

**WORKSHOP FACILITATOR CONSULTANT REPORT: VALIDATION WORKSHOP
OF THE REVISED DRAFT OF CCARDESA LONG TERM STRATEGY (2021 -2029)
AND MEDIUM-TERM OPERATIONAL PLAN (2025 -2029)**



BIRCHWOOD HOTEL, JOHANNESBURG, SOUTH AFRICA

22 - 24 OCTOBER 2024

This publication was produced for review by CCARDESA Management and was prepared by Professor Nyankomo Marwa, a workshop facilitation consultant

Workshop Title	Validation Workshop of the Revised Draft of CCARDESA Long Term Strategy (2021 -2029) and Medium-Term Operational Plan (2025 -2029)
Workshop Date	21-25 October 2024
Workshop Venue	BIRCHWOOD HOTEL, JOHANNESBURG, SOUTH AFRICA
Countries covered	South Africa, Zambia, Botswana, Tanzania, Zimbabwe, Malawi, Mauritius, Mozambique, Angola, Eswatini, Lesotho, Namibia
Participants	Total Number : XXXXXX
	Male : VVVVVV
	Female : XXXXX
	Community Members : ZZZ
	Agricultural Research Officials : DDD
	NGOS : SSSS
	Academics : RRR
Name of Workshop Facilitator	Prof Nyankomo Marwa
Name of CCARDESA Officer in charge	Prof Cliff Dlamini
Author of the report	Prof Nyankomo Marwa

1. Background

The Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA) was founded by SADC member states to harmonise the implementation of agricultural research and development (R&D) in the SADC region. CCARDESA intends to address agricultural research and design issues in the SADC region. CCARDESA is executing its mandate through the four main interventions i.e. coordinate, facilitate, promote and improve agricultural technology generation, dissemination and adoption in the region through collective efforts, training and capacity building.

The CCARDESA activities and operations are guided by Long Term strategic Plan (LTSP) 2020-2029 long term and medium term Medium-Term Operational Plan (MTOP) III 2025-2029. However, since the inception of these two key documents there have been several geopolitical tensions, COVID-19 and increasing climatic concerns. The recent global and regional developments in the agricultural landscape such as the COVID-19 pandemic, the geopolitical conflicts, disruption of global value chains and food systems have impacted agricultural value chains, and the emergence of global and continental priorities such as the Food Systems Agenda, the Soil Initiative for Africa, and the post-Malabo Agenda as well as the SADC Regional Indicative Strategic Development Plan (RISDP)(2020 -2030). Those emerging macroeconomics issues and other regional issues necessitate the need to revise the two documents to ensure relevance and effectiveness of the CCARDESA operations. Against this background, CCARDESA contracted a consultant to Dr Martin Mucharo to review and update both documents during 2024.

The draft of the review was completed on the third quarter of 2024 and during the third week of October 2024 CCARDESA convened a consultative meeting towards the collective review and validation of its revised Long-Term Strategic Plan (LTSP) and Medium-Term Operational Plan (MTOP) for the period spanning 2025-2029. The workshop was attended a diverse group of key stakeholders including subject matter experts, agricultural research institutes, universities, international and regional organization (IFAD, USAID, IITA, FARA), former and current board members, and regional stakeholders, academia and community members. Such diversity reflects CCARDESA's commitment to advancing agricultural priorities across the Southern African Development Community (SADC) countries.

2. Purpose

The objective of the validation works was for the members state representatives and experts to critically review and validate the relevance of the revised Long-Term Strategic Plan (LTSP) and Medium-Term Operational Plan (MTOP) III 2025-2029. The review was expected to align with increasing geopolitical tensions, regional and global macroeconomics and environmental dynamics. The specific objectives of workshop were:

- a) The consultants to present the revised long-term strategic plan and mid-term operational plan to the participants.
- b) The participants to read and critically engage with LSTP and MTOP then provide critical comments and validation or suggest changes as needed.
- c) The integration of emerging global and regional challenges and priorities in agricultural research
- d) To align the two documents with research priorities approved by Ministers in May 2024

3. Activities and Tasks

The three-day workshop was facilitated by Prof Nyankomo Marwa from Johannesburg Business under the guidance of the CCARDESA management. The session commenced with opening remarks from Dr. Frank Kayula, Chair of the Programmes Committee on CCARDESA's Board. Emphasizing CCARDESA's mandate, Dr. Kayula reiterated the importance of developing dynamic and relevant strategies that cater to the evolving challenges in regional and global agriculture. ***“CCARDESA is tasked with setting the regional agricultural research and development agenda. Developing responsive strategies is critical, especially considering the current challenges impacting food security and family nutrition across the region,”*** he asserted. During his speech he emphasized the importance of participation from all member states and stressed the need for strategies to benefit all SADC countries. He reminded the audience that there is a need to maintain focus on our core clientele benefits i.e. farmers, especially smallholders. He called for practical implementation strategies.



Figure 2: Dr Frank Kayula giving an opening remark during the first day

The Executive Director of CCARDESA Prof Cliff Dlamini preceded the board chairman and set the tone and outlined the expected work and activities for the next three days. He also extended his heartfelt vote of thanks to the participants and member countries for supporting these strategic objectives, underscoring the significance of collective commitment to CCARDESA's mission.

After opening the workshop, the main activities covered high level consultant presentation of the documents and key improvements has been made; this was followed a group discussions and

critical review by the participants; the plenary session was deployed to aggregate the comments and reviews from all the participants. The process was repeated for the three days. The first day focused on critical review LTSP 2020-2029 documents. The first half on the second day focused in collating the feedback from the participants and finalising LTSP documents. The second half day focused on MTOP III 2025-2029 documents review and discussion. The third day provided high level summary of the key comments and observations of the previous day and later focused on final review and collating the comments for MTOP III. The last half of day three was used to summarize the exercise and agree on the way forward. Further details on activities and tasks are articulated in the workshop timetable in appendix I



Figure 3: Prof Cliff Dlamini addressing the participants and sharing the structure of the workshop

4. Outputs and Deliverables

The main outputs and deliverable from the three-day validation workshops were structured critical comments from the participants and suggestions on the way forward. The facilitation report will be main deliverables summarising key take home messages from the deliberation and recommendations. The specific deliverables for participants, facilitator and a consultant for strategy review are summarised review.

- The consultant to present high level summary of the revised documents and key changes made.
- The participants to provides critical feedback on the two documents (see attached slides on detailed feedback).

- The facilitator to facilitate the deliberation and prepare a facilitation report on the deliberation and recommendations made.

5. Recommendations

The focus of workshop on critical review and validation by the workshop participants of a revised LTSP 202-2029 and MTOP III 2025-2029. The participants were mainly high ranking official in agricultural research institutions from SADC member states, representatives from international agricultural research policy institutions such as IFAD, IITA, FARA, the academia from the college/faculty of agriculture, community members, NGOs like USAID and women and youth. The composition was diverse and knowledgeable and experienced in agricultural research and public policy. After their critical review there was an opportunity to think how to improve the LTSP and MTOP III. The following recommendations are a result of the three-day consultative workshop. In overall the recommendations focused on the following major themes:

A: Documents Structure and aesthetics (look and feel)

The document's structure could be improved especially by including infographics and the overall look and feel. The additional recommendation on this theme is provided below.

- It was suggested that the document length should be reduced, and repetition should be avoided. and infographics can be added to improve readability and look and feel for the documents.
- There is room for improvement by adding a section showcasing the achievement made to date, balance the challenges and opportunities.
- The need to streamline policy framework and simplify presentation of objectives and functions of CCARDESA
- Include relevant acronyms (AfCFTA, AUDA, ANAPRI, CAADP, EC)
- Update context to reflect current trends and inclusion of livestock value chain and bee keeping.

B: Revise strategic framework and inclusiveness

The strategic framework needs to consider the contemporary discourse in food systems and key metrics on the expected output. Other specific inputs included.

- Need to reframe in context of agri-food systems
- Include job creation metrics and numbers
- Better align thematic areas with theory of change
- Clarify definition of competitiveness in outcomes
- Vision needs reworking to show clearer direction
- Better incorporate post-Malabo agenda elements
- Consider youth in universities as strategic resources
- Support graduate incubation programs
- Map private sector investment interests
- Link crops to markets (farmers respond to market triggers)
- Better coordinate with research funding

C: Content Gaps

The contents gaps were identified in the area's technology and innovations especially precision agriculture, Artificial intelligence and climate resilience solutions. Additional recommendations are articulated below.

