic data important for data analysis. The researcher used both closed ended and open-ended questionnaires aimed at testing the Social welfare of the organisation and its beneficiaries in South Sudan. They contained both open and close ended questions. The close ended questions were based on the 5- point Likert Scale format.

3.5.2.2 Interview guide:

The researcher conducted interviews with key informants to obtain technical opinion. Interviews were conducted with the directors and top managers of the organisational under study.

3.6 Validity and Reliability of Research instruments

To ensure the validity and reliability of the instrument, the researcher employed expert judgment method. After constructing the questionnaire, the researcher contacted experts in this area to go through it to ensure that the instrument is clear, relevant, specific and logically arranged. Also a pre-test was conducted in order to test and improve on the reliability and validity of the instrument. Cronbach’s Alpha test was employed to measure the reliability

A formula for Lawshewas used to measure the validity of research, as indicated below:

$$CVR = (n - N/2) / (N/2)$$

Where CVR= Content Validity Ratio,

n= number of respondents indicating “essential”,

N= total number of respondents

Table 3.3: Reliability of the Instrument Variable

Variable	Anchor	Cronbach Alpha Coefficient	CVR(Content Validity Ratio)
Gender mainstreaming	5 point	0. 8750	0.8550
Accountability	5 point	0.8525	0.8250
Social welfare	5 point	0.8725	0.7850

Source: Primary data

Since all Content Validity indices for all experts and Alpha coefficients were above 0.7, then the items/questions selected for the study were relevant to the study variables.

3.7 Measurement of the variables

- **Gender mainstreaming** was measured using a 5-point Likert Scale from 1 (strongly disagree) to 5 (strongly agree) based on the model of Andreassan& Marks, (2010).
- **Accountability** was measured using a 5-point Likert Scale from 1 (strongly disagree) to 5 (strongly agree) based on the Framework of Accountability Indicators and Tools (FAIT) such as; (Responsibility, Action and Evaluation, Reporting and Transparency) by Madaki, (2011) for analyzing and planning for enhanced accountability in development aid.
- **Social welfare** was measured using a 5-point Likert Scale from 1 (strongly disagree) to 5 (strongly agree) basing the three Es model by Clarke and Islam, (2010) that is based on Maslow’s Hierarchy of Needs with attributes like; education, medical and health, housing and income maintenance

3.8 Data Analysis

The data was collected from the field, coded, edited and analyzed on computer using descriptive analysis options of SPSS version (18.0). Cross tabulation was used to show the differences between beneficiaries and employees with respect to their demographic aspects. The data was then presented using Pearson’s coloration, factors loadings and regression statistical techniques while multiple regression analysis was used to test the potential predictors of the dependent variable. The qualitative data collected through interviews was analyzed manually. The data was then be categorized, cleaned,

interpreted and analyzed under their respective themes. This was used to triangulate and support findings obtained through quantitative data analysis. The analysis steps were systematically and consistently be done for each of the four objectives, from objective one to four.

3.9 Ethical Considerations

Attrition was be ensured to observe ethical principles to ensure that bias is eliminated and maximize meaning of information provided. Respect for all intellectual property where primary was properly documented and referenced. The assistant researcher recognized the rights of individuals to privacy, personal data protection and freedom of movement. The “Do no harm” principle was followed during research. Any risks were clearly communicated to subjects involved. Finally, all the data collected was destroyed after capturing and analysis.

3.10 Limitations of the study

The researcher might experience the following challenges in the process of undertaking the research,

- (i) Unwillingness by some respondents to share information about their work as they may be worried about anonymity of their responses. However this was overcome by explaining to respondents that this study is for academic purposes and that they were not be identified in questionnaire or in the final analysis and report writing.
- (ii) Reluctance of some respondents to participate in the study as the questionnaire may appear to take a lot of their valuable time. Respondents were re-assured that the time required to complete the questionnaire would be only 10-15 minutes.
- (iii) Difficulty by some respondents to correctly interpret the questions. However the research assistants and the researcher clarified any unclear parts of the questionnaire.
- (iv) Distortion of some facts due to language problems. The researcher and his assistants always translated from English into local languages for respondents whenever language problems are met.

