

# CCARDESA

Centre for Coordination of Agricultural Research and Development for Southern Africa



# ANNUAL REPORT 2019



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## REMARKS: CCARDESA BOARD CHAIRPERSON

The year 2019 was successful in terms of technical progress and consolidation of internal controls and general management at the Secretariat. The financial situation also improved significantly, and the future outlook changed for the better.

Key among the highlights of 2019 was the transition of CCARDESA from the old combined Medium-Term Operational Plan/Strategy, to a new Strategic Plan to last for 10 years. The first Medium Term Operational Plan developed in 2013 ended on 31 December 2018. Therefore, 2019 was a transition year during which CCARDESA through wide consultation used the time to develop its Strategic Plan 2020-2029. The new Strategic Plan positions the organisation for higher impact and relevance to the aspirations of the SADC Member States. The organisation, in consultation with stakeholders, crafted a new vision, new mission statement and a new set of themes to guide the technical programming and implementation in the next 10 years.

The new vision for CCARDESA is 'Sustainable agricultural growth and socio-economic development in the SADC'. In line with the vision, the mission for the organisation is 'To set the regional research and development agenda, mobilise resources, support capacity development, foster collaboration and provide agricultural information and knowledge in the SADC'.

Programme development took center stage in 2019 and culminated in the expansion of

the Agricultural Productivity Programme for Southern Africa (APPSA), to Angola and Lesotho. In addition, the APPSA programme changed positively with the increased role of CCARDESA in the management and technical support to the countries participating in the programme. Significant progress was also made in the development of the Comprehensive Africa Agricultural Development Programme Ex-Pillar 4 (CAADP-XP4) Project. CCARDESA's work continues to be guided by regional policies and plans such as the SADC Regional Agricultural Policy (RAP), the Regional Indicative Strategic Development Plan (RISDP), and the Comprehensive African Agriculture Development Programme (CAADP).

Owing to the commitment by the Member States and the support of the APPSA project by the World Bank, the financial situation improved significantly during this year. Indications are that the institution will continue on this trajectory of financial growth in 2020.

The principles of growth through partnership were central to the progress made in 2019. The progress owed much to the nurturing and maximization of the benefits of partnerships with different organisations at national, regional, continental and global levels. The successful development of the APPSA project for Angola and Lesotho, as well as the development of the CAADP-XP4 project were as a result of the strong and functional partnerships forged by CCARDESA.

CCARDESA ended the year with strengthened governance

system and internal controls. Board members who took office in 2016 successfully retired and a new Board with 10 new members was appointed by the SADC Ministers responsible for Agriculture and Food Security in June 2019. Two Board meetings were held in 2019 in fulfillment of the requirements as stated in the Governance Manual. A number of important decisions were taken by the Board during its meetings. The resolutions were critical in guiding the institution and providing the required oversight. I believe the new Board of Directors will start from a good platform and will take CCARDESA to new heights.

I would like to thank my fellow members of the CCARDESA Board of Directors who retired in November 2019 and congratulate them for their hard work and commitment in providing oversight to CCARDESA Secretariat throughout the year. I am greatly indebted to the Cooperating Partners who supported CCARDESA in various ways through the provision of resources. I also wish to thank the SADC Member States and the Committee of Ministers responsible for Agriculture and Food Security for their policy direction and financial support given to CCARDESA. 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 documented in this annual report.

**Catherine Mungoma (PhD)**  
Chairperson – CCARDESA  
Board of Directors

# CCARDESA BOARD MEMBERS



**Dr. Catherine Mungoma**  
CHAIRPERSON



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



**Mrs. Theresa Madziva**  
FINANCIAL EXPERT  
CHAIR OF THE  
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**Dr. Voahanginirina  
Ramaromisa**  
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**Mr. Domingos Gove**  
SADC  
REPRESENTATIVE



**Dr. Yemi Akinbamijo**  
FARA  
REPRESENTATIVE

## FOREWORD: CCARDESA EXECUTIVE DIRECTOR



**Dr Simon Mwale**  
Acting Executive Director

CCARDESA has completed yet another successful year on different fronts. The technical programmes have been running effectively and the development of new programmes also took a big leap forward.

The Secretariat continued to monitor the changes that took place within the Research and Development (R&D) landscape in the past 5-7 years and used the lessons from there to position the organisation for the next 10 years.

The Strategic Plan for 2020-2029 was developed on the basis of pragmatism and foresight in the area of research and development. One of the

key guiding principles of CCARDESA is to remain within the desired lane for meeting its mandate as a SADC subsidiary organisation.

The year has been very successful in working closely with SADC Secretariat, national institutions, as well as regional and global organisations. CCARDESA also strengthened its relationship with its fellow sub-regional R & D organisations namely AFAAS, ASARECA, CORAF and FARA. This collaboration has led to the successful joint mobilisation of resources for the European Union-supported CAADP-XP4 project which will be funded through IFAD.

## ACKNOWLEDGEMENT

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





RESEARCH PROGRAM ON  
**Climate Change,  
Agriculture and  
Food Security**



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## LIST OF ABBREVIATIONS

ACCRA	Adaptation to Climate Change in Rural Areas of Southern Africa
AFAAS	African Forum for Agricultural Advisory Services
AGRA	Alliance for a Green Revolution in Africa
AnGR	Animal Genetic Resources
APPSA	Agricultural Productivity Programme for Southern Africa
ASARECA	Association for Strengthening Agricultural Research in East and Central Africa
AU-IBAR	African Union Inter-African Bureau for Animal Resources
CA	Conservation Agriculture
CAADP	Comprehensive Africa Agriculture Development Programme
CAADP-XP4	Comprehensive Africa Agriculture Development Programme Ex-pillar 4 Project
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
CORAF	West and Central Africa Council for Agricultural Research and Development
CSA	Climate Smart Agriculture
DeSIRA	Development Smart Innovation and Research in 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 2019 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), and the Comprehensive African Agriculture Development Programme (CAADP).

The development of the CCARDESA Strategic Plan which was approved by the Board is an important output for 2019 which will guide the organisation in the long term. The new Strategy has new mission and vision statements and has six thematic areas. This new Strategy has placed high priority on addressing the impact of climate change as a widely recognised threat affecting the agricultural sector in the region. The new six thematic areas include: (i) Agricultural productivity and food and nutrition security; (ii) Resilience to emerging agricultural risks: environmental, climate change and transboundary diseases and pests; (iii) Commercialisation of the agricultural sector and market access; (iv) Women, youth and social inclusion; (v) Knowledge and information management, communication and policy support; and (vi) Capacity strengthening of CCARDESA and AR4D institutions. To operationalise the Strategy, a draft 5 year Medium Term

Operational Plan (2020-2024) was also developed in alignment with the themes, objectives and outputs of the long-term Strategy.