- Include clear outputs for Artificial Intelligence, Precision farming, and Technology development
- Address small-scale farmer needs such as Water issues, Energy requirements, Appropriate technology
- The need to include the role of extension services and their visibility and cross-border technology transfer
- CCARDESA's Role Should act as "best supporting actor" rather than main implementer
 - Focus on coordination rather than direct implementation
 - Celebrate successes of national institutions
 - Strengthen communication and visibility

D: Implementation

There was a need for strengthening partnership among universities, regional and international centre of excellence and extension officers to improve dissemination and implementation of CCARDESA mandates. Other recommendations from the participants are articulated below.

- Strengthen university partnerships
- Better utilize centres of excellence
- Enhance youth engagement
- Improve knowledge dissemination

E: Documents presentation logical sequence -The following sequence was proposed by the participants

- Part 1: Strategy Rationale (relevance, frameworks, trends)
- Part 2: Value Proposition (vision, mission, results)
- Part 3: Implementation (principles, resources, governance)
- Part 4: Operational Plan (Results Matrix, M&E, Risk Matrix – the former MTOP)

The final overall recommendation for another follows up workshop where a select of experts will work with consultant to integrate the workshop deliberations and come up with a final document for implementation. Such workshop should happen in the earliest convenience while the memory is still fresh among the participants. Also, it was emphasized that the final documents should include recent developments such as, the COVID-19 pandemic, the geopolitical conflicts that have impacted agricultural value chains, and the emergence of global and continental priorities such as the Food Systems Agenda, the Soil Initiative for Africa, and the post-Malabo Agenda as well as the SADC Regional Indicative Strategic Development Plan (RISDP)(2020 -2030).

There are some specific recommendations which are mention mentioning. There were sentiments around the essential improvements for the organization's regional impact. Dr. Nteranya Chikoye from the International Institute of Tropical Agriculture (IITA) emphasized the importance of aligning with private sector interests and linking productivity to markets due to limited government funding. Kristian Bheenick from Mauritius called for extension services central to CCARDESA's

work, distinguishing it from other SROs as a representative body for the SADC Member States. Dr. Patricia Masikati from the Centre for International Forestry Research and World Agroforestry (CIFOR-ICRAF) urged for a stronger dissemination system.

Annex I : Workshop Agenda



CONCEPT NOTE

REGIONAL VALIDATION OF THE CCARDESA

REVISED LONG-TERM STRATEGIC PLAN (2025 – 2029)

AND

REVISED MEDIUM-TERM OPERATIONAL PLAN (MTO) (2025 – 2029)

22 – 24 OCTOBER 2024

JOHANNESBURG, SOUTH AFRICA

1. Introduction

The Centre for Coordination of Agriculture Research and Development in Southern Africa (CCARDESA), established as a subsidiary organization of the Southern African Development Community (SADC), is mandated with the agricultural research and development agenda for the SADC region. It was established through a decision of the SADC Council Meeting of 26 February 2010 and the Charter which came into force on 5 April 2011. CCARDESA came into operation in 2012 and has been officially hosted in Botswana since 2014 when the hosting agreement was signed

CCARDESA's inaugural Medium-Term Operational Plan (MTOP) (2013-2018) guided the operations of CCARDESA following its establishment. This six-year plan substantially drew from the SADC Multi-country Agricultural Productivity Programme (SADC MAPP) of 2008. The main objective of this first strategic plan for CCARDESA was *to increase productivity of smallholder crop, livestock, fisheries and forestry enterprises through the adoption of improved agricultural technologies, husbandry and marketing practices*. The first strategic plan was revised in 2015 for the remainder of the period and an MTOP (2016-2018) was developed.

At the end of MTOP (2016-2018), two strategic plans were developed in 2019, namely:

- a. A long-term (10 year) strategy, the Long-Term Strategic Plan (LTSP) (2020-2029). The purpose of this strategic plan was to provide CCARDESA with a long-term vision and mission and to guide its operational planning processes, including preparation of Medium-term Operational Plans (MTOPs). The LTSP was formulated through a participatory process with key regional stakeholders who approved the June 2019 draft.
- b. A draft 5-year Medium-Term Operational Plan (MTOP) (2020-2024) was also considered and approved by key stakeholders following which the MTOP (2021-2025) was adopted by CCARDESA for implementation.

The LTSP (2020-2029) and the MTOP (2021-2025) were both informed by key regional frameworks including the CCARDESA Charter; the SADC Revised Regional Indicative Strategic Development Plan (RISDP) (2015 – 2020); the SADC Regional Agricultural Policy (RAP) and its investment plan, the SADC Regional Agricultural Investment Plan (2017-2022); the SADC Food and Nutrition Strategy (FNSS) (2015-2025); the SADC Industrialization Strategy and Road Map (SISRM) (2015-2063); and the Climate Change Strategy and Action Plan (2015), among others. At the continental and global levels, the strategic plan was informed by the Comprehensive Africa Agriculture Development Programme (CAADP), the Malabo Declaration of 2014, the Science Agenda for Agriculture in Africa (S3A); the Sustainable Development Goals (SDGs); and the Agricultural Research for Development (AR4D) concept that derived from the Agricultural Innovation System (AIS) paradigm.

Several recent events changed the landscape of agriculture in the SADC region and beyond. These events include the COVID-19 pandemic, global and regional geopolitical conflicts including the Russia-Ukraine war and disturbances in the Cabo Delgado region of Mozambique; digitalization in agriculture; the intensification of the impact of climate change; the introduction of new or revised frameworks including the SADC Vision 2050 and the SADC Regional Indicative Strategic Development Plan (2020 – 2030); and institutional re-arrangements and re-organisations in the agricultural research sector; among others. These and many other events have necessitated the review and re-orientation of CCARDESA's strategic frameworks, in particular the LTSP and the MTOP.

In February 2023, at the consultative workshop for the SADC Directors of Agricultural Research, Agricultural Extension and SADC Deans of Faculties of Universities of Agriculture convened by CCARDESA to obtain feedback on the relevance of the priorities that CCARDESA needs to address in the medium to long-term in view of the unfolding global, continental and regional trends, the need for re-orienting the LTSP and MTOP was emphasised. In the process and while noting the urgency to re-orient the LTSP and MTOP to align with and meet the challenges posed by recent events in the agriculture sector, the meeting of SADC Directors also observed that the work of CCARDESA had been skewed towards crop related interventions and called for increased scope towards other underserved commodities such as livestock, forestry, fisheries and aquaculture.

To the above effect, CCARDESA commissioned in 2024, the review of the 2020-2029 Long-Term Strategy Plan (LTSP) and the Mid-Term Operational Plan (MTOP) (2021-2025). The result of this review will be the Revised Long-Term Strategy Plan (RLTSP) (2025-2029) and the development of a new MTOP (2025-2029), hereinafter generally referred to as MTOP III, as the third MTOP to guide CCARDESA's operations. Both the RLTSP and MTOP III should be responsive to the needs of the region and the changed operating environment while ensuring the attainment of the objectives CCARDESA was set out to achieve. The Revised LTSP should therefore, reset CCARDESA's trajectory in such a manner that brings positive and progressive impact in the food and nutrition security and livelihoods of the communities in Southern Africa at least through 2029. The review of the LTS must also consider an ideal organogram to enable the Secretariat to achieve its mandate.

A chapter was devoted to discuss the achievements attained by CCARDESA during the implementation period of LTSP from 2020 to 2024. In the process, the chapter identifies the gaps that require attention in the remainder of the LTSP period to 2029. Secondly, the chapter documents the challenges and lessons learned during the implementation of the LTSP till 2024 in order to inform the focus of the Revised LTSP. Lastly, the chapter summarises the emerging key strategic issues that become the basis on which the Revised LTSP is anchored.

Following the review of the first draft RLTSP and MTOP III reports by CCARDESA staff in August 2024, these revised reports are due for review by the wider CCARDESA stakeholders. Hence this workshop.

2. Purpose of Validation Workshop

The main purpose of this workshop is to:

- a. Receive from the Consultant, the draft Revised Long-Term Strategic Plan (2025-2029) and the draft Medium-Term Operational Plan (2025-2029); and
- b. Review and provide input into these drafts towards their finalisation.
- c. A brief workshop report will be produced to document the review process by the regional agricultural R&D stakeholders.

3. Proposed Validation Workshop Programme and Agenda

The attached is the draft proposed workshop programme and agenda for the three-day stakeholder consultative and validation workshop.