CHAPTER FOUR

PRESENTATION OF STUDY FINDINGS

4.0 Introduction

This chapter discusses the response rate, Bio data, Pearson correlation, factor loadings, Standard and Deviation

4.1 Respondents’ Bio Data

The response rate was 73.3 (132 out of 180 respondents).

4.1.1 Gender of respondents

Table 4.1 below presents the gender distribution of the respondents.

Table 1.1: Gender by respondent distribution

Gender	Frequency	Percent
Male	79	59.8
Female	53	40.2
Total	132	100.0

Source: Primary data computed

The results in table 4.1 indicates that at 59.8% were males and 40.2% were females.

4.1.2 Age Group of the Respondents

Table 2 below presents the age of the respondents

Table 4.2: Age Group of the Respondents

Age group	Frequency	Percent
41 - 50 years	46	34.8
31 - 40 years	38	28.8
21 - 30 years	33	25.0
50 + years	15	11.4
Total	132	100.0

Source: Primary data comp

The results in table 4.2 indicate that 34.8% of respondents were between the age ranges of 41 – 50 years. In addition, those within the age bracket of 21 – 30 were 28.8%. Those who were between the age range of 31 – 40 years were ranked 3rd with a statistical representation of 25%. 11.4% were between the age range of 50 and above.

4.1.3 Marital Status of the Respondents

The table below 4.3 presents marital status of respondents

Table 4.3: Marital Status of the Respondents

Marital Status	Frequency	Percent
Married	79	59.8
Single	34	25.8
Divorced	11	8.3
Separated	8	6.1
Others	0	0.0
Total	132	100.0

Source: Primary data computed

The results in table 4.3 indicate that 59.8% of respondents were married, 25.8% were single, 8.3% had divorced and 6.1% were separated.

4.1.4 Respondents’ Number of Dependants

The table below 4.4 presents the number of dependants for the respondents.

Table 4.4: Respondents’ Number of Dependants

Number of Dependants	Frequency	Percent
1 to 3	51	38.6
4 to 5	38	28.8
Above 5	27	20.5
None	16	12.1
Total	132	100.0

Source: Primary Data computed

The results in table 4.4 above indicate that 38.6% of the respondents were with dependants ranging from 1 to 3. In addition, 28.8% had 4 to 5 dependants, 20.5% had above 5 dependants and 12.1% had no dependants.

4.1.5 Respondents’ Level of Education

The table below 4.5 presents the educational levels of the respondents.

Table 4.5: Respondents’ Level of Education

Level of Education	Frequency	Percent
Tertiary	44	33.4
Diploma	25	18.9
Masters	23	17.4
Certificate	17	12.9
Primary	13	9.8
Never studied	10	7.6
Total	132	100.0

Source: Primary Data computed

The results in table 4.5 above indicates that 33.4% of the respondents were holding a degree as their level of education, 18.9% had attained diplomas, 17.4% had never studied, 12.9% were holding certificates as their level of education and 9.8% had studied up to primary level of education while 7.6% had Masters level of education. This implies that the workers had acquired some skills to work in the organisation.

4.1.6 Respondents’ Working Experience

The table below 4.6 presents the number of years the respondents have been working/ using the company’s products

Table 4.1.6: Respondents’ Working Experience

Working Experience	Frequency	Percent
6 and Above	45	34.1
4 - 6 years	35	26.5
4 - 4 years	28	21.2
1 - 2 years	14	10.6
Less than 1 year	10	6.8
Total	132	100.0

Source: Primary data computed

The results in table 4.6 above show that 34.1% of the respondents had a working experience of 6 years and above. In addition, 26.5% had a working experience of 5 to 6 years, 21.2% had 3 to 4 years working experience, followed by respondents with a working experience of 1 to 2 years 10.6% and 6.8% as the least with an experience of less than 1 year.

