



# CCARDESA

*Centre for Coordination of Agricultural Research and Development in Southern Africa*



## ANNUAL REPORT

2018

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#### **The Executive Director**

CCARDESA Secretariat

4701 Station Exit Road

Private Bag 00357

Gaborone, Botswana

Email: [ed@ccardesa.org](mailto:ed@ccardesa.org) or [registry@ccardesa.org](mailto:registry@ccardesa.org)

Website: [www.ccardesa.org](http://www.ccardesa.org)

Facebook: [www.facebook.com/ccardesa](http://www.facebook.com/ccardesa)

## REMARKS: CCARDESA BOARD CHAIRPERSON

The CCARDESA Secretariat has completed yet another successful year in its contribution to regional food security by delivering on its mandate, as outlined in the Charter Establishing CCARDESA. The organisation continues to embrace partnership as its traditional mode of coordinating and facilitating regional programmes, while keeping focus on implementing agricultural research and development programmes in support of the regional agricultural development and integration agenda as articulated in key regional and continental strategic documents. In this regard, CCARDESA's work continues to be guided by documents such as the SADC Regional Agricultural Policy (RAP), the Regional Indicative Strategic Development Plan (RISDP), and the Comprehensive African Agriculture Development Programme (CAADP).

The 2018 financial year was unique in many ways and could be considered as a transition period during which significant effort was put into concluding key activities as the 5 year Medium Term Operational Plan (MTOP) came to an end on 31 December 2018. The Secretariat initiated the development of a 10 year strategy (2019 – 2028) as well as another Medium Term Operational Plan to translate the strategy into actions. The new Strategy for CCARDESA will take the organisation into the next phase that will strengthen its response to the needs of the region. The guidance from the SADC Secretariat, through its strategic and policy documents, has provided the essential fabric for guiding the development of the CCARDESA 10 year strategy.

The CCARDESA Secretariat has made significant strides towards cementing vital relationships with key strategic partners in the region. This has translated into a number of grants and joint activities with partners who increasingly view the organisation as an important broker in driving the regional R&D agenda. The diligent stewardship of the organisation's mandate has blossomed into growing partnerships with more stakeholders who have either signed memoranda of understanding or commenced engagement towards working with CCARDESA. These include: Regional Network for Agricultural Policy Research Institutes (RENAPRI), International Food Policy Research Institute (IFPRI), Common Market for East and Southern Africa (COMESA), Centre de Coopération Internationale en Recherche Agronomique pour le Développement (CIRAD) the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

CCARDESA ended the year with strengthened governance and internal controls. Two Board meetings were held in 2018 to give effective oversight to the Secretariat. A number of important decisions were taken by the Board which took full responsibility in discharging its duties in line with the Charter establishing CCARDESA. The Committees of the Board were strengthened by the establishment of the Audit, Risk and Compliance Committee.

I wish to thank my fellow members of the Board of Directors for their commitment and tireless effort in their service to the CCARDESA activities. I am greatly indebted to the Cooperating Partners who have been supporting CCARDESA in various ways through provision of resources. I also wish to thank the SADC Member States and the Committee of Ministers for Agriculture and Food Security for the valuable financial support given to CCARDESA, the motherly guidance and positive criticisms that helped CCARDESA to maintain its focus and successfully achieve outputs presented in this report. Finally, I wish to thank and recognise the hard work and commitment of the CCARDESA Secretariat staff in the implementation of activities and achievement of outputs.

I hope you will enjoy the reading of this report. I also invite you to provide your feedback, which we value and always use for our improvement.



## CCARDESA BOARD MEMBERS



**Dr Catherine Mungoma**  
CHAIRPERSON



**Prof. Abednego Dlamini**  
VICE CHAIRPERSON  
CHAIR OF PROGRAMMES COMMITTEE AND  
AUDIT, RISK AND COMPLIANCE COMMITTEE



**Mrs T. Madziva**  
FINANCIAL EXPERT  
CHAIR OF THE FINANCE  
COMMITTEE



**Ms P Pali**  
LEGAL EXPERT  
CHAIR OF THE HR &  
GOVERNANCE COMMITTEE



**Dr. J. Mutondo**  
AGRICULTURAL EDUCATION



**Dr Betty  
Chinyamunyamu**  
PRIVATE SECTOR



**Dr M.E Mogajane**  
PUBLIC SECTOR



**Dr. V. Ramaromisa**  
AGRIBUSINESS



**Mr Domingos Gove**  
SADC REPRESENTATIVE



**Dr Yemi Akinbamijo**  
FARA REPRESENTATIVE

## FOREWORD: CCARDESA EXECUTIVE DIRECTOR

Making a difference in the lives of the people of the SADC region by channeling the combined efforts of the key agricultural research and development stakeholders to contribute towards improving regional food security and poverty reduction is central to the existence of CCARDESA. As a result, the pursuit of collaborative actions and partnerships has become a trademark of CCARDESA in fostering coordinated regional cooperation on matters of agricultural research and development as outlined in the organisation's Medium Term Operational Plan (MTOP). The MTOP embraces the aspirations of the regional agricultural development and integration agenda as articulated in key strategic documents such as the SADC Regional Agricultural Policy (RAP), the Regional Indicative and Strategic Development Plan (RISDP), the Comprehensive African Agriculture Development Programme (CAADP), the Science Agenda for African Agriculture (S3A) and others.

The Research and Development (R&D) landscape is increasingly getting challenging with numerous competing needs compounded by limited resources. Despite the challenges, the 2018 financial year saw an invigorated execution of a rich portfolio of over 69 research projects which provided the important moments of learning for CCARDESA.

One of the highlights of the year was the rallying of many key stakeholders towards a consensus on addressing the low participation of youth in agriculture. The deliberate involvement of women and youth in the execution of the MTOP is vital for addressing regional agricultural challenges. The active engagement of SADC Deans of Faculties of Agriculture and the Directors of Agricultural Research and Extension, who constitute some of the critical stakeholders for CCARDESA towards the realisation of the envisaged transformation of agriculture in the region was continued.

A key topical issue showing significant negative impacts to weather elements and threatening food security in the region is climate change. This has been prioritised by CCARDESA, which made short and long-term interventions in assisting the region to adapt to climate change, especially through capacity building of stakeholders. In 2018 CCARDESA conducted training on key aspects of climate change and assisted some SADC Member States to mainstream climate change adaptation into national policies and programmes.