**CCARDESA REVISED LONG-TERM STRATEGIC PLAN (2025-2029) and CCARDESA
REVISED MEDIUM-TERM OPERATIONAL PLAN (2025-2029)**

Dates: 22 – 24 October 2024

Venue: TBA , Johannesburg, South Africa

Time	ACTIVITY	Responsible
21 st October 2024	Arrival of all delegates Management of the Rooming list & Set-up of the Conference room	All Organizers (CCARDESA Finance & Hotel Admin)
DAY 1	22nd October 2024	
Moderator:???		
08:30 – 09:00	Registration of delegates & Administration Notices	Workshop Secretariat
09:00 – 09:30	Introductions	Moderator
09:30 – 09:45	Objectives of the Workshop & Rationale	Dr. Podisi
09:45 – 10:00	Welcoming Remarks	CCARDESA Executive Director Prof. Cliff Dlamini
10:00 – 10:30	Opening address	CCARDESA Board Chairperson
10:30 – 10:45	Group photo	CCARDESA Communication & Advocacy
10:45 – 11:15	HEALTH BREAK	
11:15 – 13:00	CCARDESA Long Term-Strategic Plan (2025-2029) • Presentation of Draft Report	Dr. Martin T. Muchero Consultant
13:00 – 14:00	LUNCH BREAK	All
14: 00 -15:00	CCARDESA Long Term-Strategic Plan (2025-2029) • Questions and Answers	Moderator
15:00 - 15:30	HEALTH BREAK	
15:30 – 17:00	Breakaway Session to reflect on Revised LTSP	Dr. Martin T. Muchero Consultant
17:00 – 17:15	Wrap up for the day and preparations for Day 2	Moderator
17:15	House Keeping	Finance & Admin
DAY 2	23rd October 2024	
Moderator:????		
08:30 – 08:45	Circulation of Daily Participants Registration	Finance & Admin
08:45 – 09:00	Recap of Day 1	Dr Martin Muchero Consultant
09:00 – 10:30	Plenary on CCARDESA Revised LTSP • Presentations of group work results • Questions and Answers	Group Discussion Leaders
10:30 - 11:00	HEALTH BREAK/NETWORKING	ALL
11:00 – 13:00	CCARDESA MTOP III • Presentation of Draft MTOP III • Questions and Answers	Dr Martin Muchero Consultant

13:00-14:00	LUNCH BREAK	ALL
14:00-15:00	CCARDESA MTOP III Breakaway Sessions	ALL
15:00 – 15:30	HEALTH BREAK/WORKING	ALL
15:30 – 17:00	CCARDESA MTOP III Breakaway Sessions (Continued)	ALL
17:00 – 17:30	Wrap-Up	Moderator
DAY 3	24th October 2024	
Moderators:		
08:30 – 08:45	Circulation of Daily Participants Registration	Finance & Admin
08:45 - 09:00	Recap of Day 2	Dr Martin Muchero Consultant
09:00 – 10:30	CCARDESA MTOP III • Group Work Presentations	Group Discussion Leaders
	• Questions and Answers	
10:00-10:30	HEALTH BREAK	ALL
10:30 – 13:00	CCARDESA MTOP III (Continued) • Group Work Presentations • Questions and Answers	Group Discussion Leaders
13:00-14:00	LUNCH BREAK	ALL
14:00 - 14:15	Next Steps	Dr. Podisi
14:15 – 14:30	Closing Remarks	Prof. Cliff Dlamini
14:30 – 15:00		CCARDESA Board Chairperson
15:00	HEALTH BREAK & NETWORKING	ALL
END OF MEETING/ FAREWELLS/ NETWORKING		

Annex II : Workshop Summaries

Comments:

Saquine -Moz Women Org:

- Disaggregate the info on consultation of women and youth

Chikoye (IITA):

- Map what the private sector wants to invest in because govt are still not giving funding to research.

Christian (Mauritius):

- Extension was to be part of the CCARDESA roles: research cannot work in isolation: it is broader than research.
- Other SROs are associations but CCARDESA represents Member States (All categories of stakeholders)

Masikati (CIFOR-ICRAF):

- Is there coordination of dissemination, dissemination. Systems must be considered and matrix developed.

Dlamini (Climate Scientist):

- There is coordination of data collection on weather and climate. What is emerging is our activities is affecting the weather conditions. Coordination of data collection on weather is important.

Mzinga (ESAFF):

- How can we discuss the role of CCARDESA in the food system: How can we assist on the production of machines and tools to support small holder farmers.
- I don't see CCARDESA in the SADC region.
- The finance is not coming out clearly.
- On Centres of Excellence: identify CoEs in the region.
- Is ICKM part of the management? What are the things that can be achieved in 5 years. Having an annual forum for heads of states. Position yourself for CARBON credit.

Mulumba (Vet):

- Setting of our national priorities. Then manage the funders. CCARDESA can take leaf from vet sector. Prioritisation list of national diseases eg TADS.
- CCARDESA to consider having a research prioritisation exercise at national and regional level.

Anesu (USAID):

- How have what has been produced facilitated to move across the borders: for technologies that have been developed to be scaled or disseminated across the border

Chikoye (IITA):

- Where there is productivity link the crops to markets because farmers respond to market triggers.

Dludlu : Let us set base line targets.

Dlamini (Climate Scientist): Are we addressing the needs of small-scale farmers: The strategy is high level.

- Issues related to water, energy are important for small-scale farmers: find out the needs of small scale farmers.

Saquina-Moz Women Org:

- Researchers don't go back with the results: Why continue funding research if it is not serving the target. Monitor the dissemination.

Aggrey (FARA):

- Allow for written comments: (1) the document is a plan and also a marketing document: for funders, partners. As it is good as a plan as a marketing plan: (i) First the value add: We under sell what CCARDESA has achieved. For Value proposition we need a value proposition: (A strong statements)
- Theory of Change: (TOC) needs to come more upfront. Also supporting the enabling environment. If you look at the CCARDESA Charter; CCARDESA is facilitating an enabling environment.

- Policy does not come through. It is hidden in knowledge management. Policy should feature prominently than is the situation in the document.
- Framing of strategic statements: referring to strategic frameworks: those were crafted under the Agri-Food Systems. This is missing. It is not looking at the agri-food systems.
- For the mission, lets us look at the TOC.
- Have a bigger statement on the Mission based on the TOC.
- Change to agri-food systems orientations. Talk about jobs, give numbers. See Strategy for AATF.
- They have an executive summary of what they do.

Sekeleti (AFAAS)

- Immediate and intermediate outcomes: competitiveness is not defined and is misplaced under outcome one.
- Vision needs to be re-worked to show where to go?
- Recommendations where do they sit now in the LTS.
- Post-Malabo agenda: draw issues from the 14 technical working areas from the post Malabo agenda.
- Value proposition: agric extension and advisory services is not included in networks

Christian (Mauritius):

- CCARDESA to celebrate the success of the NARs eg SPORE magazine by CTA: CCARDESA is not designed to implement on the ground.
- In view of UN Food systems, Post-Malabo: use Malabo buzz words in the agri-food systems and Post Malabo.
- Show how the MTOP is being implemented with NAREs in the Member States.
- Why have they not mentioned achievements; they have been discussed in a rather negative tone.

Re-Sequence: 4.1 History, 4.2 Achievements made, Agric landscape, the need for ARD; Lessons learnt (split in to 3: what to continue doing; what are those that we will continue to doing but results will come in the long run; what are new issues to be done)

- CCARDESA you are there to support and celebrate the heroes on the ground.

Dlamini- Y-paepard

- The youth in Universities are strategic resources to reach out through them to reach out to rural communities and support incubation through universities.
- Young graduates to be capacitated to help local communities;

Marwa: There is a AFDB call for proposals for universities on incubation: CCARDESA and Universities can partner to develop proposals for submission to this call.

Lebesa (Lesotho):

- It has been written well but to improve on it.
- Looking on technology development, AI, precision farming: When it comes to the intermediate outcome it is missing. It deserves a clear output.
- CCARDESA achievement on dissemination of technologies is not mentioned in the document

Dlamini (Climate Specialist):

- The executive summary is too long: should not be in chapter form; it should refer to CCARDESA bit to agriculture. It is too long.
- Some chapters eg TOC were not supposed to be in the summary.
- How do you differentiate betwn the CCARDESA functions and objectives
- Definition of terminology
- Need alignment between thematic areas and the theory of change: some of the theory needs to be explained. It is detailed on some global issues eg SDG but not on others.

Charity Kruger (NARDI)

- Issue of marginalised target groups is not coming out eg people living with disabilities:
- CCARDESA should implement measures to ensure the participation of people living with disabilities.