4.2 Relationship between Study Variables

Table 4.8 below presents Pearson’s zero order correlation matrix

Table 4.8 Spearman’s zero order correlation matrix

	1	2	3	4
Gender mainstreaming (1)	1.000			
Accountability (2)	.135**	1.000		
Social welfare (3)	.307**	.200**	1.000	

** Correlation is significant at the .01 level (2-tailed).

Source: Primary data computed

4.2.1 The relationship between Gender mainstreaming and Social welfare

The results in table 4.8 above indicate a positive relationship between Gender mainstreaming and Social welfare (r = 0.307, P-value < 0.01) which implies that Gender mainstreaming improves social welfare in an organisation like Oxfam GB.

4.2.2 The relationship between Accountability and Social welfare

The results in table 4.8 above indicate a positive relationship between Accountability and Social welfare (r = 0.200, P-value < 0.01) implying that Accountability leads to improvement in social welfare amongst organisations like Oxfam GB.

4.2.3 The Regression analysis of Gender mainstreaming, Accountability and Social welfare

Table 4.9 below presents the Regression analysis of Gender mainstreaming, Accountability and Social welfare

Table 4.9 below shows the regression model for Gender mainstreaming, Accountability and Social welfare

Model	Un-standardized coefficients		Standardized coefficients		
	B	Std. Error	Beta	T	Sig
Constant	21.125	74.189		.285	.785
Gender mainstreaming	.325	.251	.532	1.296	.242
Accountability	.291	.302	.414	.962	.373
R- 603 R- Square =0.437, Adjusted R- square = 0.156, F= 1.554, Sig = 0.295					

Source: Primary data computed

Results in table 4.9 above show (R= 0.603) a combination of Gender mainstreaming and Accountability in assessing the level to which they can predict the level of Social welfare. These variables explained 43.7% of the variance of Social welfare (R Square =.437). The most influential predictor of Social welfare was Gender mainstreaming (β = .532, Sig. 242). Accountability is less likely to influence Social welfare since it portrays low significance (β = .414, Sig. 373) in the model. A unit change in Gender mainstreaming processes will contribute to a change in the possibility of Social welfare by (.869) while a one unit change in Accountability will contribute to a change in the Social welfare of the organisation like OXFAM GB (285).

4.4 The factor Analysis

4.4.1 Factor Analysis of Gender mainstreaming

Table 4.10 below presents the Factor Analysis of Gender mainstreaming

Table 4.10: Factor Analysis of Gender mainstreaming

Variables	Capacity building	Gender awareness training and awareness	Empowerment	Support to women's decision-making
There is enhancing an individual's or group's capacity to make strategic choices and transform those choices into desired actions and outcomes	.898			
There is Promoting greater self-reliance based on increased skills, income, social status	.860			
This involves improving their assets and their capabilities so they can become agents of positive social change on their own behalf	.836			
Projects do not regard women and men only as beneficiaries, but also involve them as participants and decision-makers		.858		
Women are treated as representatives of half of the population, not as a special interest group		.819		
Projects are not limited to women's traditional concerns such as health, nutrition and childcare, but also to the productive sphere, education and social-cultural fields, where women are still under-represented		.799		
There is customer satisfaction in the organisation			.832	
There is good corroboration between the organisation and the customers			.794	
The organisation supports the customer's programmes			.753	
Women now have more influence over the decisions that affect their lives				.770
Feminists and gender advocates have been able to forward more equitable policies and outcomes				.744
Greater gender equality, especially in leadership and decision-making, improves economic circumstances at the country, local and household levels.				.718
Eigen Value	1.886	1.422	.471	.222
Variance %	47.142	35.542	11.773	5.543
Cumulative	47.142	82.684	94.457	100

Source: Primary data computed

The results show the factor analysis results of Gender mainstreaming variables, four factors were extracted, component one (Capacity building) explained 47.1%, followed by Gender awareness training and awareness with 35.5%, then Empowerment with 11.8% and the last (Support to women's decision-making) with 5.5% of the variance of Gender mainstreaming.