The use of artificial intelligence, information and knowledge are becoming cornerstones of success. In 2018, CCARDESA spent time and resources on revamping its Information, Communication and Knowledge Management (ICKM) system. The visible outcome of the work done in 2018 is the revamped CCARDESA website ([www.ccardesa.org](http://www.ccardesa.org)), the development of over 30 knowledge products and the merging of the website with its Southern Africa Agricultural Information and Knowledge System (SAAIKS) to provide one strong information platform under the CCARDESA website. Further strengthening of the ICKM as well as provision of knowledge products will continue in 2019 in order to cement the position of CCARDESA as a regional knowledge broker and source for stakeholders.

Development of programmes that address the challenges of the region is a key mandate of CCARDESA. The organisation is expected to develop appropriate programmes and mobilise resources for their implementation. The year 2018 was a bright year in this area as the organisation worked with different stakeholders to develop programmes and mobilise resources. Two among these efforts stand out: (i) the expansion of the Agricultural Productivity Programme for Southern Africa (APPSA) to Angola and Lesotho, and (ii) the development of the Science-led Initiative for Sustainable agricultural Transformation in Africa (SISTA) under the Development Smart Innovation through Research in Agriculture (DeSIRA) initiative of the European Union (EU). Significant progress was made on these two projects in 2018 and the two are expected to be funded in 2019.

The Secretariat remains indebted to the support of development partners who have seen through the establishment of this organisation and the encouraging support of the SADC Member States towards the effective operation of CCARDESA. The commitment of staff of the Secretariat coupled with the support of the Board has been a critical factor in the smooth operation of the organisation with a very lean complement of staff. This report gives a brief account of the organisation's achievements and lessons learnt in the sixth year of the existence of this important sub-regional research organisation

## ACKNOWLEDGEMENT

The following sponsors and partners are acknowledged for their contribution to the work of CCARDESA.





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ACCRA	Adaptation to Climate Change in Rural Areas of Southern Africa
AGRA	Alliance for a Green Revolution in Africa
AnGR	Animal Genetic Resources
APPSA	Agricultural Productivity Programme for Southern Africa
AU-IBAR	African Union Inter-African Bureau for Animal Resources
CA	Conservation Agriculture
CAADP	Comprehensive Africa Agriculture Development Programme
CCARDESA	Centre for Coordination of Agricultural Research and Development for Southern Africa
CCAFS	CGIAR Research Program on Climate Change, Agriculture and Food Security
CCAA	Climate Change Adaptation in Agriculture
CSA	Climate Smart Agriculture
CIMMYT	Centro Internacional de Mejoramiento de Maíz y Trigo (International Maize and Wheat Improvement Centre)
COMESA	Common Market for Eastern and Southern Africa
CSA	Climate Smart Agriculture
CTA	Technical Centre for Agricultural and Rural Cooperation
EU	European Union
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
FAO	Food and Agriculture Organisation of the United Nations
FARA	Forum for Agricultural Research in Africa
GA	General Assembly
GDP	Gross Domestic Product
GiZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
ICT	Information and Communication Technologies
ICKM	Information, Communication, Knowledge Management
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
M&E	Monitoring and Evaluation
MDTF	Multi - Donor Trust Fund
MOU	Memorandum of Understanding



MTOP	Medium Term Operational Plan
MS	Member State
NARES	National Agricultural Research and Extension Systems
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organisation
R & D	Research and Development
RAP	Regional Agricultural Policy
RCoL	Regional Centre of Leadership
RISDP	Regional Indicative Strategic Development Plan
RLAT	Rapid Loss Appraisal Tool
RUFORUM	Regional Universities Forum for Capacity Building in Agriculture
S3A	Science Agenda for Agriculture in Africa
S4AC	Science for Agriculture Consortium
SACAU	Southern Africa Confederation of Agricultural Unions
SADC	Southern African Development Community
SAAIKS	Southern Africa Agricultural Information and Knowledge System
SISTA	Science-Led and Climate-Relevant Agricultural Transformation in Africa
SRO	Sub-regional Research Organisation
USD	United States Dollar
VA	Vulnerability Assessment
WB	World Bank

## EXECUTIVE SUMMARY

This report highlights key outputs of CCARDESA's activities for the year 2018 which were crafted along the five thematic areas of the Revised Medium-Term Operational Plan (2015-2018). The MTOP in turn derives its focus from key strategic regional documents such as the SADC Regional Agricultural Policy (RAP), the Regional Indicative and Strategic Development Plan (RISDP), the Comprehensive African Agriculture Development Programme (CAADP).

A significant proportion of activities in 2018 focused on enhancing the capacity of stakeholders to adapt to climate change and promoting the mainstreaming of RAP-related climate smart agriculture content into national agricultural policies and programmes. A total of 119 participants benefitted from CCARDESA capacity building interventions on tackling climate change in agriculture; the use of a rapid assessment tool for post-harvest loss; the use of social media tools to promote visibility of CCARDESA interventions as well as accessing climate finance. Three countries (Malawi, Zambia and Zimbabwe) were assisted to mainstream climate change adaptation into their national policies and agricultural programmes. Two pilot projects on climate proofing of the maize (Malawi-Zambia-Zimbabwe) and sorghum (Botswana-Lesotho) value chains were implemented.

Through its advocacy activities, CCARDESA lobbied Policy makers to invest in smallholder wheat production in countries with wheat production potential in the region, following promising results from pilot work undertaken in selected countries. There was notable progress on efforts towards expansion of the Agricultural Productivity Programme for Southern Africa (APPSA) in the region where two countries (Angola and Lesotho) were assisted to successfully engage the World Bank and express the interest to join the programme. Project implementation in the two countries is expected to commence in 2019. The project expansion will give impetus to collaborative regional investment in agricultural research and development, which is necessary to attain regional food and nutritional security.

The CCARDESA information, communication and knowledge management (ICKM) System was successfully improved by re-designing the organisational website and updating of information on its virtual platform. The ICKM platform, which was regionally launched in November will play an essential role in the exchange and dissemination of information resources, as well as promoting communication among various players. During the year, information was disseminated through blogging, discussion groups (d-groups) and the CCARDESA web-based platform SAAIKS (Southern Africa Agricultural Information and Knowledge System). Technical briefs promoting implementation of selected agricultural interventions were also developed. All these efforts, together with the holding of a number of technical workshops/conferences enhanced interaction, information sharing and dissemination among regional agricultural stakeholders and gave good visibility to CCARDESA's regional interventions. The 1<sup>st</sup> APPSA Scientific Conference was a resounding success where the stakeholders requested for a 2<sup>nd</sup> conference in 2019 before the closure of the phase one of APPSA which involves Malawi, Mozambique and Zambia.