A significant proportion of activities in 2019 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 the following 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 training regional countries on how to access 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 also 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 to express their interest to join the programme. Initiation of preparation towards project implementation in the two countries commenced in 2019 particularly for Lesotho while some delays to achieve effectiveness of the loan agreement were experienced for Angola. The project expansion will give impetus to collaborative regional investment in agricultural research and development, which is necessary towards the attainment of regional food and nutritional security.

The first phase of the APPSA programme comes to an end in January 2020. Therefore, CCARDESA initiated activities for the closure of the first phase of the APPSA Programme which included Malawi, Mozambique and Zambia. These, activities were done jointly with the World Bank and the beneficiary countries. Other regional countries (Eswatini, Namibia and Zimbabwe) which were not yet part of APPSA were sensitised about the achievements of the programme by facilitating a visit to Zambia for senior officials from those countries. Similarly, an APPSA Technical end-of-project Conference was convened to facilitate interaction, information sharing and dissemination among regional agricultural stakeholders. Non- APPSA country delegates were

supported by CCARDESA to participate in this forum which gave good visibility to CCARDESA's regional interventions through this programme.

The CCARDESA information, communication and knowledge management (ICKM) System was further improved. During the year, stakeholders had access to new information products which were uploaded on the organisational website. The ICKM platform, has continued to play an essential role in the exchange and dissemination of information resources, as well as promoting communication among various players. During the year, there was marked increase in the volume of information disseminated through blogging, discussion groups (d-groups) and the CCARDESA web-based platform SAAIKS (Southern Africa Agricultural Information and Knowledge System). Additional technical briefs

were also developed and disseminated through this web portal.

CCARDESA continued on putting more effort towards resource mobilisation in line with its interim resource mobilisation strategy. This effort bore fruit with the signing of a EURO 5.3 Million EU grant to support CCARDESA to implement climate relevant interventions in the SADC region. This support which is financed through International Fund for Agricultural Development (IFAD) will enable CCARDESA to work closely with African Forum for Agricultural Advisory Service (AFAAS), Association for Strengthening Agricultural Research in East and Central Africa (ASARECA), West and Central Africa Council for Agricultural Research and Development (CORAF) and Forum for Agricultural Research (FARA) to jointly implement the CAADP-XP4 project across the continent.

CCARDESA managed to strengthen capacity at the Secretariat by recruiting four additional staff (Finance, M&E, Procurement and Programme Officers) to enable it to deliver on its programmes. Five interns were given experiential exposure by attaching them to work within various Departments at the CCARDESA Secretariat.

Two Board meetings were held to provide guidance to the Secretariat on governance and operation of technical matters. An unqualified external audit report was also produced which signifies generally good stewardship of resources accorded to the Secretariat to discharge the important regional mandate. The above achievements by CCARDESA signal a growing strength by the organisation which is on a clear recovery path and with focus on delivering on the important regional mandate in line with its newly defined long-term Strategy.



Field day under the Agricultural Productivity Program for Southern Africa

# 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. CCARDESA coordinates and facilitates agricultural research and development in the SADC region. Its focus in the region is guided by the CCARDESA Strategic Plan and other 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 regional, continental and global 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 (2015-2025) and the SADC Industrialisation Strategy and Road Map (2015 - 2020), CAADP and Malabo Declaration, Agenda 2063 and Sustainable Development Goals (SDGs). The geographical focus for CCARDESA activities is on all the 16 countries in the SADC region namely: Angola, Botswana, Comoros, 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 who comprise the majority of farmers in the region.

## 1.1 CCARDESA Vision, Mission and Objectives

Since inception, CCARDESA has been pursuing the following vision 'A food secure and prosperous Southern African region with vibrant rural livelihoods, while its mission has been "to promote innovative research, technology generation and adoption for sustainable agricultural development through effective partnership and capacity building." CCARDESA endeavours to achieve its mission through five synergistic thematic areas which address the core business presented later in this report.

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 set of four different, yet interrelated structures consisting of: SADC Ministers responsible for Agriculture and Food Security, the General Assembly, the Board of Directors and the Secretariat. Ministers responsible for Agriculture and Food Security of countries that are party to the Charter that established CCARDESA, receive reports of CCARDESA and also perform other functions such as appointing Board Members. The General Assembly of regional stakeholders from SADC Member States has a set of functions that include the approval of the External Auditors of CCARDESA. In addition, the Board of Directors of CCARDESA, composed of 13 members, provides oversight and guides the CCARDESA Secretariat on its general direction and on its programmes.

The CCARDESA Secretariat 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. PROGRAMME AND PROJECTS IMPLEMENTATION

### 2.1. Overview of the Activities for 2019

The 2019 Annual report reflects the Secretariat's effort of developing its long term Strategy; managing the on-going research and development projects; mobilising resources for regional programmes;

developing and disseminating knowledge products and facilitating face to face exchanges of technical information; actions to influence regional policy on identified topical issues relevant to regional food and nutritional security as well as sustainable use of natural resources. The report also

documents the on-going efforts of: strengthening CCARDESA Secretariat; capacity building on identified priority skills needed by stakeholders within the National Agricultural Research Systems; and the Secretariat's effort to maintain accountability to its stakeholders.

## 3. SUMMARY OF ACHIEVEMENTS

An overview of the key achievements that were realised in 2019 is narrated below.

### 3.1 Developed the CCARDESA Long-term Strategy and Medium-Term Operational Plan

Since its establishment in 2010, CCARDESA has had no long-term strategy but used the Medium Term Operational Plan (MTOP) as a combined Strategy and Operational plan. In 2019, CCARDESA Secretariat embarked on developing a long-term strategy (LTS) to guide the formulation of subsequent Medium-Term Operational Plans (MTOP) and operations. The Strategic Plan was developed to provide CCARDESA with a long-term vision and mission and guide its strategic and operational planning processes.

The formulation of the Strategic Plan was participatory and key stakeholders from various sectors in the SADC region

were consulted and the input was synthesised and packaged in the plan. To make the plan more relevant to the operating environments and aligned to key regional, continental and global frameworks, literature was reviewed including CCARDESA institutional and programme reports and documents, CCARDESA Secretariat staff and representatives of the Board of Directors, SADC Secretariat, Member State ministries of agriculture and food security, national agricultural research and extension services, farmer organisations, private sector, civil society, international agricultural research centres, sister sub-regional research organisations (SROs) and international cooperating partners (ICPs) were among the stakeholders that were consulted.