The factor analysis results of Gender mainstreaming under Capacity building attribute, the results are explained that; there is enhancing an individual's or group's capacity to make strategic choices and transform those choices into desired actions and outcomes 90%, there is Promoting greater self-reliance based on increased skills, income, social status 86% and that this involves improving their assets and their capabilities so they can become agents of positive social change on their own behalf 84%.

Under Gender awareness training and awareness attribute, they were explained that; Projects do not regard women and men only as beneficiaries, but also involve them as participants and decision-makers 86%, Women are treated as representatives of half of the population, not as a special interest group 82% and that Projects are not limited to women's traditional concerns such as health, nutrition and childcare, but also to the productive sphere, education and social-cultural fields, where women are still under-represented.

With the Empowerment attribute, the results were explained that; there is customer satisfaction in the organisation 83%, there is good corroboration between the organisation and the customers 79% and that the organisation supports the customer's programmes 75%.

Lastly under Support to women's decision-making attribute, they were explained that; Women now have more influence over the decisions that affect their lives 77%, Feminists and gender advocates have been able to forward more equitable

policies and outcomes 74% and that Greater gender equality, especially in leadership and decision-making, improves economic circumstances at the country, local and household levels 72%.

4.4.2 Factor Analysis of Accountability

Table 4.11 below presents the Factor Analysis of Accountability

Table 4.11: Factor Analysis of Accountability

Variables	Responsibility	Action and Evaluation	Reporting	Transparency
The roles and responsibilities for all the concerned are made clear	.930			
There are regulations and codes of practice to guide the people in the organisation	.904			
There is compliance to the agreed standards regarding both organisational policies and practices	.881			
Implementation is checked to ensure it is being done according to plan of the organisation		.919		
There is always a comparison between what is planned and the actual results at the activities and outputs level		.887		
There is always accountability of one’s actions that is based on factual and balanced information		.844		
Annual reports are often made concerning reporting of the organisations financial performance			.869	
Annual reports are often promotional, and inaccessible to community groups			.833	
There is a system of two-way communication based on the needs and circumstances of specific situations			.801	
All stakeholders are empowered which allows them to demand greater transparency in dealings with aid organisations				.819
The organisation takes the obligation to encourage the stakeholder’s participation and use of information				.783
All stakeholders are always informed of results of the actions that take place in the organisations				.755
Eigen Value	2.325	1.096	0.541	0.038
Variance %	58.131	27.394	13.524	0.951
Cumulative	58.131	85.525	99.049	100

Source: Primary data computed

The results show the factor analysis results of Accountability variables, four factors were extracted, component one (Responsibility) explained 58.1%, followed by Action and Evaluation with 27.4%, then Reporting with 13.5% and the last (Transparency) with 10% of the variance of Employee competence.

The factor analysis results of Accountability under Responsibility attribute were explained that; the roles and responsibilities for all the concerned are made clear 93%, there are regulations and codes of practice to guide the people in the organisation 90% and that there is compliance to the agreed standards regarding both organisational policies and practices 88%

Under Action and Evaluation attribute, they were explained that; Implementation is checked to ensure it is being done according to plan of the organisation 92%, there is always a comparison between what is planned and the actual results at the activities and outputs level 89% and that there is always accountability of one’s actions that is based on factual and balanced information 84%.

With Reporting attribute, the results were explained that; Annual reports are often made concerning reporting of the organisations financial performance 87%, Annual reports are often promotional, and inaccessible to community groups 83% and that there is a system of two-way communication based on the needs and circumstances of specific situations 80%.

