

THE REPUBLIC OF SOUTH SUDAN



MINISTRY OF AGRICULTURE, FORESTRY, COOPERATIVES AND RURAL DEVELOPMENT

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## **RURAL DEVELOPMENT POLICY**

**2012**

***Vibrant South Sudan community***

**August 2012**



**Directorate of Rural Development**

**THE REPUBLIC OF SOUTH SUDAN**  
**MINISTRY OF AGRICULTURE, FORESTRY, COOPERATIVES AND**  
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## **FOREWARD**

On July 9<sup>th</sup> 2011, a new Nation, the Republic of South Sudan was born. With the birth of new Nation, new opportunities and challenges present themselves. Before independence and during the war, most of rural South Sudan was severely underdeveloped with development and relief activities largely undertaken by the donor partners, churches, faith based organisations and UN agencies. Most of these activities were mainly relief and rehabilitation with very little long term development initiatives. The social fabric of the society was torn by the separation of families and communities through displacement within as IDPs and externally as Refugees .Social amenities were far and in between where they existed and because of war and the uncertainty of permanence, building permanent infrastructure was many times, not an option until the signing of the CPA in January 9<sup>th</sup> 2005.

With the CPA came the birth of the Ministry of Cooperatives and Rural Development (MCRD) whose mandated was to facilitate the reconstruction of the rural areas through organising people into CSO and cooperatives. The ministry operated through a presidential decree and with the support of the interim constitution of the then Government of Southern Sudan but had no policy guideline. Attempts to have policy in place were unfruitful, although documents did reach the cabinet level.

With independence the MCRD was merged with the Ministry of Agriculture, Forestry, Cooperatives and Rural Development (MAF). Within this larger Ministry, a Directorate of Rural Development and a Directorate of Cooperatives were formed. Although these Directorates are working within the larger ministry, it has become imperative that they have their own policy guidelines.

This policy therefore is to guide the Directorate of Rural Development within MAF to fulfil its mandate and undertake its role of Rural Development to rebuild the communities in South Sudan

Hon Betty Achan Ogwaro  
Minister for Agriculture, Forestry, Cooperatives and Rural Development  
Republic of South Sudan

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Prof. Mathew Udo

Undersecretary

The Ministry of Agriculture, Forestry, Cooperatives and Rural Development

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## **ABBREVIATIONS AND ACRONYMS**

AEO	Agriculture Extension Officer
ARDI	Amadi Rural Development Institute
BDC	Boma Development Committee
CBO	Community Based Organisation
CDO	Rural Development Officer
CO	Cooperative Officer
CPA	Comprehensive Peace Agreement
CSO	Civil Society Organisation
GOSS	Government of Southern Sudan
JICA	Japan International Cooperation Agency
MAF	Ministry of Agriculture, Forestry, Cooperatives and Rural Development/GOSS
MAFCRD	Ministry of Agriculture, Forestry, Cooperatives and Rural Development/RSS
MCRD	Ministry of Cooperatives and Rural Development/GOSS
NGO	Non-governmental Organisation
RSS	Republic of South Sudan
UN	United Nations

Rural Development Policy 2012  
Vibrant South Sudan community

## TABLE OF CONTENTS

Forward

Acknowledgement

Abbreviations and Acronyms

Introduction.....	1
1. Policy Setting Environment .....	2
2. Vision and Mission Statement .....	5
3. Key Policy Objectives.....	5
4. Strategies.....	11
Strategic Goal 1:.....	9
Strategic Goal 2:.....	11
Strategic Goal 3:.....	12
5. Application.....	16
6. Accountability.....	17
7. Monitoring .....	17

Appendix

1. Glossary of Terms Specific to the Rural Development

Supplemental Documents

1. “Towards Empowerment” A Manual for Rural Development Officers

## **INTRODUCTION**

This is a policy paper of the Directorate of Rural Development, which provides a clearly defined, consistent and collaborative government approach to encouraging sustainable Rural Development. The Policy is a framework to guide Government's support for, and engagement with, rural communities in the Republic of South Sudan.

The 21-year civil war in Sudan had devastating effects on its people's lives, economy and general development of the country as a whole. It is estimated that 2.5 million people had perished due to the war and other related causes such as famine and diseases. Over four million people were either displaced internally or externally in neighbouring countries or overseas.

The war caused not only destruction of the infrastructure but also institutional collapse. While the war shattered the socio-economic base of the population, one of the most appalling impacts is evident in the loss of local capacity for self-reliance including traditional network of kinship, communal social support, collaboration which are the sources of sustainable Rural Development.

After CPA, the new Government has started reconstruction of the country and humanitarian interventions are deployed in wide areas. However, reliance on relief in some areas has introduced a dependency syndrome resulting in the loss of local capacities for self-reliance. This has been due to the fact that the provision of relief has not been accompanied by determined and focused efforts to empower local beneficiaries or create an enabling environment for local institutions to take an effective control and ownership of intervention designed to improve local livelihoods.

On the 9th of July 2011, South Sudan attained independence from the Republic of the Sudan. Yet, the new nation still has a lot of challenges. Over 50% of its population are living under below the poverty line and suffering from hunger. President General Salva Kiir Mayardit stated "taking town to rural area of the country" as a top priority of the nation. To achieve this goal, participation and empowerment of the community is critical as a foundation of development.