The Secretariat actively engaged with other players to respond to emerging issues such as the Fall Army Worm, the Science Agenda for Agriculture in Africa and the promotion of investment in smallholder wheat production in the region. The resource mobilisation efforts that were undertaken through development of concept notes with strategic partners have started to bear fruit. The Technologies for African Agricultural Transformation (TAAT) initiative kicked off in July and the Science-Led and Climate-Relevant Agricultural Transformation in Africa (SISTA) initiative that is to be supported by the EU is expected to start in 2019. The Secretariat also developed an interim resource mobilisation strategy which will guide short-term efforts to mobilise resources.

CCARDESA managed to resiliently weather the challenges of limited human and financial resources. The Secretariat mitigated the risk posed by inadequate human capacity through the recruitment of 5 interns to augment the staff complement across Departments within the Secretariat. The Finance Manager was also recruited in June. Significant progress was made by CCARDESA in fulfilling fiduciary requirements, which raised the confidence of the SADC MS to pledge resources to support the Secretariat. An external audit report was produced, and two Board meetings were held to provide guidance to the Secretariat on governance and technical matters. The achievements by CCARDESA during 2018 demonstrate that the organisation has continued to deliver its mandate of fostering collaboration among research and development stakeholders to contribute towards addressing regional food security and prosperity.





## 1. INTRODUCTION

The Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA), is a Sub Regional Organisation (SRO) which was approved in 2010 by the Council of Ministers of the Southern African Development Community (SADC) and launched in 2011 to coordinate and facilitate agricultural research and development in the SADC region. The focus of CCARDESA in the region is guided by various strategic regional documents which express the common vision of the countries in the Southern African region. With the goal of contributing to sustainable reduction in food insecurity and poverty in the SADC region, CCARDESA's interventions are in support of other regional efforts such as the Dar es Salaam Declaration on Agriculture and Food Security, the SADC Regional Indicative Strategic Development Plan (RISDP), the Regional Agricultural Policy (RAP), the SADC Food and Nutrition Security Strategy (2015-2015) and the SADC Industrialisation and Strategy and Road Map (2015 -2020). The geographical focus for CCARDESA activities is on all countries in the SADC region namely: Angola, Botswana, Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Mozambique, Malawi, Mauritius, South Africa, Namibia, Seychelles, United Republic of Tanzania, Zambia and Zimbabwe. The target beneficiaries of CCARDESA interventions are smallholder farmers in the SADC region.

### 1.1 CCARDESA Vision, Mission and Objectives

The vision of CCARDESA is stated as: "A prosperous and food secure Southern African region with vibrant rural livelihoods" This vision is supported by the mission that states: "to promote innovative research, technology generation and adoption for sustainable agricultural development through effective partnership and capacity building." CCARDESA pursues its mission through five thematic areas which are presented later in this document.

The overall objectives of CCARDESA are:

1. To promote coordination and collaboration among NARS and Farmer Organisations through regional and international cooperation;
2. To facilitate the exchange of information and technology among the agricultural R&D institutions;
3. To promote partnerships in the SADC region between public, private, civil society and international organisations in agricultural R&D;
4. To improve agricultural technology generation, dissemination and adoption in the region through collective efforts, training and capacity building; and
5. To mobilise human, financial and technological resources to implement demand-driven regional R&D activities that will contribute to the strengthening of national-level institutions/research agencies and individuals.

### 1.2 Institutional Arrangement and Governance of CCARDESA

CCARDESA is governed by a General Assembly of regional stakeholders from SADC Member States, which meets every two years. In addition, the Ministers responsible for Agriculture and Food Security of countries that are party to the Charter receive reports of CCARDESA and also perform functions of appointing Board Members. The Board of Directors of CCARDESA,

composed of 13 members, provides oversight and guides the CCARDESA Secretariat on its general direction and programmes.

The CCARDESA Secretariat reports to the Board of Directors of CCARDESA, through its Executive Director. It performs the day-to-day functions of CCARDESA by implementing the programmes, and performing all tasks of coordination of agricultural research and development in the SADC region.

## **2. THE CCARDESA MEDIUM TERM OPERATIONAL PLAN (MTOPI)**

During its establishment phase, CCARDESA developed a five-year (2013 – 2018) Medium Term Operational Plan (MTOPI) that would guide its direction of technical activities in the medium term. Under the revised MTOPI (2015-2018), CCARDESA is expected to deliver five key outcomes, namely:

1. Empowered smallholder farmers with good access to input and output markets
2. Farmers accessing essential technologies and having influence on advisory services
3. Farmers and NARS across the region able to access agricultural information via ICT tools
4. Effective NARS & highly skilled human resources
5. CCARDESA functional and delivering its SRO mandate effectively

Guided by the MTOPI and influenced by resource availability, the 2018 CCARDESA work plan prioritised the following key interventions which were expected to mutually contribute to the attainment of the expected Outputs and Outcomes:

- i) Undertaking studies to assess farmer empowerment needs.
- ii) Promoting innovation platforms
- iii) Implementing quick win Research for Development (R4D) projects
- iv) Supporting regional Research for Development projects
- v) Supporting the dissemination of research outputs and extension information
- vi) Facilitating capacity building in the use of ICTs in Agric.
- vii) Strengthen institutional capacity of research, technology generation and advisory services.
- viii) Strengthen institutional capacity in agricultural research and development.
- ix) Strengthening of CCARDESA governance and institutional capacity.
- x) Development of strong partnership links

### **3. PROGRAMME AND PROJECTS IMPLEMENTATION**

#### **3.1. Overview of the Activities for 2018**

Activities for the 2018 fall into two broad areas namely: 1. Programmes/Technical activities, 2. Governance, visibility and resource mobilisation. The majority of technical activities were on interventions geared towards adaptation to climate change in recognition of the threat that climate change poses to agriculture and food security by equipping stakeholders with specific skills to address identified priority needs.

The 2018 Annual report reflects the Secretariat's effort of managing on-going research and development investments; specific actions to promote outputs of regional collaborative research and development in the form of knowledge products and face to face exchanges of technical information. Key actions to influence regional policy on identified topical issues relevant to regional food and nutritional security as well as sustainable use of natural resources are included. The report also documents the on-going efforts of strengthening CCARDESA to become a regional agricultural information hub; capacity building on identified priority skills needed by stakeholders within the National Agricultural Research Systems; the deliberate effort by the Secretariat to mobilise the necessary resources for its programmes and to maintain accountability to its stakeholders.

### **4. SUMMARY OF ACHIEVEMENTS**

Some highlights on the achievements attained under various interventions implemented under each thematic area in 2018 are presented below.