Lastly under Transparency attribute; all stakeholders are empowered which allows them to demand greater transparency in dealings with aid organisations 82%, the organisation takes the obligation to encourage the stakeholder’s participation and use of information 78% and that all stakeholders are always informed of results of the actions that take place in the organisations 76%.

4.4.3 Factor Analysis of Social welfare

Table 4.12 below presents the Factor Analysis of Social welfare

Table 4.12: Factor Analysis of Social welfare

Variables	Education	Medical& health	Housing	Personal welfare
The level of education of the beneficiaries is high	.945			
The organisation promotes good education programmes in the Country	.913			
Employees of the organisation have got enough skills to perform their duties appropriately	.886			
The organisation’s employees and beneficiaries look health		.937		
There are health programmes supported by the organisation		.901		
Good health enables people to participate fully in society		.870		
There is housing in the Country			.916	
The organisation supports their beneficiaries for good housing			.872	
The organisation carries out programmes for good housing in the Country			.835	
Personal welfare of the people is standard				.879
The organisation supports their beneficiaries for their increased personal welfare				.844
The organisation carries out programmes for increased personal welfare of the people in the Country				.809
Eigen Value	2.554	1.172	.156	.128
Variance %	63.600	29.290	3.901	3.208
Cumulative	63.600	92.890	96.792	100

Source: Primary data computed

The results show the factor analysis results of Social welfare variables, four factors were extracted, component one (Education) explained 63.6%, followed by Medical& health with 29.3%, then Housing with 3.9% and the last (Personal welfare) with 3.2% of the variance of Social welfare.

The factor analysis results of Social welfare under Education attribute were explained that; the level of education of the beneficiaries is high 95%, the organisation promotes good education programmes in the Country 92% and that Employees of the organisation have got enough skills to perform their duties appropriately 89%.

Under Medical& health attribute, they were explained that; the organisation’s employees and beneficiaries look healthy 92%, there are health programmes supported by the organisation 90% and that Good health enables people to participate fully in society 87%.

With Housing attribute, the results were explained that; there is housing in the Country 91%, the organisation supports their beneficiaries for good housing 87% and that the organisation carries out programmes for good housing in the Country 84%.

Lastly under Personal welfare attribute; Personal welfare of the people is standard 88%, the organisation supports their beneficiaries for their increased personal welfare 84% and that the organisation carries out programmes for increased personal welfare of the people in the Country 81%.

The results are in line with the on the model of the three Es model by Clarke and Islam, (2010) that is based on Maslow’s Hierarchy of Needs who measured Social welfare using attributes like; education, medical and health, housing and income maintenance.

**CHAPTER FIVE
DISCUSSION OF THE FINDINGS**

5.0 Introduction

This chapter presents interpretation of the study findings.

5.1 Bio Data

5.1.1 Gender of the respondents

The results indicated that 59.8% were males and 40.2% were females. This implied that most of the employees and beneficiaries of the organisation were males. This is as a result of low girl education levels in the Country. However, obtaining information from both male and female is an indicator that the information contained in this report is gender sensitive hence the report data being genuine.

5.1.2 Age group of the respondents

The results showed that 34.8% of respondents were between the age ranges of 41 – 50 years. In addition, those within the age bracket of 21 – 30 were 28.8%. Those who were between the age range of 31 – 40 years were ranked 3rd with a statistical representation of 25%. 11.4% were between the age range of 50 and above. This implied that the employees and beneficiaries of Oxfam GB, South Sudan are between the age range of 41 – 50 years, an indicator that the organisation deals with mature and energetic people who can effectively carry out all possible strategies of Stakeholder analysis and Service delivery for improved Social welfare of the people. Therefore, presentation of data obtained from mature respondents of above 31 years means that data contained in this study is good and reasonable.

5.1.3 Marital Status of the respondents

The results indicated that 59.8% of respondents were married, 25.8% were single, 8.3% had divorced and 6.1% were separated. This implies that most of the people employed by the organisation and those engaged in implanting stakeholder analysis and service delivery strategies were married, a sign of responsibility.