#### 3.1.1 Key Highlights in the Strategic Plan

The Strategic Plan is anchored on the key regional, continental and global strategic documents. It has a new vision

and mission statements and a new set of thematic areas which have increased from the previous five to six. The new vision for CCARDESA is: "Sustainable agricultural growth and socio-economic development in the SADC". In line with this vision, the new mission is; "To set the regional research and development agenda, mobilise resources, support capacity development, foster collaboration and provide agricultural information and knowledge in the SADC". The operationalisation of the mission and the vision will be influenced by six values of CCARDESA namely: integrity, relevance, respect, professionalism, teamwork and innovation. The Strategic Plan has the following six interlinked intervention areas:

1. Agricultural productivity and food and nutrition security;
2. Resilience to emerging agricultural risks: environmental, climate change and transboundary diseases and pests;
3. Commercialisation of the agricultural sector and market access;

- 4. Women, youth and social inclusion;
- 5. Knowledge and information management, communication and policy support;
- 6. Capacity strengthening of CCARDESA and AR4D institutions.

**3.1.2 Medium Term Operational Plan (MTOp)**

The MTOp is a document that

operationalises the Strategic Plan. It provides the fine details on the annual operations and guides the development of the Annual Work plans and budgets for the organisation. CCARDESA's first MTOp was developed in 2013 and covered the period 2014 - 2018. The proposed new MTOp covers the period

2020 - 2024 and is anchored on the CCARDESA Long-term Strategic Plan (2020 - 2029). Highlights on some of the achievements attained in 2019 under various interventions implemented under each thematic area of the old MTOp are presented below.



Participants during the CCARDESA Strategic Plan Validation Workshop

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

Activities under this thematic area 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. Policies play an important part in addressing the needs of farmers and other industry actors.

In the year under review, CCARDESA continued to promote the mainstreaming into national agricultural policies and programmes of the Regional Agricultural Policy

(RAP)-related content on Climate Change Adaptation in agriculture/ Climate Smart Agriculture (CCAA/CSA), raise regional awareness on the regional agricultural policy on the need for its domestication into national policies. In addition, presentations on the climate change-related elements of the SADC Regional Agricultural Policy

were made to various audiences during strategic events such as regional and continental meetings, including at the SADC Information Communication and Knowledge Management (ICKM) Focal Point Persons' Meeting in South Africa, the Rapid Loss Assessment Tool (RLAT) meetings in Tanzania, the ACCRA Project Regional CSA meeting in Zambia and the APPSA End of Project Conference in South Africa. Promulgation of CSA-friendly policies would respond to the needs of smallholder farmers who are among the most vulnerable group to climate change due to their resource constraints.

### **3.2.1 Stakeholder Engaged on the Mainstreaming of Climate Smart Agriculture**

In the year under review, CCARDESA in partnership with the Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN) co-hosted a regional policy dialogue forum to promote mainstreaming of climate smart agriculture into agricultural programmes and strategies among its stakeholders who included state and non-state actors, policy research institutions, universities, farmer organisations, agri-business, agricultural financiers, civil society, policy makers,

oversight bodies and the media in the SADC region. The regional policy dialogue forum focused on “Enhancing Climate Resilience and Food and Nutrition Security” and provided a platform for stakeholders from the food, agriculture and natural resources (FANR) sector to deliberate on the need for a resilient agricultural sector in the face of climate change and to address the challenges of malnutrition.

In addition, the forum was used to exchange experiences on how to promote knowledge-sharing across member countries as well as the ‘best practices’ in identified priority areas. CCARDESA shared with the audience its experience of promoting climate smart agriculture based on the use of its highly improved information, communication and knowledge management platform.

### **3.3 Thematic Area 2: Research and Technology Generation and Farmer Demand-driven Advisory Services and Innovation Systems**

Generation of appropriate technology is one of the essential enabling conditions to ensuring increased agricultural productivity. More effective investment in farmer-centered agricultural R&D is needed to underpin farmer innovation and provide solutions to emerging

agricultural problems within the SADC region. Therefore, the intention of this Thematic Area is to address numerous physical and socio-economic constraints such as limited technical skills, poor access to markets and market information, credit and other resources, which inevitably impacts negatively on the production and productivity of small holder farmers who are the majority of the farmers in the region. Therefore, the focus of interventions in this thematic area is on the promotion of regional collaborative efforts towards the generation of improved and more efficient technologies as well as promoting the provision of farmer demand-driven advisory services and innovation systems.

Focus is on collaborative efforts aimed at improving the efficiency of generating and disseminating market-oriented technologies through pooling research efforts and facilitating knowledge-sharing and the spreading of best practices across member countries. To achieve this requires greater cooperation and coordination for greater synergy and desirable impact towards the necessary transformation of the agricultural sector in the SADC region. Therefore, regional initiatives implemented by entities in two or more countries by working together



to address jointly identified priorities is promoted to enhance complementarity and development of holistic solutions. The key highlights on achievements that were attained under this thematic area from the Work Plan for 2019 are narrated below.

### **3.3.1 Climate-proofing of Selected Agricultural Value Chains in the Region**

In order to continue the effort of promoting Climate Change Adaption in the region and ensure that SADC countries have increased their capacities for disseminating climate-smart practices in agricultural value chains, CCARDESA supported three commodity value chain climate-proofing interventions (Maize-Legume Value Chain, Sorghum Value Chain and Livestock Value Chain) which were implemented in partnership with various stakeholders in the region.

The climate proofing of the Maize-Legume Value Chain was implemented in Zambia, Malawi and Zimbabwe in partnership with CIMMYT. Under this intervention, a regional and two national concept notes for investment (in Zambia and Zimbabwe) were developed during the period under review. Furthermore, three knowledge products were developed on: scaling-out climate smart

agriculture, gender, and a feasibility study.

On the other hand, the climate proofing of the Sorghum Value Chain was executed in conjunction with Rural Self-Help Development Association (RSDA) in Botswana and Lesotho. Under this initiative, a climate risk analysis as well as a feasibility study were conducted, and a concept note for investment was produced. In relation to the climate proofing of the Sorghum Value Chain, four knowledge products were produced on sustainable fodder production, mixed farming, rainwater harvesting and post-harvest storage.

In 2019, CCARDESA continued with its support for the Herding for Health (H4H) approach which was initiated in 2018 and completed stakeholder engagement and exchange visits on the approach at different sites in Botswana, Lesotho, Mozambique, Zambia and Zimbabwe. The H4H concept of livestock herding is anchored upon the holistic rangeland management principles as an effective way of managing depleted rangelands for livestock keeping communities. This approach enables livestock keeping communities to cooperatively manage rangeland, water resources

and livestock to minimise risks such as predation, diseases and trade barriers including climate change. In this initiative, the professionalising of herding has been incorporated into the approach by providing herders in participating communities with range management and livestock health skills.