Along the establishment of the new nation, the former Ministry of Cooperatives and Rural Development/GOSS was reborn as the Ministry of Agriculture, Forestry, Cooperatives and Rural Development. This restructuring has a great significance for improving livelihood of rural communities along agricultural development which is bears the major economic activities in rural areas.

Under the new Ministry, the Directorate of Rural Development plays a vital role in enhancing cultural, social and economic empowerment for the people of South Sudan. Working with community, the Directorate will facilitate and encourage equitable and sustainable development of the rural populations of South Sudan towards improved

livelihoods through sensitisation, mobilisation, capacity building and direct involvement of the rural communities.

## **1. POLICY SETTING ENVIRONMENT**

To build on ownership and bring forward a wide range of political commitment, the new Policy must correspond to the socio-economic situation and the strategic priorities of the country and the Government. For this reason, the Policy shall be designed to support the goals articulated in the following Government's initiatives.

### **South Sudan Development Plan**

[Brief statement on SSDP Plan priorities]

#### **A. Life of Rural South Sudan**

South Sudan has abundant resources including human resources with young and active generation as well as land, water, minerals, and other natural resources. However, due to inadequate capacities, in terms of knowledge and skills, and poor application of modern technologies, the most of the communities have been unable to utilize these resources effectively in bringing about meaningful development. As a result, the majority of the population is constrained to live under the poverty line. 85% of the population lives in rural areas. In other words, the development of South Sudan is synonymous with development of its rural areas.

In the past, rural communities were governed by the traditional clan heads in South Sudan. This traditional way of rural governance facilitated mutual help among community members and participatory decision making process. However, the long lasting civil war devastated not only human lives and physical infrastructure but also the social capital including the aforementioned traditional governing system and trust among community members. The civil war secluded rural communities from the outside world usurping their opportunities for learning modern technologies and new skills. The severe financial situation still continues even after its independence in South Sudan. It is not easy for the new nation to provide public services for every corner of its wide country. Therefore, in order to achieve Rural Development, people need to develop their own capacity to identify the problems and to plan ways forward. In addition, people shall develop their capacity and enhance their desire to participate in decision making process for greater social and economic development. The Government, donors, NGOs and other related organisations are therefore responsible in supporting the communities to achieve the envisioned capacity.



## **B. Legal and policy framework which guide our policy**

### **1) Constitution of South Sudan**

It is clearly stated in the Transitional Constitution of the Republic of South Sudan 2011 that people and communities are one of the basic resources in bringing about development. On the basis of the above, a clear concept emerges that “Encourage private initiative and self-reliance and take all necessary steps to involve the people in the formulation and implementation of development plans and programmes that affect them and to enhance as well their right to equal opportunities in development”. It also stated importance of rural development as “Encourage and expedite rural development as a strategy for averting urban-biased development and policies that have been responsible for the neglect of rural communities. Thus, this Policy, which articulates and develops this concept, does indeed represent a national principle.

### **2) Presidential Statement**

Since CPA, South Sudan has been preparing and implementing policies, strategies and long and short-term plans which intended to help the people to bring about their own development. The first President General Salva Kiir Mayardit emphasised that “taking town to rural area of the country”. When the population living under the poverty is considered, there is a considerable disparity between urban and rural areas. 24.4% of urban population lives below the poverty line while it is 55.4% among rural population. The economical reconstruction has been concentrated in urban areas. Such disparity must be redressed and rural areas need to become an attractive place to live for its communities.

### **3) Food and Agriculture Policy Framework**

In 2011, the Ministry of Agriculture, Forestry, Cooperatives and Rural Development set a new Vision that “Food Security for all the people of Southern Sudan; enjoying improved quality of life, environment and economic prosperity”. To realise this Vision, the Ministry exists through its Mission to “Transform agriculture from traditional and subsistence system to achieve food security through science-based, market oriented, competitive and profitable agricultural system without compromising the sustainability of the natural resources for generations to come”. The agriculture is a driving power for rural economic development.

### **4) The Local Government Act 2009**

In the Local Government Act enacted in 2009, the Government promotes decentralisation of public services as stipulating roles of the County Council. In order to understand and respond to the needs of the community, it is necessary to provide public services closer to the community. Rural Development is a composite approach including various social and economic development activities. It is local Governments

whom to coordinate such approach. In other words, frameworks as well as roles of local Governments need to be well considered as Rural Development activities are implemented.

### **C. Opportunity and challenges**

#### **1) New structure of Government's Rural Development service**

In 2011, the Ministry of Cooperatives and Rural Development and the Ministry of Agriculture, Forestry, Cooperatives and Rural Development were integrated. As a result, a possible structure that can enhance the coordination between Rural Development and agricultural extension service has been established. At the same time, the coordination between social cooperative and agricultural cooperative development can be facilitated under one policy of an untied Ministry. For the provision of integrated services for livelihood improvement in rural communities, the establishment of a collaborative framework especially between the Directorate of Rural Development and the Directorate of Extension is urgently required. Currently, the responsible ministry for public services related to Rural Development differs from national to state levels. The deployment of extension officers is not yet shifted to the County Council. Revision of such structure for the service provision is also one of the issues to be tackled in near future.