5.1.4 Number of dependants for the respondents

The results also indicated that 38.6% of the respondents were with dependants ranging from 1 to 3. In addition, 28.8% had 4 to 5 dependants, 20.5% had above 5 dependants and 12.1% had no dependants. This implied that most of the people in Oxfam GB, South Sudan were of reasonable families that had 1 to 3 and above dependants that required a responsible individual, an indication that they care a lot about peace, a fact that makes them work hard towards creating it.

5.1.5 Education levels of the respondents

Results also indicated that 33.4% of the respondents were holding a degree as their level of education, 18.9% had attained diplomas, 17.4% had never studied, 12.9% were holding certificates as their level of education and 9.8% had studied up to primary level of education while 7.6% had Masters in education. This implies that the workers had acquired some skills to work in the organisation. This implies that the workers had acquired some skills to work in the organisation. The results also indicated that the information got during the research can be depended on as majority of the respondents were educated with capability of researching and making independent decisions.

5.1.7 Number of years the respondents have been working with the organisation

The results indicated that 34.1% of the respondents had a working experience of 6 years and above. In addition, 26.5% had a working experience of 5 to 6 years, 21.2% had 3 to 4 years working experience, followed by respondents with a working experience of 1 to 2 years 10.6% and 6.8% as the least with an experience of less than 1 year. This implied that most of the respondents who participated in this study had a high working experience of 5 -6 years an indicated that data obtained was from people who were mature in working experience in the organisation. An indication that information got from them was not biased.

5.2 The relationship between the variables

5.2.1 The relationship between Stakeholder analysis and Social welfare

The results indicated a positive relationship between Gender mainstreaming and Social welfare ($r = 0.307$, $P\text{-value} < 0.01$) which implies that Gender mainstreaming improves Social welfare in an organisation like Oxfam GB.

The results are in line with Andreassan & Marks, (2010) who said that Gender mainstreaming improves transparency and strategic decision making within the organization, as well as making full utilization of human resources by recognizing men and women's capabilities and opportunities. In a practical mean, gender mainstreaming will persuade any organization's staff to start on evaluating their organization and its activities on the basis of gender approach. Therefore, makes the organization realize the gaps between men and women and the source of discrimination and its approaches (Alston & Goodman, 2013). Gender mainstreaming enhances the organization's qualities by focusing on equal rights policies and allocating equal opportunities to both men and women. Moreover, it would also help to allocate financial and human resources to prepare and implement the policy (Sida Studies No. 3, Signe Arnfred 2004). In addition, it would engender more awareness and knowledge on the autonomy and equity between men and women with the availability of gender expertise (Andreassan & Marks, 2010).

5.2.2 The relationship between Stakeholder analysis, Service delivery and Social welfare

The results indicated a positive relationship between Accountability and Social welfare ($r = 0.200$, $P\text{-value} < 0.01$) implying that Accountability leads to improvement in social welfare amongst organisations like Oxfam GB.

The results are supported by Olu-Adeyemi and Obamuyi, (2010) who said that accountability is essential in the promotion of good governance which allows free access to information. This means that information about the economic and social conditions, budgets, markets and government intentions are reliable and easily accessible to all. By doing this, the government is able to enhance accountability, limit corruption and stimulate consultative processes between government and private interests over policy development. Accountability also promotes good and ethical government which is important for gaining public trust. The Nigerian public has grown accustomed to not trusting the government because of the level of corruption that both the politicians and the public servants partake in on a daily basis.