### **3.3.2 Promoted the Rapid Loss Assessment Tool (RLAT)**

The SADC region still experiences a production deficit in important staple crops and the reduction of harvest and post-harvest losses is a necessary intervention towards ensuring food security in the region. However, there is scanty and varying regional data on post-harvest losses and finding mechanisms of standardising a cost effective and practical estimation of these losses would assist to inform the formulation of appropriate interventions. To contribute towards addressing this data challenge, CCARDESA has adapted a GIZ-developed Rapid Loss Assessment Tool (RLAT) that can be used to assess post-harvest losses. The tool can be used to identify hotspots of crop loss and design effective interventions to reduce crop loss during harvest and post-harvest and thereby contribute

towards ensuring food security and nutrition.

In 2019, CCARDESA through the support of the Adaptation to Climate Change in Rural Areas in Southern Africa (ACCRA) project continued to promote the R-LAT as a measure to reduce post-harvest losses. Following the adaptation of the tool in 2018 for use, three (3) countries (South Africa, Tanzania and Zimbabwe) were selected to pilot the tool in maize value chains. South Africa was the first to pilot test the tool in 2018 and to analyse the post-harvest losses in the maize value chain. In 2019, CCARDESA in conjunction with the Tanzania Agricultural Research Institute (TARI) and GIZ piloted the R-LAT in Tanzania to assess food losses in maize and sunflower value chains.

### **3.3.3 Coordinated Regional R&D Programmes**

Coordinating Research and Development programmes is an important role played by CCARDESA to ensure synergy in the joint execution of activities in regional projects. Convening periodic meetings of key partners is necessary to track progress and address any challenges hampering progress. The periodic monitoring of projects provides an opportunity to address

implementation bottlenecks and for sharing of lessons learnt. In line with this, CCARDESA in conjunction with the World Bank routinely convenes key meetings and events of the project stakeholders to ensure that the project achieves its intended objectives. During the engagements, the beneficiary countries identified the need to engage the World Bank on the feasibility for the Bank to continue its support by funding a second phase of the project.

#### **Implemented Monitoring & Evaluation of Programmes**

In preparation for the closure of the first Phase of the APPSA programme, CCARDESA commissioned activities to assist with the evaluation of the project's impact. A Joint Impact Evaluation of APPSA Programme within the three implementing countries was undertaken. The results of the impact assessment studies are expected to inform the formulation of a concept note for a second phase of the project and to provide lessons for improving the implementation of the new APPSA project in Angola and Lesotho. The operationalisation of a Management Information System which was designed for collecting the M&E information about the APPSA project was also initiated in

2019.

#### **3.3.4 Facilitated Collaboration on Technology Generation and Dissemination**

Collaborative activities increase chances of jointly generating and sharing technologies across the cooperating countries. For example, a total of 1,752 million of the 407,600 million new beneficiaries were reached in 2019 in Malawi, Mozambique and Zambia under the APPSA project. As a result of collaborative research work, a total of fifty six varieties of maize, rice and legumes were released in 2019 in the three countries. From these, twenty-One (21) technologies generated or promoted under the project in one country were released in another country in 2019. A compendium of technologies developed and disseminated under the project has been compiled for sharing through the CCARDESA website and knowledge platforms.

To continue nurturing effective structures and systems for regional collaboration and R&D management, CCARDESA provided technical support to Angola and Lesotho to finalise their preparations to join the APPSA programme. The Project became effective in Lesotho and was launched on 24 July 2019. However, delays were experienced for Angola

thereby pushing the likely effectiveness date for the Angola grant to January 2020.

Nonetheless, CCARDESA undertook project operationalisation activities for Angola and Lesotho as new countries joining the APPSA programme. This presented an opportunity for the countries to define the operating procedures, processes and articulated the objectives of this project to ensure that key management staff involved in

delivering the project clearly understood the implementation modalities. An opportunity was extended to countries which were not part of the programme (Eswatini, Madagascar and Zimbabwe) to participate in the launch event and learn from the APPSA implementing countries (Angola, Lesotho, Malawi, Mozambique and Zambia). Furthermore, as a way of encouraging other countries to invest in the agricultural sector, CCARDESA invited

participants from five SADC countries to undertake a visit to APPSA projects in Zambia in October, 2019. The visit provided an opportunity for the countries to observe firsthand the APPSA interventions in one of the APPSA participating countries. It was hoped that the participants would subsequently engage their institutions on the need to join the APPSA project in order to access the benefits of being part of the programme. 3.3.5 Promoted Agricultural



Participants at the APPSA End of Project Technical Conference

### Transformation through Exchange of Technical Information

CCARDESA continues to take 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.

Given that the first phase of the APPSA project was coming to an end on 31st January 2020 and that a significant number of R&D projects had been completed and research outputs generated, an end of project conference was therefore held in order to facilitate the sharing of

research outputs with a broader group of APPSA stakeholders. The conference was meant to provide a forum for research and development practitioners to present and discuss outputs from the APPSA research, review most recent trends, innovations and best practices in agricultural research for development and share lessons learnt through the programme.

3.3.6 Promoted investment in

wheat production in the region

CCARDESA has been implementing the SADC regional component of an IFAD-funded project led by CIMMYT on “Enhancing Smallholder Wheat Productivity through Sustainable Intensification in Wheat based Farming Systems of Rwanda and Zambia” (SWPSI) since 2016. The project seeks to establish the potential contribution of smallholder farming in wheat production which would increase food security and reduce wheat import bills in African countries by using Zambia and Rwanda as pilot countries. On a broader view, this project intends to reduce high wheat import bills in Sub-

Saharan Africa countries by exploiting the high potential for increased domestic wheat production in some southern African countries such as Madagascar, Mozambique, Tanzania and Zambia.

A mid-term evaluation of the SWPSI project was undertaken in 2019 with other project partners i.e. CIMMYT, Zambia Agriculture Research Institute (ZARI), Rwanda Agriculture Board (RAB) and IFAD. The partners reviewed progress to draw lessons from the past implementation of the project. Necessary adjustments to the project activities were proposed by taking into account the anticipated no-cost extension of the project to 2021.