Annex III: List of participants

Annex IV: High Level Summary of MTOP III

**THE CENTRE FOR COORDINATION OF AGRICULTURAL RESEARCH AND DEVELOPMENT
FOR SOUTHERN AFRICA (CCARDESA)**

MEDIUM-TERM OPERATIONAL PLAN (MTOP) III

2025 - 2029

ANNEXES

October 2024

1. ANNEXES

1.1. Annex 1: Ranked Agricultural Research and Development Priorities of SADC

Table 1: Main research gaps and key research questions for the crops sector in SADC.

Ranking	Research Gap (area)	Key research questions or topics
1	Availability of quality and improved seeds (Breeding)	<ol style="list-style-type: none"> 1. Breed crop varieties through market demand-led needs 2. Breeding for Biofortified and hybrid (millet) varieties with high yielding traits 3. Breeding programs for pest and disease resistant varieties 4. Breeding and multiplication of underutilized indigenous food plants 5. Breed varieties tolerant to drought and heat
2	Pests and diseases	<ol style="list-style-type: none"> 1. Conduct studies to understand pest and disease dynamics in relation to climate change. 2. Determine Integrated Pest Management practices packages suitable for specific environmental conditions and specific plants to improve crop production
3	Soil fertility and water management	<ol style="list-style-type: none"> 1. Identify and evaluate appropriate fertilizer (inorganic and organic) application rates. 2. Conduct studies on the best agro-ecology (agroforestry) systems 3. Identify water-use efficient systems
4	Impacts of Climate variation on crop production	<ol style="list-style-type: none"> 1. Study the effect of climate variation on the production performance of specific crops. 2. Develop early warning systems to support farmers to deal with effect of climate variation
5	Market access	<ol style="list-style-type: none"> 1. Determine barriers to market access and low regional trade in agricultural products. 2. Determine most effective models for increasing market access and regional trade in agricultural products
6	Limited farmers' knowledge (Capacity building)	<ol style="list-style-type: none"> 1. Identify barriers to knowledge and technology transfer between researchers and farmers. 2. Identify farmers' capacity needs and gaps. 3. Identify effective mechanisms for knowledge dissemination and capacity building.
Source: CCARDESA Research and Development Priorities in Key Agricultural Commodities in Southern Africa. October 2023		

Table 2: Main research gaps and key research questions for the livestock sector in SADC.

Research Topic Rank	Research Area			
	Animal Breeding	Pests and Disease Control	Animal Feeding & Nutrition	Marketing
1	Characterization, evaluation, and selection of indigenous livestock breeds	Improvement of diagnostic tools for livestock diseases	Evaluation of nutritive values of feed resources available in the region (including agricultural by products)	Evaluation of low levels of inter-regional trade
2	Breeding of selected breeds (crossbreeding: both natural, Artificial Insemination (AI) or Embryo transfer)	Development of early warning systems & biological control methods for livestock pests	Formulation of feed for optimum production	
3	Monitoring & evaluation of production indices		Improvement of rangelands through introduction of leguminous & grass species	
4	Development & evaluation of composite/suitable breeds for the region			

Source: CCARDESA Research and Development Priorities in Key Agricultural Commodities in Southern Africa. October 2023

Table 3: Main research gaps and key research questions for the fisheries sector in SADC.

Research Topic Rank	Research Area Rank 1	Research Area Rank 2	Research Area Rank 3	Research Area Rank 4	Research Area Rank 5
	Overfishing and overcapacity	Multispecies nature of fisheries in SADC	Water pollution	Limited access to markets	Invasive species
1	Stock assessment studies	Stock assessments	Marine / freshwater Spatial Planning (MSP) / zonation	Assessment for improved fish quality, marketing & distribution networks	Impacts of invasive species on biodiversity, economy & livelihoods
2	Alternative livelihoods e.g., water-based aquaculture	Organization of Fishing and trading in different fisheries	Water body Carrying capacity for fish and aquatic plants	Value addition of fish and fishery products	Alternative use of invasive species
3	Value addition of fish and fishery products	Catch Assessments	Environmental and social Impact assessments	Certification and eco-labelling of fish and fishery products	

Source: CCARDESA Research and Development Priorities in Key Agricultural Commodities in Southern Africa. October 2023

Table 4: Main research gaps and key research questions for the aquaculture sector in SADC.

Research Topic Rank	Research Area Rank 1	Research Area Rank 2	Research Area Rank 3	Research Area Rank 4	Research Area Rank 5
	Feed and Nutrition	Breeding and reproduction	Fish disease and biosecurity	Climate change	Introductions / translocation
1	Alternative sources of protein in fish feed	Genetic improvement programmes – growth and nutrition indices	Studies on fish diseases and risk management	Impacts of climate change on aquatic biodiversity	Genetic Improvement Programme
2	Cost – benefit analysis of feeding regimes in different production systems	In situ conservation of the indigenous fish species (MPA) or in situ gene banks	Mapping / zonation	Resilience and adaptation studies	Mapping and impact assessment
3			Biosecurity studies on cultured fish species	New culturable aquatic species (temperature and pollution)	Alternative uses of invasive species
4			Genetic Improvement Programmes for disease resistance		

Source: CCARDESA Research and Development Priorities in Key Agricultural Commodities in Southern Africa. October 2023

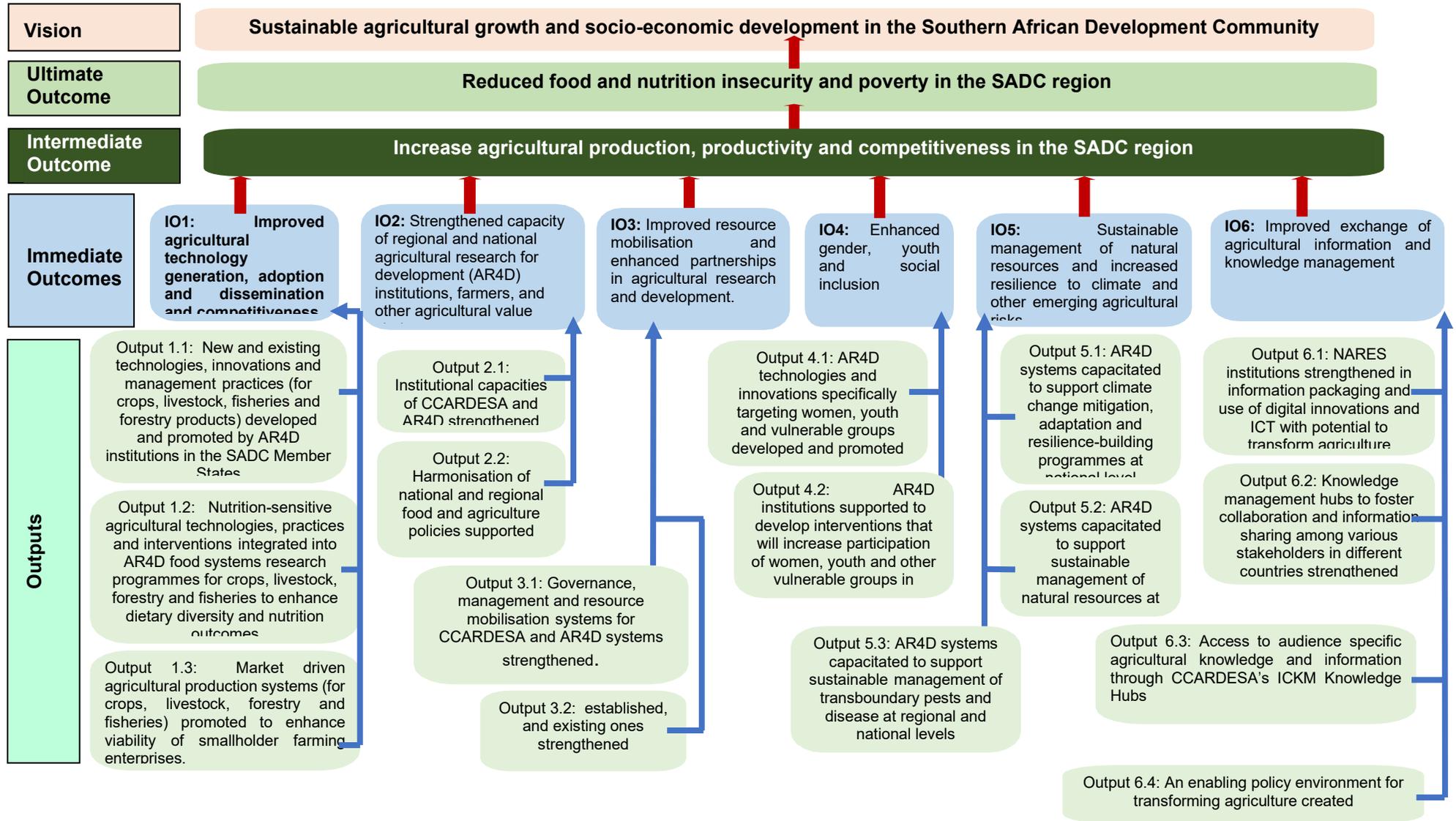
Table 5: Main research gaps and key research questions for the forestry sector in SADC.