#### **2) Government Rural Development workers**

237 Rural Development officers (CDOs) are currently deployed under the State Ministry in South Sudan. Similarly, there are 305 agricultural extension officers (AEOs) and 255 cooperative officers (COs) in South Sudan. Within the Government as a whole, there are 797 officers who can be engaged in extension services. These officers are resources and the strength that MAF has. The vibrant rural areas can be brought by once such officers begin working together with rural communities and organisations. However, many of the officers lack technical skills especially in practical abilities and knowledge on modern technologies. At the same time, basic infrastructures including field offices and the activity budget which enable officers to engage in extension activities are not yet ready.

#### **3) Success stories**

Since CPA, various Rural Development activities have been implemented by the Government, UN agencies, donors, NGOs and other development partners. During such activities, numbers of community organisations, farmers' groups and cooperatives are being established. Among these, some groups take an initiative and engage themselves in enhancement of economic activities and livelihood improvement using their own resources. Such successful cases are the nation's valuable assets. However, despite their success, many of the activities are implemented in only recent years and they still require supports from outside. The

role of the Government is to study these cases and develop them into model projects for future Rural Development.

#### **4) Partnership in Rural Development**

Various development partners are actively engaged in agricultural/ Rural Development in cooperation with the Government. However, the former Directorate of Rural Development in MCRD lacked such cooperation. Rural Development is multi-sectoral and capacity building of community members themselves is a key for success. One of the obstacles that the Directorate faces is that its service which to enhance capacity building of communities is difficult for development partners to understand. It is therefore necessary for the Directorate to clearly redefine its service contents and propagate its importance among a wide range of development partners.

## **2. VISION AND MISSION STATEMENT**

### **Vision Statement**

Vibrant South Sudan community

### **Mission Statement**

To facilitate/encourage equitable and sustainable development for communities in South Sudan.

### **Core Values**

In carrying out the goals of this Policy, the Directorate of Rural Development shall adhere to the core values. Our staff will be guided by the following principles as they address challenges in Rural Development and related issues.

- (1) Accountability and transparency
- (2) Honesty and integrity
- (3) Self reliance
- (4) Dedication
- (5) Teamwork
- (6) Good governance
- (7) Coordination, collaboration and cooperation
- (8) Equity and equal opportunity
- (9) Concern for community and environment

## **3. KEY POLICY OBJECTIVES**

The Ministry of Agriculture, Forestry, Cooperatives and Rural Development, the

Government of South Sudan recognises that sustainable rural communities are crucial to the future strength and prosperity of the country. The Policy outlines the directions, intentions and commitments of the Ministry. They underpin: the development of rural communities and cooperative; the role of Rural Development initiatives; and the performance of cooperative societies, CBOs and CSOs in the broader context of socio-economic development in South Sudan. The Policy provides justification and the basis for legislative as well as regulatory actions, which in turn, determines activities of the Government and its partners or collaborators.

The Policy seeks to give impetus to a dynamic process of cumulative changes, modernisation and transformation of rural society. Along with broad community participation, this process will facilitate diversification of productive activities and modes of organisation that favour better living conditions for the South Sudanese population residing in rural areas resulting in equitable, sustainable socio-economic growth.

The purpose of this Policy is to improve the climate for Rural Development through the Government support for communities and to ensure that the Government's decisions, activities and outcomes are compatible with the principles of sustainable Rural Development.

The key objectives of the Policy are to:

- 1) Clarify roles of the Government and communities in Rural Development.
- 2) Increase cooperation, coordination and collaboration: among Directorates/Institutions; between communities and the Ministry; among different levels of the Government; and among communities.
- 3) Increase capacities of the Government and communities for understanding and advancing Rural Development.
- 4) Develop an accountability framework to: report on progress; ensure transparency; and enable evidence-based decision making in Rural Development.

#### **A. Definition of Rural Development**

Rural Development is a process in which a community uses and enhances its social, cultural, economic and environmental resources to ensure a better quality of life for everyone, now and for generations to come.

Besides an increase in income, job opportunities and infrastructure, Rural Development is also a process for building the capacity of communities that enables them to shift for the betterment. By doing so, community members shall mobilise existing skills, reframe problems, work cooperatively and use community assets in new ways.