#### **4.1 Thematic Area 1: Empowered smallholder farmers with good access to input and output markets**

The interventions undertaken under this theme are aimed at promoting regional efforts to empower and strengthen farmers and their organisations to become effective partners in the development and implementation of the agricultural R&D agenda, and to enhance their access to markets. During 2018, the key activity under this thematic area was on promoting mainstreaming of the Regional Agricultural Policy (RAP)-related Climate Change Adaptation in agriculture/ Climate Smart Agriculture (CCAA/CSA) content into national agricultural policies and programmes. Regional awareness was created on the regional agricultural policy and the need for its domestication into national policies in Botswana, Lesotho, Malawi, Zambia and Zimbabwe. In an effort to foster RAP inclusion in national policy documents, 3 regional chapters were contributed to in the national CSA frameworks of Zimbabwe, Zambia and Malawi. Lesotho also expressed interest for support to revise their extension strategy.



## 4.2 Thematic Area 2: Research and Technology Generation and Farmer demand-driven advisory services and innovation systems

### 4.2.1. Mainstreaming of Climate Change Adaptation in Agriculture in the Region

Under this thematic area, two stakeholder teams in five countries in the region (Malawi-Zambia-Zimbabwe and Botswana-Lesotho) were supported to evaluate climate-proofing interventions in maize and sorghum value chains, respectively. Within climate proofing of the maize value chain project, data collected from the piloting of new double-up legume cropping in conservation agriculture systems in Malawi will be analysed as part of the long-term trial dataset on conservation agriculture at CIMMYT.



**Maize VC Project:** TLC Zonal Manager Richard Museka (Central Malawi) explaining benefits of residue retention. *Photo by CIMMYT Zimbabwe*



**Maize VC Project:** CSA practices in low productivity systems in Zaka, Southern Zimbabwe. *Photo by CIMMYT Zimbabwe*



**Sorghum VC:** Inception workshop in Maseru, Lesotho, 27<sup>th</sup> to 28<sup>th</sup> Mar 2018.

The best bet climate smart practices in the maize value chain were identified through a regional stakeholder prioritisation workshop. Results of a feasibility study conducted showed the possibility of scaling up CSA approaches (e.g. conservation agriculture, drought resistant maize) to climate proof the maize value chain in the SADC Region. These interventions will contribute towards building resilience of the agriculture sector to climate change in the region.

Climate proofing of the livestock value chain project was also initiated with Peace Parks Foundation and Conservation South Africa in 6 countries (Botswana, Lesotho, Mozambique, South Africa, Zambia and Zimbabwe). This project will take off in earnest in 2019 and will focus on piloting '*herding-for-health*' as a climate smart approach for rangeland-based livestock systems in the SADC Region. Strengthening of a regional training hub to support livestock adaptation will also be done.

#### **4.2.2. Expansion of investment in Agricultural Research and Development in the Region**

CCARDESA facilitated preparation of project proposals by Angola and Lesotho in liaison with the World Bank (WB) to enable both countries to join the Agricultural Productivity Programme for Southern Africa (APPSA). The coming on board on APPSA by the two countries will give impetus to collaborative regional investment in agricultural research and development, which is necessary to attain regional food and nutritional security. Project implementation in the two countries is expected to commence in 2019.

##### **4.2.2.1. APPSA Achievements**

Since 2013, CCARDESA has successfully coordinated the implementation of the APPSA programme. The programme aims at enhancing regional specialisation in agricultural research, fostering regional collaboration and facilitating increased sharing of agricultural information, knowledge and technology across boundaries of participating countries. The Project development objective of APPSA is to increase the availability of improved technologies in participating countries in the SADC region. In its 5<sup>th</sup> year of implementation in 2018, the levels of attainment of the project development objective were as follows:

*(i) Number of technologies that are being made available to farmers and other end users*

A cumulative target of 209 technologies and management practices were to be made available to farmers by the end of 2018; the actual number was 301 Technologies and management practices (seed varieties of cassava, maize, rice, sorghum and various food legumes = 178; agronomic, pest & disease management and water management practices = 42 and post-harvest technologies = 81).

*(ii) Percentage of Lead Farmers in targeted areas who are aware of an improved technology promoted by the Project*

The proportion of Lead Farmers (LFs) in the project areas that is aware of an improved technology promoted by the Project was 95% in Malawi, 80% in Mozambique and 85% in Zambia. The target for end of project is 85%.

(iii) *Number of technologies generated or promoted by the Project in one participating country that are released or promoted in another participating country*

The target number of technologies generated or promoted by the Project in one country and released or promoted in another country by 2018 was 49. Forty-seven technologies and management practices [seed varieties = 29; agronomic, pest & disease management and water management practices = 12] were shared among the APPSA countries.

(iv) *Direct Programme beneficiaries*

A cumulative target of 3,531 million project beneficiaries was set for 2018. The total number of direct beneficiaries reached was 2,861 million (35% female), representing 81% of the target. Of these beneficiaries, 40,800 were lead farmers.

Other notable achievements under this project include the following:

- *Human Capital Development:* To date, 43 Research staff supported for long-term training successfully completed their studies (BSc – 29; MSc – 11 and PhD -3).
- *R&D implementation:* to date 74 collaborative research and development projects have been implemented (56 projects were in all the 3 countries). The proportion of projects successfully completed is 68% in Malawi, 57% in Mozambique and 67% in Zambia.
- *Technology dissemination:* significant progress in the dissemination of technologies was noted, with 66 improved technologies formally recommended by the national research centre (Malawi = 27; Mozambique = 17 and Zambia =22) and subsequently formally promoted by the advisory services at extension planning area level or district level or higher.



*On-farm legume demonstration in Zambia*



*Soybean value addition in Mozambique*





*Spot fertiliser applicator demonstration in Malawi*

- *Lesson learning:* Learning from experiences from similar projects implemented in East, Central and West Africa was done. In 2018 a lesson learning workshop was convened and was attended by representatives from the World Bank-supported Agricultural Productivity Programme countries in Western, Eastern, Central and Southern Africa, and representatives from the 3 Sub-regional Organisations (ASARECA, CCARDESA and CORAF). The workshop was held in Lusaka, Zambia with the objectives of (i) sharing knowledge on project design and implementation, and the agricultural transformation agenda across regions, (ii) capturing the lessons learnt from specific models on collaboration and (iii) promoting networking and interaction across regions.



