



ANNUAL REPORT 2020



Copyright: CCARDESA, 2020

All Rights Reserved

This report contains information that belongs to CCARDESA. However, the information may be used by other organisations and individuals at no cost if such use is for non-commercial purposes. Any organisation or individual that uses this information for non-commercial purposes needs to acknowledge CCARDESA at all times.

The CCARDESA logo is the property of CCARDESA and is protected under international law. It can neither be used nor copied without the authority of the Executive Director of CCARDESA. Any authorisation or clarification on the use of information in this publication may be sought from:

The Executive Director

CCARDESA Secretariat
4701 Station Exit Road
Private Bag 00357
Gaborone, Botswana
Email: ed@ccardesa.org or registry@ccardesa.org
Website: www.ccardesa.org
Facebook: www.facebook.com/ccardesa

REMARKS: CCARDESA BOARD CHAIRPERSON

I would like to welcome all the stakeholders to the CCARDESA 2020 Annual Report, which provides an overview of the progress made by CCARDESA in the 2020 financial year. It was a successful year in many respects, especially in transitioning from the old Medium Term Operational Plan to a new one that is based on a new long-term strategy. Technical progress, human resource capacity and governance were strengthened during the year. The position of Executive Director was filled and so were two other technical positions at the Secretariat. This was a significant development that improved the human resource capacity.

Due to the Covid-19 pandemic, CCARDESA had to make swift changes to the implementation approach for the technical activities in the annual work plan. Use of virtual platforms characterized the implementation approach and replaced the normal face-to-face meetings. This was a challenge at the beginning, but it was later mastered to the level where it became the norm. The Secretariat made significant investment in the ICT and virtual platform hardware and software in order to facilitate implementation of activities.

With the adjustments and investments made, the Secretariat delivered on its mandate, albeit at a reduced level due to some challenges while adapting to the new virtual platforms. Nevertheless, the year was a success. The CCARDESA Secretariat made good progress in delivering the outputs and contributing to the achievement of food security in the Member States. The governance of CCARDESA was also strengthened by filling the two positions on the Board in line with the guide provided by the Charter. Two ordinary meetings of the Board were successfully convened during the year. These were virtual meetings.

Between 2014 and 2018, CCARDESA programming and development of the annual work plans was guided by its Medium-Term Operational Plan (MTOP), which also served as the Strategy Document. In 2019, the Secretariat embarked on the development of a dedicated Strategy (2020-2029) of CCARDESA and MTOP. One of the main outputs in 2020 was the successful completion and approval of the MTOP, which provides details on the technical and governance direction of CCARDESA for the next 5 years (2021-2025).

Many individuals and organisations contributed significantly to the success of CCARDESA in 2020. I am grateful to all our partners whose inputs, advice, encouragement and positive criticisms contributed to the achievements of CCARDESA in 2020. The partnerships and collaborations were very effective and beneficial in many ways. I would like to thank the SADC Secretariat, SADC Member States, the NARS, Farmer Organisations, regional and international organisations for their valuable contributions to the success of CCARDESA in 2020. I also wish to give special recognition to all the development partners, especially the European Union, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the World Bank, and the International Fund for Agricultural Development (IFAD).

The tireless effort and commitment of the Board members who provided the required guidance to the Secretariat. I wish recognise the hard work and sacrifice of the CCARDESA Secretariat staff in the implementation of activities and achievement of outputs documented in this annual report.



CCARDESA BOARD MEMBERS



Dr. Castro Paulino Camarada
Chairperson of CCARDESA board and
member of Finance Committee



Dr. Catherine Senkoro
Vice Chairperson and
Member of Program Committee



Mr. Isaac Chaudra
Chairperson of Audit, Risk
and Compliance Committee



Mr. Mushokabani Mwilima
Chairperson of HR &
Governance Committee



Mr. Jacobs Basli Hlatahwayo
Chairperson of the Finance
Audit, Compliance Committee