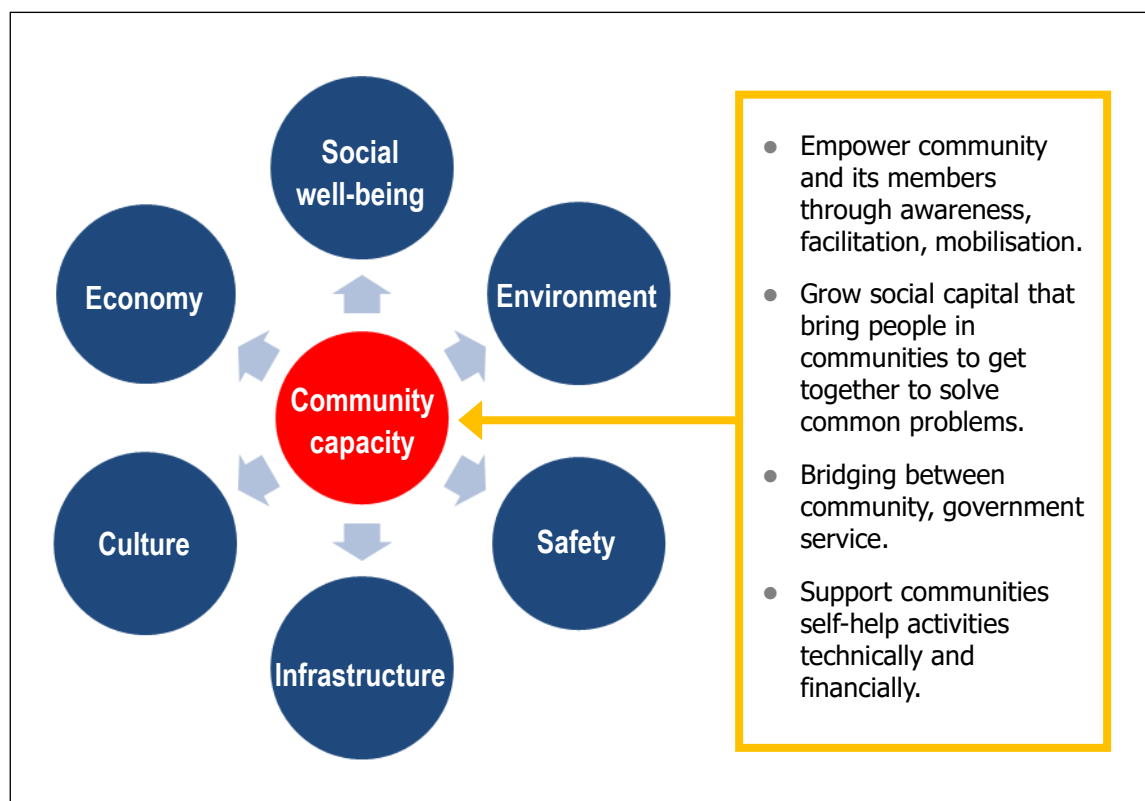


Fig. 1: Rural Development is process to build community capacity

## B. Rural Development principles

While there is no “recipe” for Rural Development, its process includes some common key elements. The Ministry endorses and is committed to the Rural Development process through the implementation of a set of Rural Development Principles as follows:

### *Local Leadership*

The community’s initiative and leadership is a source of changes. The passion and enthusiasm can drive community members to an action. Belief, motivation and commitment are the driving force for Rural Development. The community builds motivation and capacity through participation and active involvement in decision-making process and implementation. The Government shall strive to understand and respect community’s values and initiatives.

### *Inclusiveness*

Regardless of gender, age, presence of disability, race, culture, language or social and economic status, all community members shall have the opportunity to be engaged in the Rural Development process. They shall also be able to access its social and economic benefits. The Rural Development process must provide communities with

opportunities for participation in information gathering, planning, direction setting and decision making regarding outcomes that affect Rural Development. An ultimate goal is that communities to enable themselves to drive this process by their own initiative.

### *Collaboration*

Rural Development builds on cooperation, coordination and collaboration among the Government, development partners and communities. Rural Development is also a process to foster partnerships, develop networks between people, encouraging different communities to work together and building relationships with and between those different communities.

### *A holistic Approach*

Rural Development builds on a balanced approach that addresses and integrates economic, social, environmental and cultural considerations.

### *Rethinking*

Rural Development fundamentally relies on creating new options by reconsidering issues and problems with new assumptions. For example, children in a certain community are given up an education blaming the Government for not building schools. While in the other community, community members build a community school to educate their own children. Another example is that a certain farmer is given up farming as he is unable to sell vegetables in the village, while another farmer grows vegetables and invite traders. Such changes in mindset form the foundation of Rural Development.

### *Equity*

Rural Development shall ensure opportunities and resources available to the community are distributed in a just and equitable manner according to community needs. In addition, all community members shall have the right to access public services and resources without discrimination. This includes ensuring marginalised groups in the community have an equal say.

### *Facilitation*

Rural community often requires external facilitators and resource persons at the initial stage of their development. Rural Development workers either from the Government or private sectors are “invited in” to work with community people, rather than working for them, or delivering services to them. They have a responsibility to challenge and suggest, but not to make or influence community’s decision-making.

### *Starting from Small*

Communities can overcommit themselves by starting too big or expecting things to happen too soon. It is easy to build expectations beyond what one can deliver. On the other hand, a plan that is not supported by a strong will and commitment by community members will not succeed. Rural Development progresses gradually depending on the community's capacity. It is not a revolution but an incremental evolution.

### *Good Governance, Transparency and Accountability*

Good governance does not simply mean a strong leadership and efficient administration. It also means involvement, trust, honesty, and having a clear vision for the future. The Government involvement in Rural Development therefore needs to encourage transparency and accountability through participation and evidence-based decision-making.

### **C. Priority communities**

Due to high demands on our service, those who benefit from Rural Development activity at Directorate of Rural Development are prioritised under the two definitions of community, "Geographical Communities" and "Communities of Interest". The geographical communities considered a priority are those with the highest levels of social exclusion/deprivation at both Boma and Payam level. While, communities in South Sudan are all included, we prioritise rural communities in particular - due to a combination of deprivation and geographical isolation. Communities of Interest are groups of people who can be considered as being a community as a result of having similar objectives and experiences. Communities of interest currently considered a priority for Rural Development activity are those who are motivated to improve social well-being among the members and their community.