Some of the project’s key achievements in the SADC region include the provision of technical backstopping of the project field trials in Zambia and CCARDESA’s consolidation of reviews on the feasibility of smallholder wheat production in the SADC region. The findings were shared with regional stakeholders through CCARDESA’s virtual platforms and at regional face-to-face meetings including at a high-level regional policy dialogue held towards the end of 2018. The stakeholders generally endorsed the project’s initiative and called for more regional effort to invest in research and development to address the widely acknowledged growing demand for wheat in the region..



Farmers' wheat plot in Rwanda

### **3.3.7 CCARDESA Supported Efforts on Updating of Livestock Breeds Population Data**

CCARDESA in partnership with FAO engaged Botswana stakeholders dealing with the collection of livestock data. The purpose of the engagement was to sensitise them on the need to provide relevant livestock breeds population data to fulfil the global reporting requirements on livestock diversity by the country through the Domestic Animal Diversity Information System (DAD-IS).

DAD-IS is a global communication tool supporting strategies for Animal Genetic Resources (AnGR) management, and acts as a clearing house mechanism and an early warning tool for AnGR conservation. This global system is managed by the Food and Agriculture Organisation of the United Nations (FAO). It is updated by National Coordinators who are usually nominated by their countries to control the entry, updating and accessing of their national data. However, throughout the existence of DAD-IS, population data have been lacking for many breeds in a number of countries.

To assist Botswana stakeholders towards fulfilling the above-mentioned data gap, CCARDESA organised a consultation exercise with a team of national experts to determine gaps on breed population data and come up with a plan to collect, analyse, and validate breed population

data at national level before entering it into DAD-IS. The country stakeholders also deliberated on long-term measures to ensure that the country data are collected and entered into DAD-IS.

### **3.3.8 Raised regional awareness on low emissions livestock**

In recognition of the importance of livestock to the livelihoods of many livestock keepers in the region, CCARDESA working with the New Zealand Global Research Alliance on Agricultural Greenhouse Gases, the CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS), the Food & Agriculture Organisation of the United Nations (FAO) and other regional partners organised a forum to sensitise regional stakeholders on low emissions livestock. A review of what was being done by countries in the region in terms of mitigation to improve the coverage of livestock emissions in the Nationally Determined Contributions by mapping a way forward.

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

To improve agricultural productivity requires increased and improved knowledge and information-sharing through effective use of communication methods, media channels including processes made possible by the recent advances in digital and internet-based information and

communication technologies (ICTs) (CCARDESA, 2013). All sector stakeholders, including farmers, need to have access to information on available technologies and current market conditions in order for them to respond appropriately to market demands.

Therefore, the specific objectives of this thematic area among others are to: promote packaging of information into appropriate knowledge sharing products for farmers and other stakeholders; promoting the use of ICTs, media channels and interpersonal interactions to link different stakeholders; and to build the capacity of CCARDESA to serve as a platform for the sharing of information. The achievements realised in 2019 under this Thematic Area are presented below.

### **3.4.1 Further Improvement of the CCARDESA ICKM System**

CCARDESA's improved ICKM system which was launched in 2018 was further strengthened over the course of 2019. A total of 24 national ICKM focal persons from 15 SADC Member States (MS) had shown a good grasp of the use of the CCARDESA ICKM system, which was robust and up to date resulting in enhanced impact across the region. One of the key components of the CCARDESA ICKM System is the 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 those curated from other organisations.

The number of people frequenting the platform was steadily increasing indicating that the knowledge management system was increasingly being utilised by stakeholders. The ICKM statistics showed that by December 2019, CCARDESA had posted 63 news items on the website which were generated from its internally hosted and external events. These posts generated a lot of interest on the website and on the Southern Africa Agriculture Information System (SAAIKS) such that the number of regular visitors doubled from 2,275 in 2018 to 4,688 in 2019 (46% male, 54% female including 47% youth). A total of 5,247 people visited the CCARDESA website 22,339 times and 858 people downloaded knowledge products from the website. An online feedback from those using the website in 2019 showed that on a scale of 1 to 5, the users rated the CCARDESA ICKM system by

allocating it scores ranging between 3.5 and 5.

### **3.4.2 Improved Visibility of CCARDESA**

Apart from the website, CCARDESA has continued to use its presence at strategic events such as hosting exhibition booths at conferences, Facebook page and digital discussion groups (d-groups) platform to promote its work. In the year under review, CCARDESA made 190 Facebook posts including 135 Discussion group posts and this resulted in an increase of 43% (1,201 in 2018 to 1,716 in 2019) in the number of people visiting the CCARDESA Facebook page.

A total of 3,678 subscribers in 2019 were in the digital discussion groups (d-groups) platform which was an improvement to the total number of 3,473 members that was there in 2018. The 135 Discussion group posts stirred discussions and kept the website active throughout the year under review. During the United Nations Framework Convention on Climate Change (UNFCCC)

Conference of Parties (COP) 25, CCARDESA featured happenings at the COP 25 and it also pitched three CSA proposals at the CCARDESA/GIZ organised side event during the COP 25 meeting.

### **3.4.3 Promoted the ICKM through country roadshows**

In the quest to increase awareness about CCARDESA, its modus operandi, including the ICKM system, CCARDESA also embarked upon conducting roadshows in its Member States so that Member States stakeholders could learn of the benefits they could derive from the system. A total of 7 Road Shows were held in Botswana, Lesotho, Malawi, Namibia, South Africa, Zambia and Zimbabwe between March and September 2019. The meetings reached a total number of 177 participants inclusive of (90 male/ 65 women/60 youths). The sessions targeted the communications personnel in Ministries of agriculture, media houses, young farmers and women.



The participants during the road shows were impressed with the content and they indicated that going forward, they would be able to access valuable agriculture information on the CCARDESA website. At the end of each country promotion, CCARDESA witnessed a rise in the users of the system in the targeted country.

### **3.4.4 Developed the CCARDESA Mobile Learning Application**

In November 2019, CCARDESA and GIZ jointly developed, tested and launched the first Mobile Application on climate-smart agriculture for extensionists. The launch was attended by a broad range of stakeholders, including ICKM Focal Points from SADC Member States, agricultural research and extension, the private sector, regional organisations and development partners. The mobile application has 67 technical briefs on climate-smart agriculture. The technical briefs are accessible both off- and online platforms and the App is linked to the CCARDESA knowledge hub. The Mobile Learning App was designed to assist agricultural extension workers to learn more about climate change and agriculture in the Southern African Development Community (SADC) region, so that they can better carry out their extension work. In addition, the mobile application provides information on climate smart agriculture and empowers regional stakeholders to better

tackle the effects of climate change, thereby bringing stability in the production of nutritious food and maintenance of sustainable livelihoods.