*LL workshop in session*

- *Safeguarding the regionality of APPSA:* The project held its 3<sup>rd</sup> Regional Steering Committee meeting in Lusaka, Zambia on September 24, which was chaired by the

then Permanent Secretary for Agriculture in Zambia – Mr Julius Shawa. The Regional Steering Committee, whose role is to provide policy guidance to improve synergy of APPSA with national and regional strategies and promote collaboration between the implementing countries meets annually to assess project progress and give direction to project implementation.



*Regional Steering Committee (RSC) members at the RSC meeting in Lusaka*

- *Planning for 2<sup>nd</sup> phase of APPSA:* As the current phase of APPSA implementation is coming to end in 2019, discussions for putting in place a second phase programme focusing on agricultural transformation commenced. These discussions and development of the associated proposals will be continued in 2019 under CCARDESA guidance.

#### **4.2.3. Promoting Agricultural Transformation through Exchange of Technical Information**

In 2018, CCARDESA took a prominent role in promoting the exchange of best practices and sharing of scientific information through supporting the hosting of a number of conferences/workshops in the region. Fostering these exchanges facilitates dissemination of knowledge to support agricultural transformation in the region as well as promotes networking which is essential for collaborative initiatives.

CCARDESA provided a platform for research and development practitioners to share, discuss and disseminate research outputs as well as trends, innovations, concerns and best practices in agricultural research for development developed under the APPSA programme. This was done during the 1<sup>st</sup> APPSA Scientific Conference which was held in Lilongwe, Malawi in November 2018 under the theme “Enhancing Farmers’ Productivity through Collaborative Agricultural Research in Southern Africa”. The conference was attended by Scientists from the current APPSA countries (Malawi, Mozambique and Zambia) and participants from other SADC



Countries (Angola, Botswana, Lesotho, Madagascar and Zimbabwe) and CG Centers (CIAT, IRRI & ICRISAT) to share the outputs from the APPSA programme research efforts.

In 2016, CCARDESA undertook a study entitled “Contribution of fisheries to food and nutrition security in the SADC region”. There was need to update and align the study with the current developments in the region such as the regional aquaculture value chain under the SADC Industrialisation Strategy and Roadmap to 2063, the SADC Blue economy Initiative, and the findings from the Fish Trade project. In 2018 CCARDESA organised a side event for SADC fisheries stakeholders during the 6<sup>th</sup> International Conference for Pan African Fish and Fisheries Association (PAFFA) which was held in Mangochi, Malawi. The meeting provided an opportunity for the regional stakeholders to express a demand for more engagement with CCARDESA on key research information and ideas critical for the growth of the fisheries industry, given the importance of fish and fisheries in food and nutritional security.

#### 4.2.4. Contributing effort towards reduction of post-harvest losses

Post-harvest losses are one of the major challenges in the region. Estimating the level of losses is a key step in addressing the problem. To assist regional stakeholders in combating this challenge, CCARDESA through the Adaptation to Climate Change in Rural areas in Southern Africa (ACCRA) project convened a regional expert workshop on post-harvest losses in Potchefstroom, South Africa. The workshop objective was to validate a Rapid Loss Assessment Tool (R-LAT) developed by GIZ for use in the region to obtain quick information to inform the planning of interventions to reduce post-harvest loss in the region. Following training on the R-LAT, three (3) countries (South Africa, Tanzania and Zimbabwe) piloted the tool in maize value chains.

Use of the R-LAT tool:



Significant damage in maize grain stored in grain bag (12 months of storage) in Njijini village Southern Cape, South Africa.

	V Good	FAIR	FAIRLY BAD	VERY BAD
Field preparation before planting	☺☺	☺	☹	☹☹
Field preparation during season	☺☺☺			
Harvest	☺☺			☺☺
Transport	☺		☺☺	☺☺☺
Storage	☺			☺☺☺☺
Marketing			☺	☺☺☺☺

Voting on problems/losses in different parts of the maize value chain in Njijini village (15 voters randomly chosen).



#### 4.2.5. Supporting Youth Involvement in Agriculture

In recognition of the importance of promoting youth involvement in agriculture, CCARDESA and its ACCRA programme supported the Youth Agribusiness Week initiative in Gaborone, Botswana. This 2-day event offered a platform for local stakeholders to deliberate on the pathways to promote youth excellence in Agriculture. The initiative, which was held under the theme “attracting investment in Agriculture” aligns with the CCARDESA agenda of supporting advocacy for investment in youth within the agricultural sector.



ACCRA/CCARDESA staff manning a booth during the *Agriculture Youth Forum* in Gaborone, Botswana, 23<sup>rd</sup> November 2018.

#### 4.2.6. Promoting investment in wheat production in the region

A CCARDESA-led study on regional smallholder wheat production revealed potential for wheat production in some regional countries such as Angola, Madagascar, Mozambique, Tanzania, Lesotho besides South Africa and Zimbabwe. The study highlighted the under-exploited potential in some countries to grow wheat which requires deliberate policy intervention in order to reduce the unsustainable regional import bill for wheat which is growing exponentially. The key findings of the study were highlighted at a High-Level Policy Dialogue held in Maputo, Mozambique where policy makers were lobbied to invest in domestic wheat investment to offset the region’s huge wheat import bill. The participants at the meeting echoed the need to support smallholder farmers with extension information, appropriate and affordable irrigation systems and production of suitable drought tolerant wheat varieties. They also suggested the need to pursue blending of wheat flour with flours from other crops like cassava, sorghums, beans which would also boost the nutritional quality of the bread flour.



The Acting ED for CCARDESA chairing a session during the Policy Dialogue

During the year, CCARDESA provided technical backstopping to the wheat trials in Zambia under the 'Enhancing smallholder Wheat productivity through Sustainable Intensification of Wheat-Based Farming Systems in Rwanda and Zambia (SWPSI)' project. These are rain-fed trials which are managed by Zambia Agriculture Research Institute (ZARI). CCARDESA will provide more support during the planning stages of the trials for 2018/19 season to improve the quality and range of data collected from the trials. The study is expected to end in 2020.



Rainfed wheat crop at Mr Chilombo's farm in Mpika District, Zambia

#### 4.2.7. Promotion of Sustainable Utilisation of Farm Animal Genetic Resources in the Region

Animal genetic resources are an important resource in the region's agricultural system. Some of the genetic resources harbour unique genes that need to be preserved and harnessed in livestock breeding programmes aimed at addressing regional food security. However, these resources are faced with the challenge of disappearance from the production system due to neglect, drought, diseases and poorly conceived policies and improvement programmes. CCARDESA took the lead in facilitating engagement among regional stakeholders to collaborate and cooperate on characterisation and conservation of some regional breeds.