Research Topic Rank	Research Area	Research Questions
1	Non-Timber Forest Products	<ol style="list-style-type: none"> 1. What is the NTFPs resource base (resource surveys, mapping)? 2. What are the economic and the flow values of the products harvested? 3. What is the rate of extraction (and regeneration stock)? 4. What are the Threats of the NTFPs? 5. What are the opportunities for domestication? 6. What are available Methodologies and Protocols (Stock Mapping)? 7. What are the Flowering and Fruiting Periods (PHENOLOGY) of the different Species and Subspecies?
2	Agroforestry	<ol style="list-style-type: none"> 1. What are the existing appropriate agroforestry practices and technologies for smallholder farmers (traditional and contemporary technologies)? 2. What are the suitable fodder tree species and management practices/technologies for livestock production? 3. What are the relevant multipurpose tree species for apiculture and aquaculture? 4. What are the suitable tree species and management practices/technologies for soil restoration (fertility, etc.), and crop production? 5. What are the appropriate models that can be co-created/co-produced and implemented that integrate trees, crops, animals, aquaculture, and apiculture to enhance ecosystem sustainability and community livelihoods?
3	Plantation forests	<ol style="list-style-type: none"> 1. What are the current management challenges and potential solutions to existing plantations? 2. What are current investment and potential capacities/levels in new plantations? 3. What is the status (quantity, value, etc.) of the existing plantation resources (government parastatal, private, and community)?
4	Sustainable Forest Management: Carbon Trading and Storage	<ol style="list-style-type: none"> 1. What are the forest Carbon credit and market/ carbon trading protocols especially in the following: <ol style="list-style-type: none"> a. Research in quantification of Carbon sequestration and storage; allometric & growth models for different vegetation types or landscapes. b. Emission factors, negotiating agreements, Structuring benefit sharing mechanisms (skills, capacity, business growth, etc.)
<p>Source: CCARDESA Research and Development Priorities in Key Agricultural Commodities in Southern Africa. October 2023</p>		

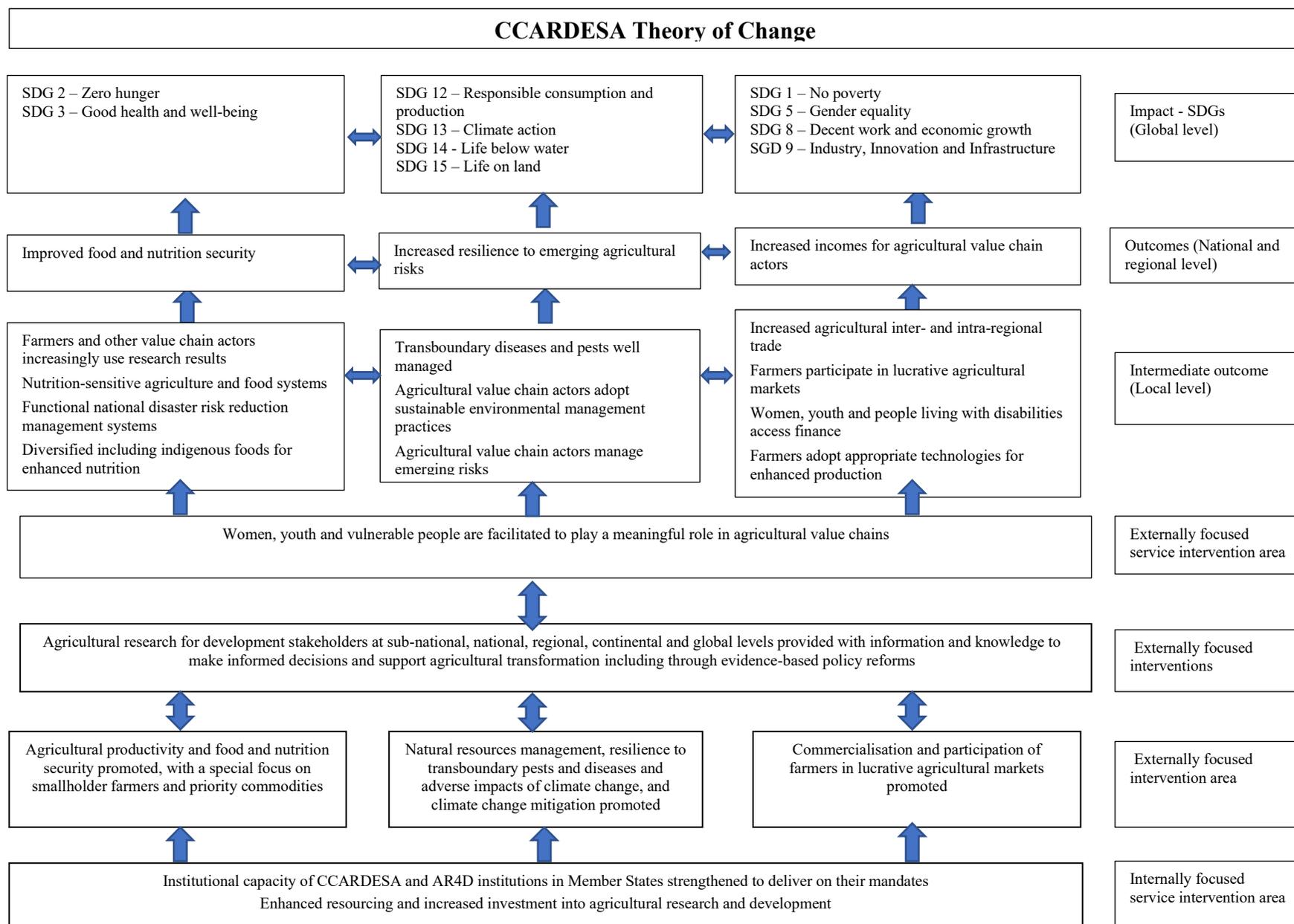
Table 6: Priority areas of investment in research and development and learning in cross-cutting issues

#	Research Area	Research Questions
1	Knowledge, Technology, and Innovation Systems	<ol style="list-style-type: none"> 1. How can SADC members sustainably increase public investment in research and development, technology, and extension? 2. What are the constraints to private sector investments in Research and Development, Technology and Extension? 3. How can we effectively utilize Indigenous Knowledge systems and technology in the region? 4. Develop an inventory and create a database of available technologies, innovations and best practices for adoption at scale.
2	Infrastructure Development	<ol style="list-style-type: none"> 1. What are the critical infrastructure investments required in the region to sustainably operationalize the AfCFTA? 2. What are the policies and financing modalities required to support infrastructure development in the region to facilitate regional integration and trade under AfCFTA?
3	Marketing and Trade Development	<ol style="list-style-type: none"> 1. What policy frameworks and regional cooperation mechanisms are necessary to promote the development of regional value chains based on countries' comparative advantages? 2. Conduct a mapping exercise of SADC countries' comparative advantage in various value chains to contribute to the domestication and operationalization of the AfCFTA in the region
4	Finance and Credit	<ol style="list-style-type: none"> 1. What are the policies and investments required to sustainably harness and increase private sector financing in agriculture, forestry, and fisheries sectors in the region? 2. What are the best practices for financing regional initiatives and commitments?
5	Environment and Climate Change	<ol style="list-style-type: none"> 1. How does the region enhance its capacity to develop a pipeline of bankable climate finance projects? 2. What needs to be done to increase the adoption of climate-smart practices and investments in the region? 3. Make an inventory of coping strategies that are increasing household resilience to shocks and how these strategies can be supported and scaled up in the region. 4. What are the policies and strategies for boosting local investments in climate action?
<p>Source: CCARDESA Research and Development Priorities in Key Agricultural Commodities in Southern Africa. October 2023</p>		

1.2. Annex 2: CCARDESA Results Framework for the Revised Long-Term Strategic Plan (2024-2029)



1.3. Annex 3: Revised CARDESA's Theory of Change



1.4. Annex 4: Monitoring and Evaluation Matrix

CCARDESA MEDIUM-TERM OPERATIONAL PLAN (MTOPI) III – RESULTS MATRIX

Vision	Sustainable agricultural growth and socio-economic development in the SADC region
Ultimate Outcome	Reduced food and nutrition insecurity and poverty in the SADC region
Intermediate Outcome	Increase agricultural production, productivity and competitiveness in the SADC Region