### **D. Integration of Rural Development with the agriculture development and broader rural development frameworks of the Government**

"Taking town to rural area of the country," a statement given by the President General Salva Kiir Mayardit, can be realised through a holistic approach which requires collaboration among various sectors. MAF, composed of former MAF and MCRD, shall explore a holistic rural development strategy as a responsible agency for Rural Development. For ensuring food security and agricultural development, MAF shall encourage building capacities of rural communities and strengthening extension service for agricultural technologies in an integrated and consistent manner. By doing so, not only an effective increase in production but also an improvement of livelihood among rural communities can be achieved.

## **E. Actors in Rural Development**

In Principle, the main actors in realisation of Rural Development are community members themselves. Every person is expected to be self-reliant. However, there is a limit to what ones can achieve on their own. Therefore, their effort must be supported when ones reach a point that they can no longer go further by themselves. Main actors involved in the process of Rural Development are:

- 1) Community Organisation
- 2) Local Government (Boma, Payam and County Council)
- 3) State Government
- 4) Central Government
- 5) Politicians
- 6) Development Partners (UN, Donor, NGOs)

## **F. Rural Development Workers**

Rural Development workers who work at the frontline of the Rural Development take very important responsibility in implementation of this Policy. Quality of services rendered by both public and private Rural Development workers decide the speed of Rural Development in South Sudan. Role of Rural Development workers is clear that they should facilitate, mediate, create partnerships, network, mobilise, create linkages and empower community members to exercise their rights and improvement of well-being. They should be enablers rather than implementers. It is important to take note that Rural Development worker must not (1) be the member of Boma/village committees, (2) implement department-specific mandates and programmes, (3) mobilise community members for party political events, and (d) be politicians.

## **G. Areas of Emphasis in this Policy**

Rural Development in South Sudan has just begun and there still is a long distance for its goal. MAF shall engage preferentially in following five areas as major policy concerns.

- 1) To propagate the idea of basic principles on Rural Development among its citizens, rural communities and development partners.
- 2) To increase a number of rural communities that are willing to develop.
- 3) To promote women's participation in Rural Development.
- 4) To strengthen cooperation among the Government and development partners.
- 5) To maximise the capacity of CDOs whom are facilitators in Rural Development.



## 4. STRATEGIES

Three strategic goals contained in this Policy describe our major programmatic policies and objectives. Our strategies focus on: 1) capacity building of communities; 2) collaboration with partners; and 3) capacity building of development workers as an inherent part of achieving these goals.

### **Strategic Goal 1: Capable community to meet their economic, social and cultural needs with self-help and self-responsible mind**

Capacity of communities is the combination of community's commitment, resources and skills that can be deployed to build on community's strengths and abilities to address their problems and opportunities. Building of such capacity has largely interrupted by the civil war. Rural Development in South Sudan shall work its way up from nothing. It is important to build a structure within the rural community which community members themselves understand concepts of Rural Development; build a leadership; and challenge its own development.

### **Strategic Objective 1: Organising community**

The Directorate of Rural Development shall facilitate communication among community members and support the establishment of a self governing body which a rural village as one unit in order for them to participate in development. In South Sudan, bringing community "Ready" is starting point of Rural Development. Readiness is willingness to do something. To arrange readiness for the community people in development activities means to arouse consciousness about their lives. It is very important that people who are sunk in apathy are made to take interest in and be aware of livelihood improvement in Rural Development.

- Increase the publicity of CDO. "Know Your CDO" Campaign that introduces individual CDO and their task to responsible community will be conducted at County level.
- Work with local government (County), establish Boma Development Committee (BDC) which is a management and decision making body at the community level.
- Provide sensitisation support to BDC and population to collectively define and resolve their economic and social problems.
- Facilitate full participation of population in Rural Development. Expand efforts to reduce restrictions and barriers for minorities, women, and vulnerables to participate in Rural Development.
- Promote construction of a community centre as a centre of communication, networking and community activities.

## **Strategic Objective 2: Promoting communities' self-help initiatives**

Community members build motivation and capacity through participation and active involvement in decision-making process and implementation of activities. Accumulation of the experiences comes from “Try and Error” is critical recourse in Rural Development. The Directorate of Rural Development shall support ‘community based development projects’ for community members to have more opportunities to participate in activities for improving their livelihood.

This includes:

- Mobilise and facilitate communities to initiate community based development projects using local resources. In this process, support community’s participation in project conceptualisation, appraisal, monitoring and evaluation.
- Establish fund for community based project. This is a grant for the groups (community of interest) to practice the livelihood improvement. In this fund, the central government bears majority (e.g. two-third of fund), while remaining will be shared by both the local government and community.

## **Strategic Objective 3: Improving capacity of rural leaders on community management and development**

One of the key factors for Rural Development is a presence of a leader who understands the concept of Rural Development and has a strong will to initiate changes in action within communities. The most valuable asset of a village is its people. There are individuals with various skills. The Directorate of Rural Development shall bring out their potential abilities, so to be used for their livelihood improvement.