### **3.4.5 Developed Knowledge Products**

CCARDESA has continued to deliver on its commitment to develop and package information and knowledge products for AR4D for different audiences. The knowledge products are used to promote increased adoption of research results by agricultural value chain actors and development of enabling agricultural and AR4D policies. CCARDESA and AR4D institutions have therefore continued to promote the use of existing information and knowledge management systems, digital and ICT applications to ensure that all agricultural value chain actors have adequate information for decision making and actions. In the year under review, 13 out of the 24 Climate Smart Agriculture Knowledge products were developed and disseminated on the CCARDESA website and other international media houses. The 13 knowledge products on CSA were published in 3 languages (English, French and Portuguese) targeting the maize, sorghum, rice and livestock value chains and disseminated along with 54 curated knowledge products through CCARDESA's ICKM system.

In total, 53 CCARDESA-

produced knowledge products have been disseminated since 2016. A total of 700 knowledge products have been shared through the ICKM system up to the end of 2019, including 166 CCARDESA-owned and 515 curated content from other organisations. A total of 858 people from 14 SADC countries had downloaded these products.

### **3.4.6 Facilitated the Regional ICKM Community of Practice**

CCARDESA facilitated the Regional Information, Communication and Knowledge Management (ICKM) Community of Practice meeting which was held in 2019. The Community of practice approach is an important professional learning strategy, because it provides a platform for capturing and sharing existing knowledge to help people improve their practice by providing a forum to identify solutions to common problems and a process to collect and evaluate best practices. This forum was attended by ICKM focal point persons from ministries of Agriculture from 10 Member States which included Angola, Eswatini, Botswana, Lesotho, Malawi, Mozambique, Tanzania, South Africa, Zambia and Zimbabwe. A representative from SADC secretariat in charge of information was also in attendance of the meeting and other organisations represented at the meeting included GIZ, and Welthungerhilfe. The meeting discussed, among other things, ways for increasing country

content on the CCARDESA website and means of stirring discussions on the D-Groups.

As a result of the engagement, the CCARDESA ICKM community of practice gained momentum in 2019 with the involvement of 24 officially nominated individuals from 15 SADC Member States. This is an improvement compared to the 16 focal people who were there in 2018. As a result, the total number items of published through CCARDESA platforms on a range of events, including ICKM country road shows and climate-smart agriculture events in the region and globally grew.

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

#### **3.5.1. Undertook Capacity building towards Climate Smart Agriculture**

Capacity building is one of the key functions of CCARDESA. All levels of training vis a vis farmer training and skill development; technical level training (certificate and diploma) as well as University level will be addressed under this thematic area.

A total of 23 more students completed their long-term training in 2019 under APPSA support, bringing the total number of students that completed to 121 (Diploma – 8; BSc – 72; MSc – 39 and PhD - 6). The total number supported under APPSA was 185.

In 2019, besides the 23 students mentioned above, a

total of 392 individuals (156 women, 236 men including 85 youth from 15 SADC Member States) participated in capacity development activities related to climate change. Visibility and outreach-activities reached 483 more people (214 women, 269 men, at least 111 youth) across the SADC region. From the above numbers, a total of 28 women and 53 men (including 16 youths) were trained in 2019 on the Rapid Loss Assessment Tool (R-LAT). CCARDESA implemented the training on the Rapid Loss Appraisal Tool (RLAT) as a CSA intervention in Tanzania in cooperation with the BMZ sector project Sustainable Agriculture (NAREN). In Tanzania, the tool was used on the maize and sunflower seed value chains. This pilot exercise involved training followed by field work to use the tool. To facilitate exchange of experiences, local participants as well as those from South Africa and Zimbabwe participated in the Tanzania training.

The Herding for Health (H4H) initiative focused on two main aspects, namely; (i) piloting 'herding-for-health' as a climate smart approach for rangeland-based livestock systems in the SADC Region and (ii) strengthening of a regional training hub on this concept to support livestock adaptation. The H4H initiative was implemented in partnership with Peace Parks Foundation and Conservation International (PPF/CI) in Botswana, Lesotho, Mozambique, South Africa, Zambia and Zimbabwe. The

H4H project worked with the Southern African Wildlife College to establish a new training hub for herders, develop a curriculum on Herding for Health and Climate Change to train professional herders, extension staff as well as implementers. In 2019, a batch of 12 students successfully graduated from the first training.

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

This Thematic Area deals with operational, fiduciary and governance aspects of the organisation as well as the development and management of partnerships and accountability to stakeholders. For CCARDESA to be an effective and strong Sub-Regional Research Organisation it needs to mobilise human, financial and technological resources to implement demand-driven regional R&D activities. To achieve this, entails recruiting high calibre staff to discharge the organisational mandate and to lead the process of coordinating all matters related to agricultural research and development in the SADC region. Monitoring and evaluating the organisation's implementation of programmes and plans also falls in this Thematic Area. Besides the notable development of the organisation's long-term Strategy which was described in the earlier sections of this



report, the other achievements realised in 2019 under this Thematic Area are covered below.

### **3.6.1 Strengthened Capacity of the CCARDESA Secretariat:**

In order to strengthen the CCARDESA Secretariat, the World Bank supported the recruitment of five officers through a grant under the Angola and Lesotho APPSA Project. These officers who were recruited for Finance, M&E, Procurement, ICKM, and Technical roles will strengthen the Secretariat to discharge its functions and its regional programmes.

### **3.6.2. Implemented the Internship programme**

A total of 7 interns who had worked at CCARDESA for a period of 24 months since 2018 ended their period of attachment at the end of 2019. These young professionals served their term and have since move on. The organisations is in the process of recruiting another set of youths to give them an opportunity to develop their skills and gain practical work experience. The 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.

### **3.6.3 Implemented the Interim Resource Mobilisation Strategy**

In the period under review,

CCARDESA completed the development of a 10-year Strategic Plan which will inform the review and updating of the Secretariat's interim resource mobilisation strategy. It is important that the resources mobilisation strategy is anchored on the long- and medium-term strategies of the organisation. The completed Strategic Plan gives both internal and external stakeholders direction on priorities and mechanisms for mobilising resources for the organisation. The resource mobilisation strategy will be updated in the fiscal year 2020. Based on the interim resources mobilisation strategy, CCARDESA pursued partnerships to mobilise resources in 2019 through the joint development of concept notes.

### **3.6.4 Strengthened Resource Mobilisation and Partnerships**

In 2019, the partnership between CCARDESA and the World Bank blossomed further with more support being provided by the Bank to enable CCARDESA to play a regional coordination role in the implementation of the APPSA programme in the two new countries (Angola and Lesotho).