Immediate Outcome	IO 1: Improved agricultural technology generation, adoption and dissemination and competitiveness								
Outcome Indicators									
Outputs				Means of Verification	Assumptions	Activities		Means of Implementation	Quantity / Frequency
Outputs	Output Indicators	Baseline	Target (2029)			Main Activity	Sub-Activity		
Output 1.1: New and existing technologies, innovations and management practices (for crops, livestock, fisheries and forestry products) developed and promoted by AR4D institutions in the SADC Member States	Number of agricultural technologies, innovations and management practices generated by AR4D institutions		500	AR4D institutions reports		Facilitate development of new technologies, innovations and management practices for adoption by value chain actors.	Provide technical support to NARS for the development of new technologies and management practices (crops, livestock, forestry and fisheries)	Backstopping missions	50
							Support the establishment of technology release committees in the Member States	Workshops	20
							Capacitate MS on research design and data analysis and publication	Training workshops	5
	Number of new and existing technologies, innovations and management practices promoted by AR4D institutions for adoption by value chain actors				AR4D institutions reports	Facilitate the promotion of new and existing technologies, innovations and management practices for adoption by value chain actors	Share and promote Compendium of technologies supported by CCARDESA	Website	
							Support documentation of impact of technologies along value chains of sub projects	Missions	20
							Support learning and exchange visits	Missions	50
							Facilitate sharing of technologies across the region	Virtual meetings	
	Number of regional centres of	5	At least 9 by 2025	AR4D institutions reports		Facilitate the establishment of new and	Facilitate regional needs assessment to determine the capacity gaps and identify commodities of regional	Consultancy	1

Immediate Outcome		IO 1: Improved agricultural technology generation, adoption and dissemination and competitiveness							
Outcome Indicators									
Outputs				Means of Verification	Assumptions	Activities		Means of Implementation	Quantity / Frequency
Outputs	Output Indicators	Baseline	Target (2029)			Main Activity	Sub-Activity		
	leadership (RCoLs) established/strengthened					strengthening of existing RCoLs	importance that respective countries could consider specializing in.		
							Support the upgrading of infrastructure and human capital based on the experiences from previous CCARDESA projects		
							Support the strengthening of the national research regulatory system to facilitate NARS functionality and implementation of research and dissemination activities.	Workshops	4
Output 1.2: Nutrition-sensitive agricultural technologies, practices and interventions integrated into AR4D food systems research programmes for crops, livestock, forestry and fisheries to enhance dietary diversity and nutrition outcomes	Number of nutrition sensitive technologies generated by NARs with support from CCARDESA		At least 20 between 2024 and 2029	AR4D institutions reports		Facilitate the integration of nutrition sensitive technologies into NARs programmes	Strengthen the capacity of the NARES to integrate nutrition sensitive interventions through training and exchange visits	Workshops	2
							Conduct Advocacy and sensitization on nutrition sensitive agriculture interventions	Communication materials	
							Strengthen the capacity of NARES to improve on processing, storage, and preservation of crops and animal products to retain nutritional value and food safety, to reduce seasonality and postharvest losses, and to make healthy foods convenient to prepare.	Training workshops	3
Output 1.3: Market driven agricultural production systems (for crops, livestock, forestry and	Number of MS capacitated to promote demand driven production		At least 10	AR4D institutions reports		Facilitate integration of smallholder farmers into viable	Commission a study to identify technical and regulatory barriers to cross border trade and identify and implement the recommendations from the study	Consultancy	1

Immediate Outcome		IO 1: Improved agricultural technology generation, adoption and dissemination and competitiveness							
Outcome Indicators									
Outputs				Means of Verification	Assumptions	Activities		Means of Implementation	Quantity / Frequency
Outputs	Output Indicators	Baseline	Target (2029)			Main Activity	Sub-Activity		
fisheries) promoted to enhance viability of smallholder farming enterprises	systems including meeting sanitary and phytosanitary standards			CCARDESA reports		agricultural value chains	Identify key agricultural commodities with the potential to contribute to regional trade and potential market outlets, prevailing and challenges within the value chain of the commodity and strategies for promoting production, processing and regional marketing, including harmonizing sanitary and phytosanitary standards and controls	Consultancy	1
							Strengthen the technical capacities of border control personnel, and staff responsible for processing phytosanitary certificates and import permits to ensure efficiency and adherence to standards	Training workshops	2
							Establish a one-stop digital platform where stakeholders, including traders, farmers can access information on markets, availability prices of seed varieties, inputs and other necessary information that can stimulate production and marketing.	Consultancy	1
							Develop a regional agricultural trade and market scorecard, which will be used to assess the implementation of policy commitments on agricultural trade and market access in the Southern African region by identifying country-level policy gaps and areas for improvement related to intra-regional food and agricultural trade	Consultancy	1
Output 1.4: Promotion of value chain actors to access technologies, innovations and						Facilitate integration of smallholder farmers into commercial	Capacity building of the value chain actors to increase the capacity of smallholder farmers to access finance	Workshops	10

Immediate Outcome		IO 1: Improved agricultural technology generation, adoption and dissemination and competitiveness							
Outcome Indicators									
Outputs				Means of Verification	Assumptions	Activities		Means of Implementation	Quantity / Frequency
Outputs	Output Indicators	Baseline	Target (2029)			Main Activity	Sub-Activity		
management practices that lead to improved productivity and competitiveness (commercialization)						agricultural production	Support partner institutions to link smallholder farmers to markets and value addition facilities.	Missions and meetings	20
							Facilitate public, private partnerships in the generation and dissemination of technologies, innovations and management practices to support commercialisation	Meetings	10
							Support AR4D institutions to set up innovation platforms for promoting value addition of priority commodities		

Immediate Outcome		IO 2: Strengthened capacity of regional and national agricultural research for development (AR4D) institutions, farmers, and other agricultural value chain actors													
Outcome Indicators															
Outputs				Means of Verification	Assumptions	Activities		Means of Implementation	Quantity / Frequency	Unit Costs	Estimated Costs				
Outputs	Output Indicators	Baseline	Target (2029)			Main Activity	Sub-Activity				Yr1	Yr 2	Yr 3	Yr 4	Yr5
Output 2.1: Institutional capacities of CCARDESA and AR4D strengthened.															
Output 2.2: Harmonisation of national and regional food and agriculture policies supported	Number of regional agricultural policies/strategies domesticated by MS		At least 3 between 2024 and 2029	CCARDESA Annual reports	Facilitate the alignment of national agricultural Policies/strategies with the SADC's Regional policies	Evaluate the existing seed regulation systems in SADC countries, including seed quality control/certification and cultivar regulation.	Consultancy	1							
						Assess Member States compliance with international standards such as those set by the International Union for the Protection of New Varieties of Plants (UPOV).	Consultancy	1							
						Provide guidance on the development and Implementation of Policies, Strategies, and Legal and Regulatory Reforms to align to regional frameworks, including the development/alignment and operationalization of (1) Variety Release Systems, (2) Seed Certification and Quality Systems & (3) Phytosanitary and Quarantine Measures	Meetings	4							
						Analyze the status of seed sector development, focusing on integrated seed supply systems.	Consultancy	1							
						Review the variety release regulations in place and their impact on seed availability and diversity.	Consultancy	1							
						Examine the regulation (presence, quality) on breeder rights and examine the implementation and enforcement of plant breeders' rights	Consultancy	1							
						Identify key stakeholders (private sector, farmers, CSO, Government, etc.) involved in the seed sector and evaluate their roles and contributions.	In-house								
						Document the extent to which countries' seed systems are aligned to the SADC HSRS. What are the gaps, and what actionable recommendations are proposed to fully domesticate the SADC HSRS?	Consultancy	1							
						Provide actionable recommendations for enhancing the efficiency, accessibility, and sustainability of seed systems in SADC countries.									
						Support SADC Seed Centre in lobbying for the signing of the SADC Seed Charter	Missions and workshops	3							
						Coordinate harmonization of national policies and regulatory frameworks on fertilizer efficiency and soil health solutions to ensure cross-sectoral coherence and promote regional and continental trade,	Workshops	4							
						Support adaptive fertilizer and soil health research and development,	Workshops	3							
Advocate for efficient climate-smart agronomic practices to	Meetings	2													