- Revitalise Amadi Rural Development Institute (ARDI) as a centre for human resources development on Rural Development in the country.
- Encourage and promote democratic leadership in community and CBOs through providing appropriate training programme.

## **Strategic Goal 2: Effective coordination and networking for Rural Development**

Besides capacity building and will towards self-help, supports from outside in various sectors are necessary for the livelihood improvement in rural communities. These sectors include: rural economy; agriculture; education; health; and public security. The Directorate of Rural Development shall support in networking rural communities and external supporters. MAF, as a responsible Ministry for the Directorate, shall engage in communication and coordination among supporters aiming at efficient outcomes.

### **Strategic Objective 1: Build networks between communities and external supporters**

The Directorate of Rural Development will play the role of bridging between communities and external supporters.

- Facilitate access and provide information about social and economic services offered by the government and development partners.
- Mobilise community members to attend Boma meetings, Council public meetings and various types of forums.

### **Strategic Objective 2: Facilitate communication among the Government and development partners to bring integrated supports in Rural Development**

The Government and development partners are currently providing services based on their own policies. Communication among these actors shall be strengthened for building integrated development strategies.

- Build political commitment and ownership on Rural Development at national and local Government level. This is essential for the Policy implementation. For this reason, the Ministry shall promote policy dialogue with state ministers, commissioners, and key members of the parliament. Directorate of Rural Development will promote sensitization programme for politicians and decision makers to understand the principle of Rural Development so that they are able to shape the key focus areas and necessary cooperation according to community priorities.
- Promote high level (ministerial) coordination on the implementation of community/ cooperative development through seminars and study tours.
- Providing community profiles that is accurate and issue-specific information and statistics at Boma level to be used by relevant government and development partners. A comprehensive database will be developed at the Ministry.
- Organize rural development forums at central and state level to steer the rural development strategy among the community representatives and government and development partners.
- Conduct joint assessment with development partners on Rural Development approaches. It is important to understand a specific context of Rural Development in designing plans and activities because a one-size-fits-all approach does not work. For this reason, extensive diagnostic studies and surveys shall be undertaken by different actors in different areas and the findings and good practices will be shared among stakeholders.

### **Strategic Objective 3: Enhance coordination between agricultural extension, cooperative extension and Rural Development**

Agricultural extension and Rural Development are closely linked. Agricultural extension is largely influenced by the capacity of communities. At the same time, the livelihood improvement in rural communities can only be achieved through a sound agricultural development as agriculture being a core economic activity in rural areas. For this reason, the Directorate of Rural Development shall strengthen its cooperative structure with the Directorate of Extension for promoting an integrated service for agricultural extension and Rural Development.

- Through organising a joint workshop for AEOs and CDOs, promote understandings towards roles of each other. By doing so, identify contents of cooperation.
- Select and implement a model project in a model area where AEOs and CDOs provide services in collaboration. The area will likely be where an agricultural project is currently being conducted. CDOs shall coordinate with AEOs and join the project.
- Study projects applying an integrated approach for both agriculture development and livelihood improvement that are already implemented by NGOs or other development partners. From its study, develop a methodology for the best collaboration system for AEOs and CDOs.

### **Strategic Goal 3: Professional Rural Development workers**

In South Sudan, over 200 CDOs are working to support communities in 10 States. They facilitate, mediate, create partnerships, network, mobilise, create linkages and empower community members to exercise their rights. There also are Rural Development workers working for NGOs and private sectors. However, they all face same challenges of having limited experiences, skills, and technologies. Uplifting of their performance is an essential condition for Rural Development in South Sudan.

### **Strategic Objective 1: Improve practical skills of Rural Development workers**

A long lasting civil war challenged Rural Development workers including CDOs to continue their activities in rural areas and deprived their opportunities to participate in further trainings. The Directorate of Rural Development shall focus on their retraining in order to deliver equitable as well as quality services for Rural Development in its nation.

- Develop a Rural Development manual as a guide for CDOs enabling them to carry out their duties at standardised procedures. The manual also aims to identify training needs of CDOs which will enhance their ability to provide quality services to the communities.
- Reform training curricula for Rural Development workers and implement a

refresher course for CDOs as a national training program.

- Strengthen ARDI's ability to develop and implement training programs by upgrading the training facilities and quality of trainers.
- Form national task team that provide technical support focusing on programme/project contents and on institutional issues. Team will be composed of staff of Directorate of Rural Development/MAF/RSS and Rural Development workers with a good field experience from the States.
- Foster healthy relations with various donor agencies and government agencies as emphasising on human resource development and institutional capacity building in Rural Development.
- Encourage decision makers and key personnel at national and state levels to participate international seminars on community/cooperative development to deepen the knowledge of planning, strategies and actions.
- Establish Rural Development Conference at national and state level for sharing information among CDO/CDW. A knowledge and information exchange portal for Rural Development workers and relevant stakeholders also develop under the Ministry.

## **Strategic Objective 2: Rationalised Operation and Management to support CDO's work**

One of the obstacles that disturb CDOs' activities is an inadequate operating structure. CDOs are facing: lack of activity funds; lack of transportation means for visiting rural communities; and lack of field offices besides other issues. At the same time, information as well as activity management systems are not well established. The Directorate of Rural Development shall improve a structure to backup CDO's activities.

