

STRATEGIC PLAN 2020 - 2029

– A SYNOPSIS





Background

CCARDESA was established by SADC in 2010 to coordinate agricultural research and development in the region. Since then, the SADC Member States have maintained a high level of political commitment and a good appreciation of the importance of increased and sustained investment in agricultural research.

The Member States also acknowledge that there are substantial returns from investing in agriculture. This has been demonstrated through the establishment of CCARDESA and providing it with a central role in regional agricultural development. CCARDESA has a unique

and central role in the region because: i) it is owned and partly funded by SADC Member States; ii) it has a clear and uncontested mandate from SADC; iii) it has convening power; its status gives it an ability to achieve a regional multiplier effect; iv) its autonomy from SADC allows it to provide independent counsel on policy issues; v) it has a functional Information, Communication and Knowledge Management (ICKM) system that has good following and linkage to the SADC countries; vii) and it has had over 7 years' experience of programme implementation in the region, with significant lessons learned.

The agricultural sector in Southern Africa has a wide range of challenges that need to be addressed in order to improve food and nutrition security. These include low productivity, environmental degradation, climate change risks, limited market access for smallholders, gender inequality, women disempowerment, youth unemployment and lack of supportive policies.

Agricultural Research For Development (AR4D) generates technologies that address the technical as well as policy challenges faced by farmers and value chain actors for purposes of improving production and productivity.

Agriculture, Food and Nutrition Security in SADC

The SADC region has prioritised agriculture and support to small scale farmers who dominate this sector in order to increase food production and opportunities for income generation.

Agriculture is a major source of exports in several countries, contributing on average about 13% to total export earnings and about 66% to the value of intra-regional trade. The food security situation in the SADC region has been generally satisfactory in the past 5-10

years at macro level, based on total regional supply in comparison to total regional demand. However, the region has had perpetual annual food deficits at country level where some specific communities have faced serious food deficits requiring government intervention with food aid.

Nutrition security is also a matter of concern in the region as data indicates that the region has high rates of malnutrition. The 2019 SADC Regional

vulnerability Assessment and Analysis reports reported stunting rates for children under five years of age are over 30% for 10 of the 16-member countries, with four countries registering over 40% stunting rates, translating to a total of 20 million children. Reducing the number of food insecure people and making available technologies, innovations and management practices that can empower farmers and value chain actors has a significant role to play in improving food and nutrition security.

Programming

CCARDESA developed its first Strategic Medium-Term Operational Plan (MTO) covering the period 2014-2018. This also served as a strategic plan.

Using the positive environment within the countries, the support of the Cooperating Partners and the existing political will of the SADC Member States, CCARDESA recorded a number of achievements during the 2014-2019 period in 8 categories: i) Attaining the visible status of a regional focal point of agricultural research, ii) Technology generation (Research), iii) Dissemination of technologies, iv) Capacity building, v) Resource mobilisation, vi) Information and knowledge brokerage, vii) Effective Governance, and viii) Partnerships and networking.

The Strategic Plan for the period 2020 – 2029 is a successor to the MTO (2014-2018) and it seeks to respond to

the needs of the SADC Member States and takes into account recent developments at regional, continental and global levels. It also builds on the success of the original MTO.

The plan recognises that a multi-sectoral approach is required to address the various challenges confronting the agriculture sector in SADC region. It also gives emerging issues such as climate change and ICT prominence because these two will shape the business landscape of CCARDESA and will influence actions and priorities of the organization during the ten year period of this strategic plan and their potential influence on agriculture in the next decade.

Between 2013 and 2019, most of the effort by CCARDESA was directed towards livestock and crops. During the period of this new strategic plan, effort will shift

towards coverage of fisheries and non-timber forest products as well. The Strategic Plan (2020-2029) is well aligned to various relevant SADC policy and strategy frameworks including the revised Regional Indicative Strategic Development Plan (RISDP), the SADC Regional Agriculture Policy and other related documents.

At continental level, the Strategic Plan is aligned to the Comprehensive Africa Agriculture Development Programme (CAADP); the Malabo Declaration; and the Science Agenda for Agriculture in Africa. At the global level, the Strategic plan is informed by the Sustainable Development Goals (SDGs), specifically those on poverty, hunger, gender equality, productive employment, climate change and sustainable use of terrestrial ecosystems.

Vision, Mission and Values

The following are the Vision, Mission and Core Values that will guide the implementation of CCARDESA's 2020 – 2029 Strategic Plan: CCARDESA interventions in the next 10 years will be through implementation of activities in six thematic areas, as identified by key stakeholders.

Vision	Mission	Core Values
“Sustainable agricultural growth and socio-economic development in the SADC”.	“To set the regional research and development agenda, mobilise resources, support capacity development, foster collaboration and provide agricultural information and knowledge in the SADC”.	“Integrity, Relevance, Respect, Professionalism, Team work and Innovation”.