							improve soil health and consequently fertilizer use efficiency,												
							Advocate for fertilizer subsidy programmes to prioritise distribution of organic fertilizer to improve soil carbon and reduce GHG emissions	Meetings	2										
							Strengthen national, regional and international collaborative research and extension systems to tackle soil health challenges and improve the quality of support to smallholder farmers.	Trainings	4										
							Facilitate studies on water and water resources management policies including regional assessment of hydromet and weather advisory services, and the development of spatial analysis tools to improve the timely availability and quality of data for decision-making.	Consultancy	4										
							Facilitate the identification and validation of watershed interventions which will be guided by climate considerations that provide adaptation and mitigation benefits,	Consultancy	1										
							Develop a core policy position for groundwater management in agriculture, drawing on regional and international best practices that enable countries to respond more readily to policy revision processes. This will be followed by the Development of instruments to support policy implementation, including regulatory or command and control, market-based, informational/educational, and voluntary agreements, and revision of the SADC Regional Water Awareness Communication strategy, which was developed in 2008.	Consultancy	4										
							CCARDESA will collaborate with SADC GMI to facilitate the review of the SADC Revised Protocol on Shared Watercourses using the UN draft articles on the law of transboundary aquifers (2008).	Workshops	3										
							Convene consultative state holder workshops to draw a road map for the establishment of SIA Regional Hub at CCARDESA.	Workshops	4										
							Facilitate creation and support the task force for establishing the terms and reference of the SIA-Regional Hub which will include the scope, structure and deliverables	In-house											
							Coordinate the resource mobilization initiatives for supporting the operations of the Hub	Meetings	4										
							Facilitate regional learning events for promoting improved policies, Investment, Finance and Markets for Sustainable Soil Health and Fertilizer Management	Workshops	4										
							Facilitate the identification and adoption of strategies and policy instruments of high agricultural or ecological importance for	Consultancy	2										

							protection, restoration, and sustainable management to improve soil health.										
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Immediate Outcome		IO 3: Improved Resource Mobilisation and Enhanced Partnerships in agricultural research and development								
Outcome Indicators										
Outputs				Means of Verification	Assumptions	Activities			Means of Implementation	Quantity / Frequency
Outputs	Output Indicators	Baseline	Target (2029)			Main Activity	Sub-Activity			
Output 3.1: Governance, management and resource mobilisation systems for CCARDESA and AR4D systems strengthened	Number of MS capacitated to mobilize resources		At least 10	CCARDESA training reports		Facilitate resources mobilization interventions for the MS	Support AR4D institution to capacitate their staff in resource mobilisation		Training workshops	5
							Support the development of bankable project proposals to finance agricultural research efforts		Training workshops	5
							Engage international partners to mobilize resources for the implementation of regional research agenda		Strategic meetings	30
							Enhance visibility of CCARDESA programmes to Member States		Visibility materials	
							Develop CCARDESA success and impact stories and share with MS and stakeholders		Consultancy	5
							Collaborate with SADC Secretariat to mobilize resources		Meetings	10
Output 3.2: New strategic partnerships established, and existing ones strengthened	Number of partnerships established/strengthened		At least 10 partnerships between 2024 and 2029	CCARDESA reports		Facilitate establishment of new strategic partnerships and strengthening of existing ones.	Strengthen existing multistakeholder partnerships to develop and implement joint programmes		Meetings	20
							Establish new regional and national strategic partners to ensure that research investments are aligned to regional and national development priorities		Meetings	20
							Enhance partnerships among multi-stakeholders across sectors to establish sustainable funding mechanisms for AR4D		Meetings	20
							Develop stakeholder engagement and advocacy mechanisms		Consultancy	1

Immediate Outcome		IO 4: Enhanced gender, youth and social inclusion							
Outcome Indicators									
Outputs				Means of Verification	Assumptions	Activities		Means of Implementation	Quantity / Frequency
Outputs	Output Indicators	Baseline	Target (2029)			Main Activity	Sub-Activity		
Output 4.1: AR4D technologies and innovations specifically targeting women, youth and vulnerable groups developed and promoted	Number of technologies and innovations favourable for women, youth and vulnerable groups disseminated through the ICKM		At least 6 between 2024 and 2025	Reports, success stories and videos		Facilitate dissemination of technologies and innovations favourable for women, youth and vulnerable groups disseminated through the ICKM	Promote technologies and innovations that are attractive and user-friendly to women, youths, and the vulnerable groups	Knowledge exchange and transfer symposium, knowledge exchange regional visits	2 per year
Output 4.2: AR4D institutions supported to develop interventions that will increase participation of women, youth and other vulnerable groups in agricultural value chains	Number of AR4D institutions supported to develop interventions that will increase participation of women, youth and other vulnerable groups in agricultural value chains		At least 10	Training reports		Facilitate development and implementation of interventions that will increase participation of women, youth and other vulnerable groups in agricultural value chains	Support AR4D institutions to capacitate youth, women and vulnerable groups to access finance for agri-business enterprises		
							Support development and scaling up of gender responsive and youth focused value chains and agribusinesses		
							Facilitate the participation of women in agricultural science and innovation		

Immediate Outcome		IO 5: Sustainable management of natural resources and increased resilience to climate and other emerging agricultural risks							
Outcome Indicators									
Outputs				Means of Verification	Assumptions	Activities		Means of Implementation	Quantity / Frequency
Outputs	Output Indicators	Baseline	Target (2029)			Main Activity	Sub-Activity		
Output 5.1: AR4D systems capacitated to support climate change mitigation, adaptation and resilience-building programmes at national level	Number of MS capacitated to support climate change mitigation, adaptation and resilience-building programmes at national level		At least 10	CCARDESA reports		Support development and implementation of climate change mitigation, adaptation and resilience-building programmes at national level	Promote climate-smart technologies, innovations, and management practices with high potential for adaptation and mitigation co-benefits.	Training workshops	10
							Facilitate early warning and information dissemination on impending risks and impacts to farming systems and value chains	Workshops Consultancy	5 2
							Build the capacity of AR4D institutions on foresight, surveillance, early warning and risk reduction including through training, supporting training providers, learning exchanges et	Training workshops Exchange visits	10 40
							Provide targeted capacity strengthening to priority areas of the AR4D Institutions on disaster risks and disaster risk management (such as trainings, learning visits, mentoring, etc.)	Training workshops	10
Output 5.2: AR4D systems capacitated to support sustainable management of natural resources at national level	Number of MS capacitated to support sustainable management of natural resources at national level					Facilitate sustainable management of natural resources			
Output 5.3: AR4D systems capacitated to support sustainable management of transboundary pests and disease at national levels	Number of MS capacitated to support sustainable management of transboundary pests and disease at national levels					Facilitate capacity building on the effective management of transboundary pests and diseases, phytosanitary measures, and other resilience-enhancing technologies and management practices	Strengthen cooperation and implementation of international agreements in the management of trans-boundary pests and diseases		
							Support national governments to domesticate SADC and international protocols, policies and strategies on pest and disease management climate change and natural resources management		
							Support research on emerging crop and livestock pests and diseases of economic importance in the region		
							Develop AR4D technologies and strategies for early warning systems targeting emerging crop and livestock pests and diseases of regional economic importance		

Immediate Outcome		IO 6: Improved exchange of agricultural information and knowledge management							
Outcome Indicators									
Outputs				Means of Verification	Assumptions	Activities		Means of Implementation	Quantity / Frequency
Outputs	Output Indicators	Baseline	Target (2029)			Main Activity	Sub-Activity		
Output 6.1: NARES institutions strengthened in information packaging and use of digital innovations and ICT with potential to transform agriculture.	Number of NARES institutions supported		At least 10			Facilitate information packaging use of digital innovations	Promote and maintain international standards and best practices for collecting and packaging agricultural research information	Training on Development of the KM Policy in line with ISO 340001	2
							4 Support capacity building on the use of e-Extension and eCommerce to link farmers	Trainings on E- Extension using the CCARDESA learning Mobile App	5
							Facilitate the introduction of digital innovations and ICT platforms in AR4D institution	Share and Document and disseminate case studies and success stories from AR4D institutions that have successfully integrated digital tools into their operations through training	
Output 6.2: Knowledge management hubs to foster collaboration and information sharing among various stakeholders in different countries strengthened.	Number of functional regional knowledge hubs		At least 1		Two functional Knowledge Hub	Strengthen knowledge management hubs to foster collaboration and information sharing among various stakeholders in the region	Strengthen and maintain existing regional knowledge management hubs and CCARDESA ICKM system and associated infrastructure.		
							Develop and disseminate knowledge products and promising practices including technologies and practices to increase adoption of research results by agricultural value chain actors		