- Support the provision of training on the rationalised operation and management processes and document flows in the MAF as well as some selected pilot state ministries. At the initial stage, conduct a diagnostic study on functions of MAF and its Directorates as well as process-flow in core administration works such as budgeting, recruitment, reporting, document management and staff training.
- Strengthen data management to improve its governance. This will be carried out through development of a computer-based information management system.
- Regarding the grant, review the guidelines for State line Ministries with reporting and auditing. In addition, MAF shall strengthen its internal auditing mechanisms by conducting seminars and training workshops.
- Introduce a human resources management system at MAF so to advise on recruitment, deployment and career planning. MAF administration shall oversee recruitment and staffing processes at state and county levels.

- Track decisions and policy implementations enforced by the State Government in a pilot state and county. Considering limited resources, these assessments will target 1-2 pilot states per year.
- Ensure that CDO and their Programme is appropriately resourced. In coordination with agricultural extension offices, provide facilities, essential IT and office equipment to the field offices for CDOs at County level.
- Develop work regulations, job descriptions and code of ethics. Ensure that officers at the Ministry adhere to them through periodical staff training programme.
- Enhance accountability and transparency in all areas of the Ministry including CBOs, CSOs and cooperative societies supported by the Ministry through institutionalised procedures and regulations.

## **5. APPLICATION**

The Policy applies to the Directorate of Rural Development, MAF and to relevant State Ministries/Directorates for their decisions, activities and outcomes identified in their annual business plans that support, respond to, or impact on, sustainable Rural Development.

Under the Undersecretary whom in charge of Rural Development in MAF, the Rural Development Committee shall be established for promoting the Policy implementation and monitoring its progress. The Committee will be composed of Director Generals/ Directors of the Directorate of Rural Development in MAF and representatives from State Ministries in charge of Rural Development.

The Ministry will provide guidance with effective training to strengthen policy development at state level adopting this Policy, including coordination systems with the MAF and State line Ministries.

### Line Ministry of the State Government

State	State Ministries in charge of Rural Development
1. Jonglei State	Ministry of Cooperatives & Rural Development
2. Lakes State	Ministry of Cooperatives & Rural Development
3. Central Equatoria State	Ministry of Cooperatives & Rural Development
4. Unity State	Ministry of Social Development
5. Northern Bahr El Ghazal State	Ministry of Social Development
6. Western Equatoria State	Ministry of Social Development
7. Upper Nile State	Ministry of Gender
8. Western Bahr El Ghazal State	Ministry of Gender
9. Eastern Equatoria State	Ministry of Agriculture, Forestry, Cooperatives and Rural Development
10. Warrap State	Ministry of Cooperatives, Rural Water and Rural Development

## 6. ACCOUNTABILITY

The Undersecretary in charge of Rural Development in MAF shall have overall responsibility for ensuring implementation of the Rural Development Policy and will report annually on its progress.

The Director General of the Directorate of Rural Development in MAF shall be responsible for reporting on their activities in support of the Policy to the Undersecretary.

## 7. MONITORING

The Directorate of Rural Development in MAF shall annually review the Policy and the annual plan for its implementation in collaboration with the Directorate of Planning. Third parties, such as development partners may be employed to conduct this review.

## ***APPENDIX***



## **Appendix 1:**

### **Glossary of Terms Specific to the Rural Development**

Agricultural Extension and Rural Development	Agricultural extension includes broad concepts and there is no widely accepted definition of agricultural extension. In general, Agricultural extension is known as the application of scientific research and new knowledge to agricultural practices through farmer education. During 70's and 80's when the "Training and Visit system" was established, extension was considered as technology transfer which involves a top-down approach that delivers specific recommendations to farmers about the practices they should adopt. Recent paradigm change is "participation". Facilitation for empowerment involves methods such as experiential learning and farmer-to-farmer exchanges. Knowledge is gained through interactive processes and the participants are encouraged to make their own decisions. This concept is already widely introduced in South Sudan. Furthermore, the field of extension now encompasses a wider range of communication and learning activities organised for rural people by professionals from different disciplines. One of the aspects of agricultural extension is that more emphasis is now being placed on human resources development, i.e. on developing the problem solving and decision-making capacities of farmers. Thus, it is important to understand that concept and work of agricultural extension and Rural Development is the same.
Community	A community is a group of two or more people who are connected in a self- defined way by a common interest, a geographic location, and/or identity. This acknowledges that the wider South Sudan community comprises many and varied communities.
Community capacity	Community capacity is the combined influence of a community's commitment, resources and skills that can be deployed to build on community strengths and address community problems and opportunities.
Community Centre	This facility for social education is for the purpose of improving people's culture, social activities and health, and is established by communities and public corporations. Village meetings and livelihood improvement courses were held at such centres and they also gave people the opportunity to communicate with each other. Community Centre is important infrastructure for Rural Development.