Participants at the 5<sup>th</sup> SADC ANGR General Assembly and Steering Committee Meetings in Gaborone

CCARDESA and the African Union – Inter African Bureau for Animal Resources (AU-IBAR) jointly organised the 5<sup>th</sup> Sub regional Animal Genetic Resources (AnGR) Stakeholder Consultative General Assembly in Gaborone from 26-29 November 2018. The overall objective was to strengthen regional efforts in the implementation of the Global Plan of Action on AnGR for food and agriculture. A total of 30 participants from 11 countries in Southern Africa

attended the meeting and deliberated on procedures of keeping animal germplasm in a regional repository (gene-bank) which has been identified in Botswana. The identified gene bank, which will be shared by the countries, received additional equipment from an EU-funded AU-IBAR-led project and it will be commissioned in 2019.

### 4.3 Thematic Area 3: Information, Communication and Knowledge Management (ICKM)

#### 4.3.1. Improvement of the CCARDESA ICKM System

A significant milestone for ACCRA programme during the reporting period was the completion of the new CCARDESA information, communication and knowledge management (ICKM) system which was launched in 2018. The development process of the ICKM system encompassed all three key components of ICKM, namely, people, processes and technology. The existing organisational processes for the development and mobilisation of content as well as promotion of the ICKM system to users were revised. Facilitation of the regional community of practice which includes national ICKM focal points nominated by the SADC Ministries of



Agriculture was also done, and capacity to operate the new ICKM system was built for the CCARDESA Secretariat and the national ICKM focal points from 11 SADC countries.

One of the key components of the new ICKM System is the updated Southern African Agricultural Information and Knowledge System (SAAIKS) which is a knowledge hub that links users to knowledge products that are produced by CCARDESA and curated from other organisations. Curating content allows CCARDESA to direct users to content that has been developed by other organisations. To date CCARDESA has curated over 800 knowledge products. There is improved dissemination of information and knowledge via the d-groups and the SAAIKS portal. This significant development will provide a vehicle for interaction, sharing and disseminating of agricultural information and technologies necessary to spur agricultural development in the SADC region.

The new CCARDESA website and SAAIKS were launched during the 2018 High-level Policy Dialogue on 'Transforming Africa's Agriculture' which was co-organised by CCARDESA, FANRPAN, the Mandela Institute for Development Studies (MINDS), and the Graca Machel Trust (GMT). With three significant contributions and a well-positioned information booth, CCARDESA was able to raise its profile to more than 190 delegates (from 21 countries) that included representatives from government, civil society, research organisations, intergovernmental organisations, private sector actors, farmer organisations and donors. CCARDESA was able to reach 21% youth and 40% women who attended the event. The launch of the new CCARDESA website is a big step forward for the region's efforts in fostering information exchange.

Overall, CCARDESA has significantly improved its visibility. Its D-Groups discussion platform currently has over 3,400 members, and more than 850 people follow CCARDESA on Facebook.

#### **4.3.2. Production and Dissemination of User-friendly and Innovative Knowledge Products for CCAA/CSA and for Agricultural Productivity Enhancement**

Work on the drafting of 27 knowledge products in relation to climate change adaptation focusing on four priority value chains (i.e. rice, maize, rice and small ruminants) as well as 10 technical briefs on several important regional topics/technologies was initiated and will be completed in 2019. Development of a mobile app that will help users to access content will also be completed in 2019. Provision of information on climate smart agriculture will empower the regional stakeholders to better tackle the effects of climate change, thereby bringing stability in the production of nutritious food and maintenance of sustainable livelihoods.

#### **4.4 Thematic Area 4: Institutional Development and Capacity Building.**

Capacity building is one of the key functions of CCARDESA. In 2018, a total of 119 participants (34% female) took part in the regional capacity building initiatives undertaken (Table 1) under ACCRA. The trainings were related to climate change adaptation/ climate smart agriculture. These regional trainings equipped stakeholders with requisite skills to inform strategies on reducing post-harvest losses and tackling climate smart agriculture. A regional climate finance



and proposal writing training was conducted for participants from the Ministries of Agriculture and National Planning from 10 SADC countries. The training strengthened the capacity of participants to plan and develop climate funding proposals, including gender mainstreaming and integration of social and environmental safeguards in the proposals. This capacity strengthening should enhance the chances of access to climate finance which can be used towards sustainable climate conscious investments.

**Table 1 Capacity Building Undertaken by CCARDESA in 2018**

No	TRAINING	TARGET	FEMALES	MALES	TOTAL
1.	CCARDESA internal social media training	Secretariat Staff	5	5	10
2.	Regional training on the Rapid Loss Assessment Tool (RLAT) in April, 2018, South Africa	Regional Post Harvest Loss Researchers	3	21	24
3.	Rapid Loss Assessment Tool (RLAT) Training Field Phase in July, 2018, Kokstad, South Africa	Maize value chain stakeholders in Kokstad, Eastern Cape, South Africa	13	32	45
4.	Training on Tackling Climate Change in Agriculture in July 2018 in Mauritius	Ministry of Agriculture, Research and Extension Services and Farmers Unions: Mauritius	9	11	20
5.	Training on Climate Finance in December, 2018 in Gaborone	Planning officers in Ministries of Finance, Environment and Agriculture	10	10	20
<b>Grand Total</b>			<b>39</b>	<b>80</b>	<b>119</b>

#### 4.5 Thematic Area 5: Strengthening of CCARDESA as an effective Sub-Regional Organisation (SRO)

##### 4.5.1. Improving Visibility of CCARDESA

Deliberate activities aimed at raising the visibility of the organisation and working with partners to mobilise the much-needed resources were prioritised in 2018. As a result, some visibility events were done via social media to highlight the work of the organisation. For example, live videos, pictures and posts during key events were uploaded on Facebook. Blogs were also published on the CCARDESA website. These efforts resulted in positive feedback from stakeholders who expressed appreciation for receiving information about CCARDESA programmes.



#### 4.5.2. Policy Advocacy on Critical Regional Issues

CCARDESA partnered with strategic partners to deliver trainings on identified priorities and co-hosted strategic consultative fora such as the regional policy Dialogue which was held in Maputo, Mozambique in November 2018. During the dialogue CCARDESA advanced the need for regional investment in a strategic crop such as wheat in countries which have untapped potential for domestic wheat production. Such investment would save the region much needed foreign revenue which is spent unsustainably on imports of wheat.