**Dr. Mohammad Noor-Ehsan
Nawaz Gobindram**
Chairperson of Program Committee



Mr. Marc Victor Naken
Member of Program Committee



Dr. Stephen Majara Chite
Member of Finance Committee



Dr. Volatsara Baholy RAHETLAH
Member of Program Committee



Prof. Adrien Katorji-Mbuyi
Member of Program Committee



Dr. Keneide Victoria Lahoanya
Member of Audit, Risk and
Compliance Committee



Dr. Yemi Akinbami
Member of Audit, Risk and
Compliance Committee



Mr. Domingos Gove
Member of HR and
Governance Committee

FOREWORD: CCARDESA EXECUTIVE DIRECTOR

CCARDESA was established to practically add value to the aspirations of SADC Member States by contributing to improved food security. The Secretariat has the duty to implement the approved work plans in support of the key regional strategic documents such as the SADC Regional Agricultural Policy (RAP), the Regional Indicative and Strategic Development Plan (RISDP), the Comprehensive African Agriculture Development Programme (CAADP), and the Sustainable Development Goals (SDGs).



The annual work plans of CCARDESA are organised under six different themes that deal with the priorities of the region. In 2020, the Secretariat implemented a number of activities and generated various outputs which are described in this report. Partnerships were strengthened with SADC Secretariat, national institutions, regional organizations and global organizations.

Amid the Covid-19 pandemic, the Secretariat still managed to make good progress in implementing the programmes, mobilizing resources and general contribution to food security in the region. Good outputs were generated while a new project (CAADP-XP4) became fully operational. The Secretariat also revised its resource mobilisation strategy, giving it a new lease of life for the next 5 years.

The progress in this report is a result of contributions by many partners and individuals. I would like to thank our partners at national, regional and global levels. I also greatly appreciate the guidance from the Board of Directors and the work of the 'foot soldiers' at the Secretariat who directly worked hard in generating the outputs.

Cliff Dlamini (PhD)
Executive Director

ACKNOWLEDGEMENT

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



Contents

REMARKS: CCARDESA BOARD CHAIRPERSON	ii
.....	iii
CCARDESA Board Members	iii
FOREWORD: CCARDESA EXECUTIVE DIRECTOR	iv
ACKNOWLEDGEMENT	v
LIST OF ABBREVIATIONS	ix
EXECUTIVE SUMMARY	xi
1.1 Background	1
1.2 Institutional Arrangement and Governance of CCARDESA	1
1.3 Overview of the Activities for 2020	2
2. PROGRAMME AND PROJECTS IMPLEMENTATION	2
2.1 Finalisation of the CCARDESA Medium Term Operational Plan	2
2.2 Developed the Resource Mobilisation Strategy and Action Plan	3
2.3 CCARDESA 10th Year Anniversary	3
2.4 Thematic Area 1: Agricultural productivity and food and nutrition security	4
2.4.1 Technology Generation and Dissemination	4
2.5 Thematic Area 2: Resilience to emerging agricultural risks: environmental, climate change and transboundary pests and diseases	4
2.5.1 Mobilizing resource for climate resilience initiatives	4
2.5.2 Implementation and documentation of the GCF Readiness project	5
2.5.3 Climate Smart Agriculture initiatives	5
2.5.4 Launch of SADC COVID-19 mitigation projects	6
2.5.5 Climate Risk Assessment	6
2.6 Thematic Area 3: Commercialisation of the agricultural sector and market access	7
2.7 Thematic Area 4: Women, youth and social inclusion	7
2.8 Thematic Area 5: Knowledge and information management, communication and policy support	7
2.8.1 Knowledge Management Hub	8
2.8.2 ICKM System and the CSA Mobile Learning App	8
2.8.3 Virtual platforms for programme implementation	9
2.8.4 Development and dissemination of Knowledge Products	9
2.9 Thematic Area 6: Capacity strengthening of CCARDESA and AR4D institutions	11