Rural Development	Rural Development is a process for enhancing the social well-being of all residents in South Sudan now and in the future. Rural Development improves the ability of communities to collectively make better decisions about the use of resources such as infrastructure, labour and knowledge.
CDO (Rural Development Officer)	CDO is the public extension workers under the Directorate of Rural Development in the State Ministries. CDO works to initiate the popularization of the concept of livelihood improvement in rural areas compare to agricultural extension workers who educate agricultural technologies.
Facilitator	Someone who helps a group of people to discuss things between themselves or does something effectively. This person is expected to give advice to participants about awareness and acting independently. In particular, a facilitator is commonly known as a development worker who promotes Participatory Development with people in the development aid field.
Intensive Guidance System/Group approach	This system is to train groups more intensively than individual farming households. Extension workers selected target groups to train intensively depending on eagerness and interest. The selection of model areas was thought to be known later without public announcement. That is, there was a way of thinking that fruitful results made people recognize later that the model group received Intensive Guidance. This idea is succeeded as the activity principle of Rural Development as an effective deployment method aimed at the dissemination positive effects.
Kaizen (=Improvement, a change for the better)	Existing resources and situations are improved more without funds and advanced techniques. This means that minimizing the amount of money spent, and making the best of the resources available were among the characteristics of the extension of rural life improvement. This concept is as same as “Asset Based Rural Development”. Especially in the business world, the Japanese word “KAIZEN” has become accepted internationally.
Livelihood improvement practice groups	Rural Development workers encouraged group activities, because group action is more effective than individual action. These groups include income generation group, education group, health group, etc.
Ownership	This is the fact or state of owning something. It means the right of ownership, and also refers to the group of owners. In the development field, this word means that the people of target areas have the right, duty, and responsibility for projects through their realization of their own development issues and moving projects forward on their own.

Participatory Development	<p>This is the concept concerning community residents' participation in development. Positive participation of community residents is very important for improving the actual effect and sustainability of projects. Some projects cannot be sustained because donors do not understand well the situation and needs of the community, or the community's residents do not identify with their projects. On the other hand, administration ability is limited as regards finances and talent, and they therefore have to depend on community residents. Participation means not only action, but also sharing information, residents expressing their opinion on projects, democracy, and contribution of labour. Our difficulty is the way of securing access to projects by community residents, the process of which includes the support of awareness and the organization for community residents' practical participation. Such an approach is in the main way of aiming at capacity building.</p>
Readiness	<p>Readiness is willingness to do something. To prepare or arrange readiness for the target people in extension activities means to arouse consciousness about their lives. It is very important that people who are sunk in apathy are made to take interest in and be aware of livelihood improvement in extension areas. So, enough time should be spared for preparing or arranging readiness.</p>
Self-decision farmer	<p>This is the extension principle that means educating farmers to think, learn, determine, and act independently. It can also be called "awaking self-reliant farmers".</p>
Social capital (S/C)	<p>Social capital is very important concept in Rural Development. It refers to the institutions, relationships, and norms that shape the quality and quantity of a society's social interactions. Increasing evidence shows that social cohesion is critical for societies to prosper economically and for development to be sustainable. Social capital is not just the sum of the institutions which underpin a society – it is the glue that holds them together. In other word, Social Capital the power that bring people in communities to get together to solve common problems.</p>
The Sustainable Livelihoods Approach (SLA)	<p>The sustainable livelihoods approach (SLA) is a way to improve understanding of the livelihoods of poor people. It draws on the main factors that affect poor people's livelihoods and the typical relationships between these factors. It can be used in planning new development activities and in assessing the contribution that existing activities have made to sustaining livelihoods.</p>

The SL framework places people, particularly rural poor people,

at the centre of a web of inter-related influences that affect how these people create a livelihood for themselves and their households. Closest to the people at the centre of the framework are the resources and livelihood assets that they have access to and use. These can be classified as (1) Human Capital (skills, knowledge, health), (2) Social Capital (networks of social support), (3) Natural Capital (natural resources), Physical Capital (infrastructure) and Financial Capital. People are the main concern, rather than the resources they use or their governments. SLA is used to identify the main constraints and opportunities faced by poor people, as expressed by themselves. It builds on these definitions, and then supports poor people as they address the constraints, or take advantage of opportunities. The framework is neither a model that aims to incorporate all the key elements of people's livelihoods, nor a universal solution. Rather, it is a means of stimulating thought and analysis, and it needs to be adapted and elaborated depending on the situation.

#### The Livelihood Improvement

It means “betterment of daily life”. Living a fulfilling life is to live by considering something and taking actions when necessary for the improvement of life together while adopting it to the society. Therefore, the livelihood improvement is referred to as enhancing the environments of lifestyle, society, occupation, education and so on, and people’s condition regarding both physical and mental aspects. The farmer’s life is very influenced by agricultural management and dependent on self-production sufficiency and to bind himself by traditional customs. So we especially should understand these characteristics of farmers’ life when appropriate solutions and measures are considered for the livelihood improvement in the development aid field.

#### Three layer-five stage process

This method was promoted in the livelihood improvement program based on the idea that the logical process is important. Three layers are composed of (1) action, (2) thinking and (3) studying, while five stages consist of (1) awareness of problems, (2) making problems clear, (3) proposing assumptions, (4) thinking logically and (5) repeating by trial and error to experiment. This process was applied to confirm the present progress of activities and furthermore to reflect on future activity plans.