The Sub-regional organisation also successfully led a regional process of reflecting on implementation of the Global Plan of Action (GPA) on farm animal genetic resources by SADC Member States. More, importantly the Member States formulated guidelines of running a shared regional repository for animal genetic resources (AnGR) germplasm which is hosted at the Department of Agricultural Research in Gaborone, Botswana. Conservation of AnGR is important for sustainable agriculture by guaranteeing existence of a variety of farm breeds including neglected landraces which can be used in the future under the ever evolving and challenging socio-economic and environmental conditions such as climate change. The AnGR stakeholders endorsed a plan to develop a robust regional AnGR strategy that will cover not only domesticated species but will include wild species such as pollinators and aquatic species.

### **4.5.3. Mobilisation of Resources for the Secretariat**

#### ***4.5.3.1. Development of Interim Resource Mobilisation Strategy***

Effective resource mobilisation is necessary to support the organisation and interventions aimed at benefiting the region. Since the organisational long-term strategy, upon which the resource mobilisation has to be anchored has not yet been developed, an interim resource mobilisation strategy was drafted to guide the process of gathering resources in the short-term. The interim strategy will help to give both internal and external stakeholders direction on priorities and mechanisms for mobilising resources for the organisation. A substantive resource mobilisation strategy will be developed once the organisational long-term strategy is in place.

#### ***4.5.3.2. Internship programme***

The CCARDESA internship programme targets citizens of the SADC Member States and is part of the Secretariat's initiatives for building the capacity of young and mature professionals in the region. It provides the interns with a platform and atmosphere for developing their skills and gaining practical experience of working at the CCARDESA Secretariat or with a team of experts implementing a project supported by CCARDESA in one of the SADC Member States.

In order to alleviate the shortage of staff at the Secretariat, seven additional interns were recruited to assist with finance (2), ICT (1), communications (1) and research activities (3) in 2018. These are young professionals who want to share their skills through practically providing their service to CCARDESA. The period of engagement is up to 12 months.

#### ***4.5.3.3. Proposal Development***

CCARDESA partnered with other organisations to develop eight concept notes/proposals as a way of mobilising resources. The proposals covered thematic areas such as Agricultural Transformation, Climate Change Adaptation, Innovation Platforms, Post-harvest management, and use of ICT in agriculture.

Of these proposals, the one on Supporting Implementation of a Science-Led and Climate-Relevant Agricultural Transformation in Africa (SISTA) was the most promising. In early December 2018 CCARDESA together with other SROs who are partnering in this project were requested by the donor to submit budgets and to provide additional information to inform the allocation of resources. The coming into operation of the SISTA initiative would help to inject additional resources to strengthen the capacity of CCARDESA to discharge its regional mandate for the benefit of the regional stakeholders.

The Technologies for African Agricultural Transformation (TAAT) project which is supported by the Africa Development Bank was launched in July 2018. CCARDESA participated in the inception meeting for one of the compacts dealing with Capacity Development and Technology Outreach in July, 2018. Discussions on implementation modalities and the way forward are still ongoing.

#### **4.5.4. Partnerships and Institutional Development**

Working with strategic partners is important and synergistic to the work of CCARDESA. The Southern Africa Forum for Agricultural Advisory Services (SAFAAS) was identified as a good partner for engaging with agricultural advisory delivery service provider in the region, and efforts are underway to formalise the partnership. Two strategic partnerships between key actors for implementation of climate smart investments have been established. These are: (i) partnership for the scaling up of agricultural advisories for climate smart agriculture - involving CCAFS, FANRPAN, SACAU, CCARDESA, GIZ, and Syngenta Foundation (ii) partnership for the scaling of CSA approaches in the maize value chain in the SADC Region - including ZARI (Zambia), CIMMYT, Total Land Care (TLC), Agricultural, Technical and Extension Services (Agritex) Zimbabwe, Machinga Agricultural Development Division (Malawi). An additional strategic partnerships were also initiated with: - (i) Peace Parks Foundation, Conservation International South Africa, Southern African Wildlife College -for partnership in the scaling of climate smart approaches for rangeland-based livestock systems in the SADC Region; (ii) ICKM community of practice with nominated national focal persons from 11 Member States and volunteer contributors to support CCARDESA as a regional knowledge broker.

### **5. GOVERNANCE AND ACCOUNTABILITY**

The Secretariat managed to run smoothly within the scope of the limited resources at its disposal where salaries and utilities were paid regularly. The office operations ran modestly to facilitate engagement with both local and international stakeholders. Two Board meetings were held (one of which was virtual) to approve the operational plan of the organisation and to provide the necessary governance and fiduciary oversight for the organisation. An external audit for 2017 was also undertaken.

Facets of the CCARDESA Recovery Plan were implemented, e.g. following up on submitted proposals, engagement of a Debt collector to recover funds owed to the organisation by some projects and some service providers, enhancing publicity and media outreach and recruiting interns to help weather the challenges of limited human resources. In addition to requesting CCARDESA Board members to assist with funding advocacy, CCARDESA also made a follow-up on Member States to pay their subscriptions to the Secretariat.

An Audit firm was engaged, and the External audit report for 2017 was produced. A call for expression of interest to develop the CCARDESA long term strategy and the Medium-Term Operational Plan (MTOP II) was made. The process of developing a new strategy with a 10-year span and the MTOP II will commence in early 2019.

Quarterly reviews of the 2018 Work Plan were done to assess progress, learn and address implementation challenges. At the end of the year, an annual review and planning retreat was held. During the retreat, there was brainstorming on possible priority issues/topics to include or consider in the development of the CCARDESA Strategy and MTOP-2. The in-exhaustive list of proposed topics includes agricultural transformation, upscaling of technology best practices and innovations, climate change, knowledge brokerage, use of ICTs, women and youth empowerment, fore-sighting, policy harmonisation and resource mobilisation among others. At



the retreat, the staff sentiment was generally optimistic despite the prevailing resource constraints which limited delivery, at times, over-stretching the limited technical personnel at the Secretariat. Staff resolved to embrace a culture of continuous improvement for a customer oriented organisation supported by a performance-based reward system to be integrated in the organisation's strategic planning. Consensus was reached on possible core values to improve service delivery within the organisation.



CCARDESA and GIZ ACCRA joint annual planning retreat, Pilanesberg, South Africa

## 6. FINANCIAL OVERVIEW

The financial information for the year 2018 is not audited, but the comparatives for 2017 were audited by the CCARDESA independent external auditors.

Table 2 below shows the statement of financial position as at 31 December 2018. The reserves comprise fund balances for projects and funds contributed by the member states. The Recoverable from exchange transactions is due from the World Bank for the MDTF project.

Table 2. Statement of the Financial Position of CCARDESA as at 31<sup>st</sup> December 2018.