2.9.1 Strengthening Institutional and Enabling Environment for Technology Adoption	11
2.9.2 Capacity building	11
2.10 Closure of ACCRA Project	12
3. GOVERNANCE AND ACCOUNTABILITY	13
4. FINANCIAL OVERVIEW	14
5. CHALLENGES	15
6. 2021 OUTLOOK	16
Annex 1: Key activities planned for 2021	17
ANNEX 2: Key projects to be implemented in 2021	22

List of Tables

Table 1. Statement of the Financial Position of CCARDESA as at 31 December 2020.....	14
Table 2. Statement of the Financial Performance of CCARDESA for the year ended 31 December 2019.....	15

List of Figures

Figure 1: CCARDESA @10 flyer.....	3
Figure 2. SADC-COVID-19 mitigation project launch in Eswatini.....	6
Figure 3. Symbolic planting of a tree during the launch of SADC-COVID-19 Mitigation project at Rushinga in Zimbabwe.....	6
Figure 4. ICKM Focal Points meeting.....	9
Figure 5. Selected knowledge products generated through the APPSA project.....	10
Figure 6. CAADP-XP4 Project Launch.....	10
Figure 7. ACCRA Programme Manager handing over the vehicle to CCARDESA ED.....	13

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
BMZ	German Federal Ministry for Economic Cooperation and Development
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
GCCA+	Global Climate Change Alliance Plus
GCF	Green Climate Fund
GDP	Gross Domestic Product
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
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
MOU	Memorandum of Understanding
MTOP	Medium Term Operational Plan
MS	Member State
NARES	National Agricultural Research and Extension Systems
NARS	National Agricultural Research System
NDA	National Designated Authority
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
RFS&NS	Regional Food Security & Nutritional Strategy
RISDP	Regional Indicative Strategic Development Plan
RLAT	Rapid Loss Appraisal Tool
RMSAP	Resource Mobilisation Strategy and Action Plan
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
SRO	Sub-regional Research Organisation
USD	United States Dollar
VA	Vulnerability Assessment
WB	World Bank

EXECUTIVE SUMMARY

The annual work plans of CCARDESA are guided by the six thematic areas of the organisation as outlined in its Strategic Plan. The six themes are:

1. Agricultural productivity and food and nutrition security;
2. Resilience to emerging agricultural risks: environmental, climate change and transboundary pests and diseases;
3. Commercialisation of the agricultural sector and market access
4. Women, youth and social inclusion;
5. Knowledge and information management, communication and policy support; and,
6. Capacity strengthening of CCARDESA and AR4D institutions.

The 2020 financial year was successful in many ways despite the outbreak of the COVID-19 pandemic. Apart from activities within the six thematic areas, CCARDESA also embarked on the development of the Medium-Term Operational Plan (MTOP) for the period 2020-2025. This is a guiding document for drafting annual work plans and mobilising resources for its budget of USD 47,922,000. The MTOP is aligned to the long-term Strategic Plan which provides the direction of progression of CCARDESA between 2020 and 2029.

The Secretariat also updated its Resource Mobilisation Strategy and Action Plan (RMSAP) as a tool for mobilising resources for the activities described in the MTOP. The RMSAP is proactive and has a broad approach to the range of partners to engage with. It also widens its scope of resources by including those that are non-financial in nature.

Most of the activities in the annual work plan were implemented although others were not because of the outbreak of the COVID-19 pandemic. The key highlights under programmes are:

- ✓ During the year, six (6) technologies were identified from the shelf for dissemination in Lesotho. These technologies included 3 improved maize varieties (ZM 521, ZM 523 & VPO 5120) and 3 common bean varieties (NUA 45, Pinto Nodac & Mkhuzi). CCARDESA strengthened partnerships and collaboration among regional stakeholders through sensitizations, consultations and technical backstopping.
- ✓ Through support from ACCRA Green Climate Fund (GCF) Readiness Project, an inclusive and participatory coordination mechanism was established for the National Designated Authority (NDA) in Botswana to coordinate stakeholders for effective implementation of GCF in the country. The NDA established a No-Objection procedure, which is a national GCF review system that ensures alignment to national climate change priorities and GCF requirements.