Immediate Outcome		IO 6: Improved exchange of agricultural information and knowledge management							
Outcome Indicators									
Outputs				Means of Verification	Assumptions	Activities		Means of Implementation	Quantity / Frequency
Outputs	Output Indicators	Baseline	Target (2029)			Main Activity	Sub-Activity		
							Strengthen knowledge exchange and collaboration among regional training and applied research institutions regarding best practices	Hold Annual Regional ICKM Community of practice meetings KM4AgD Training Challenge participation	10
							Facilitate the capacitation of AR4D institutions in the use of digital and ICT tools	Conduct training programs for researchers, extension workers, and other stakeholders in AR4D institutions to build their capacity to use and manage digital tools and ICT platforms effectively.	5
Output 6.3: Access to audience specific agricultural knowledge and information through CCARDESA's ICKM Knowledge Hub	Number of MS accessing ICKM Knowledge Hub		Develop at least 30 audience specific Knowledge products	Audience specific Knowledge products including audio visual materials		Provide stakeholders with audience specific AR4D information and knowledge to make informed decisions and support agricultural transformation.	Facilitate information and knowledge collection, curation, collation, packaging and reporting to meet the needs of the target audience.	Training on the development of audience specific KPs	5
							Share AR4D knowledge products through ICKM platforms	Develop and Publish Regular E-Newsletters: Manage an Online Repository	Quarterly
							Facilitate the establishment and maintenance of on-line repositories and e-Learning platforms to enhance access to information and knowledge.	Curate high-quality content from various sources, including AR4D institutions, research organizations, and educational institutions, and upload it to the online repositories and e-Learning platforms. Quarterly update the content to keep it current and relevant.	Monthly

Immediate Outcome		IO 6: Improved exchange of agricultural information and knowledge management							
Outcome Indicators									
Outputs				Means of Verification	Assumptions	Activities		Means of Implementation	Quantity / Frequency
Outputs	Output Indicators	Baseline	Target (2029)			Main Activity	Sub-Activity		
							Promote the ICT tools and platforms for extension in the region.	Organize a virtual/Physical knowledge fair on the ICKM platform where various AR4D knowledge products are showcased, and participants can explore resources, engage with experts, and network with peers.	5
							Facilitate inclusion of CSA and Climate smart natural resources management (CSNRM) contents into training programme	Develop Climate smart natural resources management (CSNRM) content	Quarterly
							Enhance media engagement to promote CCARDESA's visibility	Conduct Media trainings in emerging areas and CSNRM)	5
Output 6.4: An enabling policy environment for transforming agriculture created.									

1.5. Annex 5: Risk Matrix (Risk to CCARDESA attaining its objectives)

Category	Risk	Likelihood	Impact Description	Impact Level	Risk Response (to mitigate)	Residual Risk Level (after response)	Risk Owner
SADC Member States	Macro-economic challenges affect continuity of funding from Member States	Medium	Inability to fully implement the Strategic Plan and sustain critical administrative staff and services	High	Strong value proposition and continuous engagement at senior political levels.	Low	Chairperson of the Board of Directors
	Political instability in Member States	Medium	Non-participation of affected Member States in CCARDESA regional programmes	Medium	Promote multi-country AR4D programmes to spread risk and reduce impact.	Low	Executive Director
SADC Secretariat including the Council of Ministers	Competing Needs and lack of Funding to support Agric Research and Development Mandate	Medium	Inability to fully implement the Strategic Plan and sustain critical administrative staff and services	High	Strong value proposition and continuous engagement at senior political levels.	Low	Executive Director
Continental level including from Institutions such as African Union , FARA and sister Organisations	Convergence in work and areas of interest	Medium		Medium	Increased regional partnerships and engagement towards collaborative action	Low	Executive Director
	Increased Competition for funding from ICPs	Medium	inability to fully implement the Strategic Plan and sustain critical administrative staff and services	Medium	Increased regional partnerships and engagement towards collaborative action	Low	Executive Director
Development Partners and Donors	Uncertain financial support from development partners	High	Inability to fully implement the Strategic Plan	High	Strong documentation and messaging on impacts achieved by CCARDESA.	Medium	Executive Director
AR4D Collaborative partnerships	Impact of agricultural AR4D under scrutiny	Medium	Inability to mobilise financial resources for research	Medium	Effective communication of AR4D value added to impact delivery.	Low	Executive Director
Technical level	New technologies and innovations proving more difficult or costly to	Medium	Fewer technologies and innovations generated	Medium	Capacity development of researchers and research managers on how to improve value-for-money through better	Low	Managers of research institutions and programmes

Category	Risk	Likelihood	Impact Description	Impact Level	Risk Response (to mitigate)	Residual Risk Level (after response)	Risk Owner
	develop than anticipated				management of research programmes		
Operational Level including resource mobilisation and value for money	High transaction costs of implementing regional collaboration projects	Medium	Inability to fully implement the Strategic Plan	Medium	Effective communication of value-added of regional approaches to achieve impact and agricultural transformation.	Low	Executive Director
	Limited bankable project proposal development capacity resulting in poor funding	High	Inability to mobilise financial resources for research	High	Increased Resource Mobilisation Efforts and Collaborations	Medium	Executive Director

1.6. Annex 6: Risk Matrix (Risk from CCARDESA achieving its objectives)

Category	Risk	Likelihood	Impact Description	Impact Level	Risk Response (to mitigate)	Residual Risk Level (after response)	Risk Owner
SO 1: Coordinated Agricultural research and development in the SADC.	Social and environmental externalities including impact on soil health, displacement of communities and environmental pollution	Medium	Externalities may harm natural and traditional norms of target communities including displacement, impact on natural environment, impact of fertilisers, mechanical equipment etc	Low	Engagement with Local communities, impact assessments, compensation and restoration	Low	Executive Director
	Erosion of culture through abandonment / extension of indigenous ways of doing things (e.g. OPVs, technology, fertilisers)		Loss of cultural ways of agriculture		Agroecology / promote both hybrids and OPVs		
	Technologies that continue to grow the divide between smallholder farmers and commercial farming						
SO2: Improved exchange of information and technology among SADC Member States.	Negative externalities on National ICT industries and innovations	Low	Impact of imported technologies on local ICT industry, technological advancements, innovations, employment, research and development agendas.	Low	Engagement, partnerships and Collaboration with local ICT industry to avoid skill importation and increase support capacity of imported technologies	Low	Project Coordinators
SO3: Enhanced partnerships in agricultural research and development.	National importation of research and development practices that may have negative impact on national values, agenda and priorities	Low	Diluted and divergence in areas on MS research priorities and strategies	Low	Engagement, partnerships and Collaboration with NARES and MS stakeholders	Low	Executive Director
	Partnerships resulting in loss of funding / name –						

Category	Risk	Likelihood	Impact Description	Impact Level	Risk Response (to mitigate)	Residual Risk Level (after response)	Risk Owner
	outcompeting CCARDESA to get funding, e.g. funding						
	Working with Focal Point persons stands to benefit but without benefiting them fairly						
SO4: Improved agricultural technology generation, dissemination and adoption.	National importation of TIMPS that may have negative impact on environmental and socio-economic wellbeing of communities	Medium	Risk of compromised health, social and environmental factors from externalities from adopted TIMPS that may arise post project implementation	High	Conduct Baseline studies and Continued Monitoring and impact assessments of projects post implementation period	Medium	Project Coordinators
	Increasing area planted as a result of improved production means taking away more land for agriculture				EP		
SO5: Enhanced resources for agricultural research and development mobilised.	Unintended importation of external parties' agendas through Research and development funding that may have unintended consequences on the social and moral fabric of target communities	High	Divergence in MS Research priorities, increased donor dependency and inheritance of external parties' agendas	High	Negotiated Financing Agreements that ensure that Research priorities and National Agendas are strengthened, and externalities of donor aid are minimised	Medium	Project Coordinators
	Loss of own agenda in preference to the source of funding – prioritisation of the agenda will be screwed to funding agents				Share priority and promote our value proposition , i.e, the value CCARDESA brings to the other party		
	Strings attached to the agenda, e.g. inclusiveness that do not resonate with cultural norms –						

Category	Risk	Likelihood	Impact Description	Impact Level	Risk Response (to mitigate)	Residual Risk Level (after response)	Risk Owner
	destroying the moral fabric						
	Resources from sources that want to promote compromised solutions e.g. GMO crops				Employ effectively international commitments on fairness and use of local resources, conservation of diversity.		