CCARDESA partnered with GIZ, the Southern Africa Confederation of Agricultural Unions (SACAU), ASARECA and others to develop and submit a number of concept notes to prospective donors. A number of actors were facilitated by CCARDESA to

partner for the development and submission of investment proposals to mobilise resources for climate smart agriculture initiatives. These partners included Ministries of Agriculture in a number of Member States (Botswana, Lesotho, Malawi, Zambia and Zimbabwe) who formed partnerships with a number of international research institutions and NGOs. Preparation of these concept notes is expected to bear fruit in the future when some of them succeed in getting funding.

### **3.6.5 Developed a New R&D Programme – CAADP-XP4**

A consortium made up of CCARDESA together with the Forum for Agricultural Research (FARA), African Forum for Agricultural Advisory Service (AFAAS), Association for Strengthening Agricultural Research in East and Central Africa (ASARECA) collaborated successfully in an engagement to mobilise EU support to these CAADP ex-Pillar IV Institutions.

This support by some EU Member States and the Bill and Melinda Gates Foundation, is channeled through an initiative called Development-Smart Innovation through Research in Agriculture (incl. livestock, aquaculture and fisheries), or DeSIRA. The initiative is about fostering development of science innovations for increased impact. It is also about building-up research capacities for innovation, within national agriculture knowledge innovation

systems; where partnerships with European and international research entities are to be particularly encouraged.

Under this global initiative, an action jointly funded by the European Commission and International Fund for Agricultural Development (IFAD) was designed to strengthen capacities of the

CAADP Ex-Pillar IV organisations to support the agricultural innovation in Africa. The EU contribution allocated to the five CAADP ex-pillar IV organisations is for a total amount of EUR 30 million from which CCARDESA was allocated 5.37 million EUR towards strengthening its capacity to deliver climate relevant research and innovation

interventions in Southern Africa under the CAADP-XP4 project over a period of four years. As result, CCARDESA signed a memorandum with IFAD for the financing of the CAADP-XP4 project whose funding will be channeled through IFAD. This will be the first time for IFAD and CCARDESA to work directly with each other.

## 4. GOVERNANCE AND ACCOUNTABILITY

To maintain good accountability to its stakeholders, in the year under review, the Secretariat successfully convened 2 Board meetings and a new Board was ushered in. The outgoing Board successfully handed over to the new incoming Board. Quarterly progress reviews of the 2019 Work Plan were conducted, lessons drawn and applied to address implementation challenges. To strengthen its capacity and

enhance governance and accountability, CCARDESA completed the development of a 10 year Strategic Plan which will guide its operations; and to ensure that the aspiration Strategy and its accompanying operational plan are implemented effectively and efficiently, CCARDESA hired additional support and technical staff to strengthen its capacity to deliver on its mandate and programmes. CCARDESA undertook APPSA

Implementation support missions to the APPSA countries and hosted a World Bank (WB) project implementation preparation mission related to the WB grant to CCARDESA Secretariat. The mission noted good progress on the recruitment of staff and the deliberations also covered the fiduciary obligations and reporting through the bank's online procurement and project management systems.



Out-going (on the left) and incoming (on the right) CCARDESA Board Chairpersons



CCARDESA and GIZ Staff at the 3rd Quarter Progress Review Retreat in Gaborone

## 5. FINANCIAL OVERVIEW

The financial information for the year 2019 is not audited, but the comparatives for 2018 were audited by the CCARDESA's independent external auditors. The financial information presented below

comprise the Statement of Financial Position as at 31 December 2019 and the Statement of Financial Performance for the year ended 31 December 2019. Table 2 below shows the

statement of financial position as at 31 December 2019 and Table 3 below shows the statement of financial performance for the year ended 31 December 2019.

**Table 2. Statement of the Financial Position of CCARDESA as at 31 December 2019.**

Statement of Financial Position as at 31 December 2019		
Figures in US Dollars	2019	2018
<b>ASSETS</b>		
<i>Non #μ≤•A#! ≥≥•#</i>		
Property, plant and equipment	222	1 459
	222	1 459
<i>Current assets</i>		
Recoverable from exchange transactions	-	1 425 494
Staff receivables & Imprest	298	-
Cash and cash equivalents	1 314 205	617 043
	1 314 503	2 042 537
<i>Total Asset</i>	1 314 725	2 043 996
<b>EQUITY &amp; LIABILITIES</b>		
<b>Equity</b>		
Reserves	1 198 930	393 048
Accumulated deficit	(2 250)	(2 250)
	1 196 680	390 798
<i>Current liabilities</i>		
Accrued expenses and payables	118 045	1 653 198
<b>TOTAL EQUITY &amp; LIABILITIES</b>	1 314 725	2 043 996

The reserves comprise fund balances for projects and funds contributed by the Member States. The decrease in the value of property, plant and equipment is on account of depreciation. The Recoverable from exchange transactions for the prior year was due from the

World Bank for the MDTF project and the amount has since been liquidated. The realisation of the receivable enabled the Secretariat to settle long outstanding liabilities and, hence, the decrease of 93% in current liabilities. Cash and cash equivalents more than doubled

due to new projects, contributions by Member States and disbursement by the World Bank for the Multi Donor Trust Fund project. The Reserves also increased due to new projects and improved contributions by Member States.

Table 3. Statement of the Financial Performance of CCARDESA for the year ended 31 December 2019.

Statement of Financial Performance for the year ended 31 December 2019		
Figures in US Dollars	2019	2018
Revenue	1 619 475	693 474
Other income	1 237	4 105
Other operating gains	-	4 372
Operating expenses	(1 620 712)	(697 153)
Surplus for the year	-	4 798
Other comprehensive income	-	-
Total comprehensive income for the year	-	4 798

The revenue represents grants from donors that have been allocated to direct costs of research projects and programmes, and to the operating expenses of the

CCARDESA Secretariat for the period 2018 to 2019. Revenue for the year increased by 134% due to new projects during the year. The organisation's financial information indicate a

marked improvement on the financial position of the organisation that is expected to continue on a more positive tone into the future.

## 6. CHALLENGES

In 2019, there was a marked improvement at CCARDESA Secretariat in terms of the number of staff. However, the numbers are still not adequate for the Secretariat to be fully

effective. The Secretariat is still facing funding constraints which limits its capability to meet the expectations from both its internal and external stakeholders. Therefore,

significant innovation and modesty had to be adopted to steer the organisation to the current of state of relative stability and reasonable performance.