- ✓ Two Climate Smart Agriculture (CSA) projects (1). Climate-proofing maize-legume systems in Malawi, Zambia and Zimbabwe, led by the Zambia Agriculture Research Institute and CIMMYT and (2). Herding for Health in Botswana, Lesotho, Mozambique, Zambia and Zimbabwe) were completed successfully over the course of 2020. In 2020 a study on the impacts of the drought on the maize-legume production was completed. This was a follow-on study on the comprehensive climate vulnerability analysis conducted in 2019.
- ✓ CCARDESA, in collaboration with SADC Secretariat, launched a project entitled '*Mitigating the impact of COVID-19 on food and nutrition security using Climate Smart Technologies*' in Eswatini, Zimbabwe and Zambia while Mozambique was still at preparatory stage. The launching activities included site visit, field appraisals, courtesy meetings with stakeholders, and discussing project implementation plans with the partners. The project is funded by the European Union and has a budget of \$180,000 over a period of 18 months. It will facilitate (1) the establishment of climate-smart irrigation facilities, (2) access to fast-growing, high-value and nutritious vegetables; and associated inputs, and (3) access to post-harvest handling and market access.
- ✓ CCARDESA is promoting the generation and dissemination of labour-saving and youth friendly technologies to encourage participation of the labour constrained women headed households and the youths. On capacity building, CCARDESA facilitated inclusion of 4 women from Lesotho to undergo long term trainings under APPSA program. Several CSA investment proposals were assessed against gender and policy alignment criteria (especially Nationally Determined Contributions and relevant elements of the Regional Agricultural Policy). Gender and social inclusion considerations are included in all concept notes.
- ✓ CCARDESA's impact in the region has been dramatically enhanced by effective management of information and knowledge through the Information, Communication and Knowledge Management (ICKM) system. In 2020 CCARDESA has successfully positioned itself as a "go-to" knowledge and information broker in the SADC region and beyond. As of December 2020, a cumulative total of 10,254 people followed CCARDESA on Facebook, while 8,294 visited the CCARDESA website 44,946. There were 1,132 knowledge products which were downloaded from the CCARDESA website. The D-groups discussion platform had 4,052 members by the end of 2020. CCAEDESA posted 67 news items on the website.
- ✓ CCARDESA carried out promotions for its ICKM system and Mobile Learning Application in SADC Member States. A total of 3 virtual promotions were held in Eswatini, Lesotho and Zambia. The feedback received during the meetings indicated that extension agents appreciated the Mobile Learning APP and were keen to share it with the farmers on the ground. At the end of each country promotion, a rise in usage of the Mobile application from 46 to 192 was recorded.

- ✓ CCARDESA produced and disseminated 13 new Climate Smart Agriculture knowledge products on the website and other international media houses. The knowledge products are aimed at assisting policymakers and extension services navigate and implement different CSA technologies and practices across the Maize, Sorghum, Rice, and Livestock value chains in the region. Each Knowledge product is available in English, French and Portuguese.
- ✓ A link for posting funding opportunities was established on the CCARDESA website for the benefit of the stakeholders visiting the website. The establishment of a portal for funding opportunities at CCARDESA will facilitate the process of responding to the calls with the AR4D actors.
- ✓ Secretariat staff were trained on proposal writing and climate finance resource mobilization.
- ✓ A six-part modular webinar series on Climate Futures was designed and delivered from 17 June to 22 July 2020. The modules covered introduction to foresight, understanding trends and multi-sectoral and systems linkages, visual and causal analysis, building scenarios, scenario implications and transformational change and reviewing and applying the SADC Futures foresight training.
- ✓ Under the APPSA project, Lesotho identified 9 potential students, 5 of whom secured admissions at different high learning institutions. Two (2) female students enrolled for Doctor of Philosophy (Ph.D.), two for Master of Science (MSc), (1 male and 1 female), and 1 male student has registered for Bachelor of Science (B.Sc.).