Statement of Financial Position as at 31 December 2018		
Figures in US Dollars	2018	2017
<b>ASSETS</b>		
<i>Non-Current Assets</i>		
Property, plant and equipment	1 459	5 564
	<b>1 459</b>	<b>5 564</b>
<i>Current assets</i>		
Recoverable from exchange transactions	1 425 494	1 434 005
Cash and cash equivalents	617 043	824 642
	<b>2 042 537</b>	<b>2 258 647</b>
<b>Total Assets</b>	<b>2 043 996</b>	<b>2 264 211</b>
<b>EQUITY &amp; LIABILITIES</b>		
Equity		
Reserves	393 048	419 595
Accumulated deficit	(2 250)	(7 048)
	<b>390 798</b>	<b>412 547</b>
Current liabilities		
Accrued expenses and payables	1 653 198	1 851 664
<b>TOTAL EQUITY &amp; LIABILITIES</b>	<b>2 043 996</b>	<b>2 264 211</b>

Table 3 below shows the statement of financial performance for the year ended 31 December 2018.

The revenue represents grants from donors that have been allocated to direct costs of research projects and programmes, and also to the operating expenses of the CCARDESA Secretariat for the period 2017 to 2018. There is a substantial decrease of 37% between 2017 and 2018 due to suspension of the MDTF project activities.

Table 4. Statement of the Financial Performance of CCARDESA as at 31<sup>st</sup> December 2018.

Statement of Financial Performance as at 31 December 2018		
Figures in US Dollars	2018	2017
Revenue	693 474	1 099 602
Other income	4 105	18 558
Other operating gains	4 372	636
Operating expenses	(697 153)	(1 118 796)
Surplus for the year	4 798	-
Other comprehensive income	-	-
Total comprehensive income for the year	4 798	-

## **7. CHALLENGES**

Although CCARDESA made good progress in 2018, there were challenges that affected the level of achievement. The human resource capacity was rather limited, which put extra workload on the few individuals in the Secretariat. In addition, the Secretariat continued to work within a transitional period where funding was limited. Both the width and depth of the technical activities had to be rationalised to match with the human and financial capacities.

## **8. CONCLUDING REMARKS**

The Secretariat improved implementation towards the end of the year and attained notable achievements despite its resource challenges. These outputs together with the improved ICKM provided good visibility for the organisation. On the overall, most of the outputs in the 2018 Work Plan, were partially or completely achieved. The anticipated start of new initiatives such as APPSA (Angola and Lesotho) and SISTA provide hope for additional resources that will enable CCARDESA to improve its capacity and continue serving the region.

## **9. 2019 OUTLOOK**

The 2019 work plan is aligned to the five Thematic Areas of the revised CCARDESA MTOP. The new CCARDESA Ten- Year Strategy and MTOP-2 (2019-2023) will be developed to guide the implementation of activities in the organisation. In 2019, there will be concerted joint efforts with strategic partners towards resource mobilisation as a continuation of a turn-around strategy for the organisation. Activities related to climate change adaptation will take more prominence as well as improving information, communication and knowledge management system and dissemination to increase outreach and range of beneficiaries from CCARDESA outputs. The Thematic Area 4 on Research and Technology Generation and farmer-driven advisory services will take a larger share of the activities and budget. More activities are anticipated with the launch of the SISTA programme as well as the new APPSA project in Angola and Lesotho. For cost effectiveness, any activities that can be done in-house will be undertaken by the Secretariat. Besides pursuing strategic partnerships, CCARDESA will continue to give due attention to good institutional governance and topical regional and global developmental issues.

## ANNEX 1: KEY ACTIVITIES PLANNED FOR 2019

<b>1.</b> Promote the domestication of the elements of the Regional Agricultural Policy into the national agricultural policies and extension strategies.
<b>2.</b> Facilitate implementation of the 2 pilot projects on climate proofing of the maize and sorghum value chains
<b>3.</b> Convene a regional scientific conference to disseminate research outputs from the APPSA programme
<b>4.</b> Facilitate the launch of the APPSA programme for Angola and Lesotho
<b>5.</b> Develop several knowledge products with a bias towards climate smart agriculture
<b>6.</b> Implement coordination of strategic APPSA regional activities
<b>7.</b> Develop essential wheat information products to support Sustainable Intensification of Wheat based Farming Systems in Southern Africa
<b>8.</b> Monitor the implementation of field wheat trials under the Wheat for Africa Project
<b>9.</b> Manage the effective use and regional benefit of information sharing platforms & visibility
<b>10.</b> Undertake a benchmarking visit to East and Central Africa Agriculture transformation Programmes (ECAAT)/ West Africa Agricultural Productivity Programme (WAATP)
<b>11.</b> Develop more knowledge products and visibility materials to promote the work of CCARDESA.
<b>12.</b> Provide technical backstopping to strengthen APPSA Regional Centres of Leadership (RCOLs)
<b>13.</b> Implement Monitoring and Evaluation activities for the APPSA project
<b>14.</b> Support seed policy harmonisation & advocacy activities in APPSA countries
<b>15.</b> Strengthen CCARDESA collaboration with strategic partners
<b>16.</b> Develop a Long-Term Strategy and Operational Plan (2019-2023) for CCARDESA
<b>17.</b> Review the interim resource mobilisation strategy and align it to the Strategic Plan
<b>18.</b> Undertake resource mobilisation for CCARDESA through project development and engagement with SADC Member States for annual contributions



## KEY ACTIVITIES PLANNED FOR 2019 (contd.)

<b>19.</b> Conduct regional training on climate change adaptation in Agriculture and Climate Smart Agriculture
<b>20.</b> Implement activities for Gender and Youth Mainstreaming within the ACCRA programme
<b>21.</b> Strengthen the CCARDESA Information, Knowledge and Communication Management (ICKM) system
<b>22.</b> Implement ACCRA project closing activities
<b>23.</b> Implement CCARDESA governance activities
<b>24.</b> Strengthen Internal Controls - audit
<b>25.</b> Increase CCARDESA social media outreach
<b>26.</b> Increase CCARDESA publicity

## ANNEX 2: KEY PROJECTS IMPLEMENTED IN 2018

- ❶ Agricultural Productivity Programme for Southern Africa (APPSA)
- ❷ SADC adaptation to climate change in rural areas in Southern Africa (ACCRA)
- ❸ IFPRI - Virtual Information Platform
- ❹ Management of farm animal genetic resources (AnGR)
- ❺ Wheat for Africa: Enhancing Smallholder Wheat Productivity through Sustainable Intensification in Wheat based Farming Systems of Rwanda and Zambia, (SWPSI)