## 7. CONCLUDING REMARKS

In 2019, CCARDESA Secretariat emerged stronger with the inception of the new APPSA and the CAADP-XP4 projects which brought along not only additional funds but capacity to increase the number of critical staff at the Secretariat. The Secretariat also developed a new Long-term Strategy that will guide

the organisation into the future. This Strategy has prioritised interventions aimed at addressing the impact of climate on agriculture in the region. Funding for the CAADP-XP4 and APPSA projects have come at an opportune time as they will enable the organisation to have some resources towards

addressing issues that are outlined in the new Strategy. The Secretariat also witnessed a change of guard in fulfilment of the governance requirements as the old Board members retired and handed over to the new Board which will continue to guide the Secretariat in the pursuit of the important regional mandate.

## 8. 2020 OUTLOOK

One of the key achievements in 2019 was the development and approval of the 2020-2029 Strategic Plan for CCARDESA. The Plan was developed after wide consultation with stakeholders within and outside the SADC region. It provides a concise description of the direction that the organization will take in the next 10 years. The Strategic Plan is a guide for developing Annual Work Plans for the period 2020-2029. Therefore, the 2020 work plan was

developed with full compliance to the Strategic Plan. The Work Plan presented in Annexes 1 is structured along the six CCARDESA Thematic Areas that are contained in the Strategic Plan. The activities in the 2020 Work Plan are all project-based. They come from three key projects, the Adaptation to Climate Change in Rural Areas in Southern Africa (ACCRA), the Agricultural Productivity Programme for Southern

Africa (APPSA), and the CAADP-Ex Pillar 4 capacity building project (CAADP-XP4). Regardless of the project source, all the activities have been arranged in one consolidated plan on the basis of the thematic areas of the Strategic Plan. The Secretariat has planned activities under each of the thematic areas as summarised in Annexes 1 as well as a list of key projects in Annex 2.



Courtesy visit to CCARDESA Secretariat by the Director of SADC Food, Agriculture and Natural Resources Directorate

## ANNEX 1: KEY ACTIVITIES PLANNED FOR 2020

Thematic Area 1: Agricultural productivity and food and nutrition security	
Outcome 1: Productivity and food and nutrition security in priority commodities in	
1	Facilitate a regional concept note endorsement workshop
2	Facilitate a regional peer review of project proposals
3	Facilitate convening of the Regional Steering Committee Meeting
4	Attendance at strategic meetings and conferences
5	Convene a Regional Review and Planning Meeting

Thematic Area 2: Resilience to emerging agricultural risks: environmental, climate and transboundary pests and diseases	
Outcome 2: AR4D institutions and value chain actors capacitated to build resilience to emerging agricultural or environmental risks	
1	Map out existing climate relevant initiatives at national, regional and continental levels
2	Train country stakeholders on resource mobilisation and management in conjunction with international experts
3	Develop joint response mechanisms to emerging technical and innovative challenges
4	Convene policy dialogues at regional and continental levels (including for Climate Smart Agriculture (CSA), climate relevant issues and interregional and market access

Thematic Area 3: Commercialisation of the agricultural sector and market access	
Outcome 3: AR4D institutions supported to improve the investment and trade environment that will both deepen and sustain market linkages and improve financial inclusion for smallholder farmers	
1	Facilitate dialogue on domestication of the harmonised seed regulatory system for SADC
2	Provide technical support to national and regional organisations to strengthen capacity for quality control of agricultural inputs and products, to increase border trade (Including private sector & CSA)

Thematic Area 4: Women, youth and social inclusion	
Outcome 4: Women, youth and vulnerable people are empowered and play a meaningful role in agricultural value chains.	
1	CCARDESA will facilitate inclusion of women, youth and vulnerable groups in project activities
2	Develop, produce and disseminate user friendly and innovative knowledge products on CC/CSA, including one on mitigation of greenhouse gases and one on gender and youth

Thematic Area 5: Knowledge and information management, communication and support	
Outcome 5: Effective engagement and contribution of key stakeholders within the national agricultural innovation system at regional level	
1	Facilitate development of RCoLs Communication strategies
2	Create APPSA visibility
3	Undertake scoping/backstopping missions to countries with interest to join
4	Digital Maturity assessment
5	Develop and operationalise knowledge management strategies including guidelines for data capture at national, regional and continental level
6	Design and implement a joint programme communication and visibility strategy
7	Undertake high level policy dialogue and strategic meetings RECs, AU, SAD
8	Participation in other strategic events/fora
9	Develop a funding strategy for ICKM as one of CCARDESA's core functions (in collaboration with Member States)

Thematic Area: Capacity strengthening of CCARDESA and AR4D institutions	
Outcome 6: CCARDESA and AR4D institutions capacity strengthened	
1	Carry out routine Technical backstopping / monitoring visits (including independent reviewers, master specialists to improve the quality of science, Scientific and exchange visits)
2	Facilitate scoping studies and proposal writing training for scientists enhance Quality assurance
3	Facilitate Language training (English/Portuguese) for key project staff/scientists
4	Facilitate baseline surveys at RCoL level
5	Facilitate a regional working group meetings training for scientists
6	Joint World Bank/CCARDESA Implementation Support Missions
7	Engagement of Environmental and social Safeguards Specialist
8	Undertake capacity assessment, recruit staff and establish staff development plan
9	Upgrade Operational systems
10	Develop a CAADPP4 Implementation and accountability Framework
11	Develop and activate instruments and processes of engagement with national institutions (RECs)
12	Convene partners & develop joint proposals
13	Establish a fund for equitable support in proposal development including international expertise
14	Commission regional case studies on effective partnerships for innovation
15	Develop a guide for project implementation and coordination Programme planning, coordination and governance
16	Undertake trainings and customise existing MEL systems to ROM in collaboration with IFAD and EU partners (including development of KPIs & targets)
17	Strengthen the existing Thematic Working Groups and national multi stakeholder platforms and link with regional, continental and external global platforms
18	Establish, operationalise linkages and broker international cooperation
19	Develop and implement action plan based on the findings of the case studies to inform the operations of the multi stakeholder partnerships

Cross Cutting Issues	
1	Conduct Baseline studies for CCADP XP4

## ANNEX 2: KEY PROJECTS TO BE IMPLEMENTED IN 2020

1	Agricultural Productivity Programme for Southern Africa (APPSA)
2	SADC adaptation to climate change in rural areas in Southern Africa (ACCRA)
3	Wheat for Africa: Enhancing Smallholder Wheat Productivity through Sustainable Intensification in Wheat based Farming Systems of Rwanda and Zambia, (SWPSI)
4	Comprehensive Africa Agriculture Development Programme CAADP ex pillar IV Africa Regional and Regional Organizations for Agricultural Research and Innovation (CAADP4)



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