During the year under review, the Secretariat facilitated the convening of two meetings of the Board as stipulated in the Charter. The Board reviewed the progress and general performance of the Secretariat and provided their oversight through the resolutions and directives passed. Key among these was the appointment of the Executive Director, Dr. Cliff Sibusiso Dlamini, in May 2020.

The financial performance of CCARDESA in 2020 was good. The Cash and cash equivalents increased by 60% on account of disbursements from cooperating partners and contributions by SADC Member States. Reserves also increased by 75% due to new projects' disbursements and improved contributions by Member States. Revenue for the Secretariat increased by 21% compared to the previous financial year.

The major challenge in 2020 was the outbreak of the COVID-19 pandemic which disturbed the implementation of activities. However, the Secretariat was able to adjust quite well and even commissioned two new projects to assist the countries recover from the pandemic and reduce its impact.

In 2021, the Secretariat will be implementing new activities within the six Thematic Areas of its Strategy. The activities in the 2021 work plan will fall under five projects namely: 1) the Agricultural Productivity Programme for Southern Africa (APPSA), 2) the Comprehensive Africa Agriculture Development Programme ex-Pillar4 (CAADP-XP4), 3) Mitigating the impact of COVID-19 on food and nutrition security using

Climate Smart Technologies in SADC countries (SADC COVID-19 Response), 4) Minimizing adverse economic impacts of COVID 19 on the agriculture sector and food systems in SADC and building future resilience to crisis events, and 5) Harnessing Climate-Smart Agriculture (CSA) Practices to Reduce the Impacts of Climate Change in Southern Africa (GCCA+) projects

1. INTRODUCTION

1.1 Background

CCARDESA was established in 2010 by the Southern African Development Community (SADC) Member States as a Research and Development (R&D) institution operating under the principle of subsidiarity. Its overall objectives are to: (i) promote coordination and collaboration among NARS and Farmer Organisations through regional and international cooperation; (ii) facilitate the exchange of information and technology among the agricultural R&D institutions; (iii) promote partnerships in the SADC region between public, private, civil society and international organizations in agricultural R&D; (iv) improve agricultural technology generation, dissemination and adoption in the region through collective efforts, training and capacity building and; (v) 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.

The work of CCARDESA is guided by the policies and strategies of the SADC region as outlined in the Regional Indicative Strategic Development Plan (RISDP), Regional Agricultural Policy (RAP), Regional Food Security & Nutritional Strategy (RFS&NS) (2015-2025) and the Dar-Es-Salaam Declaration on Agriculture and Food Security, and other policy/strategic documents. These regional documents share the principal elements and priorities of CAADP and closely mirror its emphasis on increasing agricultural productivity.

The focus and position of CCARDESA in meeting its objectives and implementing the various above-mentioned strategic documents has been sharpened in the new 10-year Long-term Strategic Plan (2020-2029). Its revised vision and mission, respectively, are: *"Sustainable agricultural growth and socio-economic development in the SADC"* and *"To set the regional research and development agenda, mobilise resources, support capacity development, foster collaboration and provide agricultural information and knowledge in the SADC"*. CCARDESA is at the beginning of implementation of its Long-term Strategic Plan and Operational Plan.

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 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. The Board of Directors, composed of 13 voting members and 2 ex-officio members, provides oversight and guides the CCARDESA Secretariat on its general direction and 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.

1.3 Overview of the Activities for 2020

In 2020, CCARDESA focused on developing some important programme documents while implementing the activities that were in its annual work plan. The Secretariat successfully completed the development of the Medium-Term Operational Plan (MTOP) as the guiding document for implementation of the long-term strategy and development of annual work plans. This was followed by the updating of the CCARDESA Resource Mobilisation Strategy and Action Plan.

Most of the activities in the annual work plan were implemented although others were not because of the outbreak of the COVID-19 pandemic. The Secretariat minimised the disruption of the COVID-19 pandemic by adopting new approaches, including the shift to online platforms for meetings, information sharing and consultations. The key achievements are highlighted under Section 2 of this report.