5.2.3 The Regression analysis of Gender mainstreaming, Accountability and Social welfare

The results indicated ($R = 0.603$) a combination of Gender mainstreaming and Accountability in assessing the level to which they can predict the level of Social welfare. These variables explained 43.7% of the variance of Social welfare ($R\text{ Square} = .437$). The most influential predictor of Social welfare was Gender mainstreaming ($\beta = .532$, $\text{Sig. } 242$). Accountability is less likely to influence Social welfare since it portrays low significance ($\beta = .414$, $\text{Sig. } 373$) in the model. This implied that a unit change in Gender mainstreaming processes will contribute to a change in the possibility of Social welfare by (.869) while a one unit change in Accountability will contribute to a change in the Social welfare of the organisation like OXFAM GB (285).

The results are in line with Clarke, Israngkura & Islam, (2009) who said that social welfare embraces laws, programmes, benefits and services which address social needs accepted as essential to the well-being of a society. It focuses on personal and social problems, both existing and potential. It also plays an important developmental role by providing an organized system of services and institutions which are designed to aid individuals and groups to achieve satisfying roles in life and personal relationships which permit them to develop their full capacities and to promote their wellbeing in harmony with the needs and aspirations of their families and the community (Clarke and Islam, 2011). It is important for government to regain the trust of its citizens (Joshi, 2008). Accountability will also influence investors to invest in the country, if it is perceived that the government is trustworthy and accountable to the people (Iroghama, 2011). Both foreign and domestic investors will have full faith that their investments will not be put on hold to bribe but will be placed in a fertile economy to grow. By doing this, a Country will be recognized as a part of the global economy for better economic opportunities (Omotayo 2011).

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.0 Introduction

This chapter highlights the major conclusion and recommendations of the study. The findings are outlined in direct response to the specific objectives. Recommendations have been provided to Gender mainstreaming, Accountability with the overall aim of improving on the speed and effectiveness of Social welfare in Oxfam GB, South Sudan and further research.

6.1 Conclusions

The study established that in general terms variables including Gender mainstreaming and Accountability play a big role in the improvement of Social welfare in Oxfam GB, South Sudan. This trend shows that there is actually a need for Gender mainstreaming and effective and effective accountability as the best way to strengthen and improve Social welfare. The challenge however, is that stakeholder analysis has not been given a priority yet it heavily impacts the Social welfare in organisations of South Sudan. Therefore organisations like Oxfam GB should be set up strong Gender mainstreaming and Accountability to ensure improved social welfare in organisations.

6.2 Recommendations

Basing on the study findings and the conclusions, the researcher derived the following recommendations:

- i. The organisations should identify the factors that create and increase gender biases within its atmosphere such as the vision and objectives, structure and policy, practices, programs and services, beliefs and attitudes as well as the practices of the staff members. However, the organization should adopt some measure to eradicate the causes of gender equity throughout some changes in the vision and objectives, reforming the policies, organizational restructuring, conduct gender awareness seminars, and improve physical capabilities to enhance safety and security of the people.
- ii. The organization should ensure programs and plans are being guided by the gender equality principles by taking affirmative actions when necessary to limit the gap between male and women concerning the access of benefits. In addition, practicing gender equality in decision making and opportunities.
- iii. The organization should eliminate any biases in the hiring, firing and promotion of male and female staff. Additionally, promote gender equality in educational and training decision and participate in the decision making as well as adopting non-sexist practices and developing structures and personnel services that address gender issues such as harassment and coordination between work and family life.
- iv. Transparency proved to be a big hindrance to social welfare this it should be emphasized together with responsibility to improve accountability levels which if well coupled with accuracy in financial reporting leads to better social

welfare. This can be done through putting up strategies that enable free and easy dissemination of information to boost transparency levels.

- v. A sense of responsibility should be instilled in all staff and service providers in OXFAM GB as it will increase worker output quality and eventually improve service delivery. Responsibility should be emphasized from the budgeting process, right through accountability as its core of enforcement up to the financial reporting level where accuracy of reports is to be given focus; the eventual result will be better social welfare.

6.3 Areas for further research

This study has identified the need to investigate and analyse the role of budgeting and Policy implementation as it will help in improving and Economic welfare of in South Sudan.

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