Thematic Areas and Outputs

The Themes have been carefully crafted to reflect the aspirations of the CCARDESA stakeholders within the SADC Member States and the desire to achieve high impact on the value chains in the region.

The 6 priority thematic areas and their associated envisaged outputs are presented in Table 1.

Table 1: Thematic Areas and outputs

Thematic Area	Outputs
1 Agricultural productivity and food and nutrition security;	<ol style="list-style-type: none"> 1. New and existing technologies, innovations and management practices developed and promoted by AR4D institutions and productivity increase. 2. Nutrition-sensitive agriculture integrated into AR4D institutions programmes and resilient national and regional food systems improved.
2 Resilience to emerging agricultural risks: environmental, climate change and transboundary pests and diseases;	<ol style="list-style-type: none"> 1. Enabling regional environment for effective management of pests and diseases as well as natural resources created. 2. Farmers and other value-chain actors supported to sustainably manage the environment and resilient value chains promoted. 3. The impact of climate change and risk of pest and diseases on farmers and natural resources mitigated. 4. AR4D institutions capacitated to support disaster risk reduction initiatives at national level.
3 Commercialisation of the agricultural sector and market access	<ol style="list-style-type: none"> 1. Foresight on market trends for regional priority agricultural commodities to enhance market-driven production provided. 2. Integration of smallholder farmers into value chains and their capacity to access capital to invest in market-driven production supported. 3. Value chain actors access to technologies, innovations and management practices (TIMPs) improved. 4. Participation of women and youths in commercialisation and markets linkages improved.
4 Women, youth and social inclusion	<ol style="list-style-type: none"> 1. AR4D technologies and innovations specifically targeting women, youth and vulnerable groups developed and promoted. 2. AR4D institutions supported to develop interventions that will increase participation of women, youth and other vulnerable groups in agricultural value chains. 3. Principle of inclusiveness in the planning and execution of AR4D interventions promoted.
5 Knowledge and information management, communication and policy support; and,	<ol style="list-style-type: none"> 1. Knowledge management hubs to foster collaboration and information sharing among various stakeholders in different countries created. 2. Access to audience-specific agricultural knowledge and information through CCARDESA's ICKM and the Southern Africa Agriculture Information and Knowledge System (SAAIKS) enhanced. 3. NARES institutions strengthened in information packaging and use of digital innovations and ICT with potential to transform agriculture.
6 Capacity strengthening of CCARDESA and AR4D institutions	<ol style="list-style-type: none"> 1. Regional AR4D agenda developed and foresight provided to AR4D institutions. 2. Governance, management, funding and resource mobilisation systems for CCARDESA strengthened. 3. New strategic partnerships established and existing ones strengthened. 4. AR4D institutions' programmes supported and managed efficiently.

Theory of Change

CCARDESA's theory of change is premised on hierarchical progression and relation of actions, outputs and outcomes at different levels. Thematic areas are the basis upon which the interventions /

activities will be planned and implemented. A set of interventions will lead to the generation of outputs that will produce outcomes for each thematic area. The combined effects of the

outcomes will be the final impacts of CCARDESA's interventions, which is expressed in its vision of "sustainable agricultural growth and socio-economic development in the SADC."

Delivering the Strategy

The successful implementation of this Strategic Plan requires the participation of various stakeholders. To that end CCARDESA Secretariat will create or / and strengthen partnerships, first with the SADC Secretariat, then with bilateral and multilateral development partners, private sector organisations, appropriate UN agencies, the CGIAR institutions, commodity networks, agri-business

associations, regional NGOs, regional and continental farmers' organisations and continental and Sub-regional Research Organisations (SROs). It will lead and coordinate delivery of this Strategic Plan through the development of Medium-Term Operational Plans (MTOs) and Annual Work Plans. In accordance with CCARDESA's implementation model of partnerships and the observance of

subsidiarity principles, implementation will be done jointly with Member States AR4D institutions both in the public and private sectors of the national agricultural knowledge and innovation systems (NAKIS). The Secretariat will facilitate the full operation of CCARDESA's governance structures so that they perform their roles in the governance of the organization and the implementation of this plan.

Tracking Implementation

Tracking Implementation progress of the Strategic Plan will be done using appropriate monitoring tools. The result frameworks of the ten-year plan and of the two five- year MTOs will show how the strategies are linked to the planned

implementation. CCARDESA will develop a robust Monitoring, Evaluation, Reporting and Learning (MERL) system. Based on the results framework, CCARDESA will also develop an M&E plan which will enable CCARDESA to track, evaluate and

report on the implementation of this Strategic Plan at regional and national levels.

Partners





African Forum for Agricultural Advisory Services



SIMLESA
Sustainable Intensification of Maize and Legume Systems for Food Security in Eastern and Southern Africa



RESEARCH PROGRAM ON
Climate Change,
Agriculture and
Food Security



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