2. PROGRAMME AND PROJECTS IMPLEMENTATION

CCARDESA implemented activities in the following six thematic areas:

1. Agricultural productivity and food and nutrition security;
2. Resilience to emerging agricultural risks: environmental, climate change and transboundary pests and diseases;
3. Commercialisation of the agricultural sector and market access
4. Women, youth and social inclusion;
5. Knowledge and information management, communication and policy support; and,
6. Capacity strengthening of CCARDESA and AR4D institutions.

The thematic areas under which the activities were planned and executed in 2020 are contained in the MTOP as well as the Strategic Plan. Therefore, CCARDESA follows a cascaded planning process in which annual work plans are directly linked and guided by the two supreme documents, the MTOP and Strategic Plan.

2.1 Finalisation of the CCARDESA Medium Term Operational Plan

In 2019, CCARDESA developed its second Medium-Term Operational Plan (MTOP) which was aligned to the long-term Strategic Plan. The MTOP was finalised and approved by the Board in December 2020. The Secretariat will use the MTOP for planning its annual activities and pursuing the medium- and long-term objectives of the organisation. In the process, CCARDESA will continue to observe the principle of subsidiarity. Therefore, implementation of activities will predominantly be done by national AR4D institutions and other relevant agricultural value-chain stakeholders. The implementation of this MTOP will cost an estimated USD 47,922,000 over a five-year period. The MTOP will be the key document for the organisation's resource mobilisation efforts.

2.2 Developed the Resource Mobilisation Strategy and Action Plan

In order to have a clear and realistic approach to resourcing the implementation of the MTOP, a Resource Mobilisation Strategy and Action Plan (RMSAP) was developed. This was a result of the review of the interim resource mobilisation plan that ended in 2019. The objectives of this Resource Mobilization Strategy are:

- a. To provide an operational guide to the approach that CCARDESA shall adopt in interacting with regional and global organizations for the purpose of sourcing funds to support the corporate objective of CCARDESA.
- b. To communicate to the stakeholders and interested parties the value of CCARDESA in the region and the potential benefits in supporting it.

The RMS has taken an exhaustive, dynamic and proactive approach of exploring several avenues of mobilising resources in broad terms by looking at both financial and non-financial resources. It has also widened the targeted range of partners that would contribute to the resources of the organisation.

2.3 CCARDESA 10th Year Anniversary

CCARDESA convened a virtual webinar on 29th October 2020 to commemorate its 10th year Anniversary (Figure 1). This event was graced by the Honourable Minister of Agricultural Development and Food Security, Mr Karabo Gare and the CCARDESA Board Chairperson, Prof Castro Camarada. Over 70 people participated in the event. The Secretariat highlighted its achievements, Long-term-Strategy and Medium-Term Operational Plan. Several development partners were featured in a panel discussion on resourcing agricultural development in the region. The event was organized to raise awareness on the organisation's priorities and to rally the stakeholders to support CCARDESA's new business plan.



Figure 1: CCARDESA @10 flyer

2.4 Thematic Area 1: Agricultural productivity and food and nutrition security

2.4.1 Technology Generation and Dissemination

In Lesotho, implementation of five R&D projects that were commissioned earlier in the year commenced, although the projects were not implemented at full scale due to mobility restrictions. In summary, testing of 36 bean genotypes commenced in three locations of Machache, Leribe-LAC, and Siloe whereas 22 accessions of sorghum landraces were tested at Machache and Roma sites. The baseline studies planned for selected R&D projects in Lesotho were deferred to early 2021 due to travel restrictions. All R&D projects are expected to be implemented at full scale in the next cropping season. During the year, six (6) technologies were identified from the shelf for dissemination in Lesotho. These technologies included 3 improved maize varieties (ZM 521, ZM 523 & VPO 5120) and 3 common bean varieties (NUA 45, Pinto Nodac & Mkhuzi).

CCARDESA engaged on a drive to establish strategic partnerships in R&D projects implementation and in addressing emerging regional issues. Agricultural Research Council (ARC) and Chartered Institute of Architectural Technologists (CIAT) are amongst some of the partners who were engaged to collaborate with CCARDESA. CCARDESA also participated in meetings dealing with response to emerging issues such as the red locust outbreak in the Southern Africa region to learn more about the ongoing efforts and proposed way forward.

2.5 Thematic Area 2: Resilience to emerging agricultural risks: environmental, climate change and transboundary pests and diseases

2.5.1 Mobilizing resource for climate resilience initiatives

CCARDESA's through the ACCRA programme partners developed and submitted investment proposals on Climate Smart Agriculture (CSA): The IKI outline "*Resilient trans-national landscapes submitted*" submitted in 2019 was not selected by the German Federal Ministry for Environment, Nature Conservation and Nuclear Safety (BMUB). For the next call, a new proposal that evolved out of climate-proofing the maize-legume and Herding for Health value chains and strengthening CCARDESAs ICKM system was submitted to IKI on "*Community-based Adaptation in Action: Transforming Cereal-legume Systems for Increased Climate Resilience*" by CIMMYT with CCARDESA & FANRPAN as consortium partners (worth EUR 19,140,871). One proposal was submitted to IFAD on post-covid recovery, one to ACCRA/GIZ on COVID-19 support and one on "*Community-based Adaptation in Action: Transforming Cereal-legume Systems for Increased Climate Resilience*" by CIMMYT with CCARDESA & FANRPAN as consortium partners (worth €19,140,871) and another was submitted to the International Climate Initiative (IKI). Unfortunately, both proposals did not get funding, but these are part of the stream of projects for which funding will be sought for in 2021 and beyond.

CCARDESA mapped up climate finance opportunities for mobilising resources for climate-smart agriculture investment proposals in SADC ranging from multi-lateral and bilateral to private foundations and private sector. Recommendations were made

on how to present this information to NARES through CCARDESAs ICKM system and currently being considered. The project pipeline was expanded to monitor information on the coverage of Member States, strategic partnerships, specific topics, volumes and timeframes and submission status. Secretariat staff was trained on proposal writing and climate finance resource mobilization.

A portal for posting funding opportunities was established on the CCARDESA website for the benefit of the stakeholders visiting the website. CCARDESA will coordinate/facilitate the process of responding to the calls with the AR4D actors.

2.5.2 Implementation and documentation of the GCF Readiness project

Through support from the ACCRA Green Climate Fund (GCF) Readiness Project, an inclusive and participatory coordination mechanism was established for the National Designated Authority (NDA) to coordinate stakeholders for effective implementation of GCF in Botswana. The NDA established a No-Objection procedure, which is a national GCF review system that ensures alignment to national climate change priorities and GCF requirements. The Botswana GCF Readiness project was extended at no cost for 3 months until 31st March 2021 to allow the National Designated Authority (NDA) to finalise and submit the GCF Country Programme.

2.5.3 Climate Smart Agriculture initiatives

A study to map out CSA initiatives was initiated. Coordination meetings were held with SADC, AFAAS, ASARECA and FAO CSA-related projects to improve coordination of CSA studies and improve impact of interventions in this area. A virtual continental CSA dialogue was co-organised with FARA and other partners on 1-2 December 2020 to highlight on-going efforts on CSA across the continent.

Lesotho's Ministry of Agriculture with assistance of Rural Self-Help Development Association (RSDA) as national partner, completed its Extension Strategy which now incorporates CSA. In finalising the CSA Member States projects on maize-legumes and Herding for Health, the following projects were completed successfully: (i) Climate-proofing maize-legume systems in Malawi, Zambia and Zimbabwe, led by the Zambia Agriculture Research Institute and CIMMYT and (ii) Herding for Health in Botswana, Lesotho, Mozambique, Zambia and Zimbabwe led by CI and PPF. In 2019, a comprehensive climate vulnerability analysis was conducted, and it produced several pilots reports and eight infographics on good practices as well as several investment proposals to scale CSA.

The Herding for Health programme completed all activities during 2019/20 and as a result has set up functioning demonstration sites in Botswana, Lesotho, Mozambique, Zambia and Zimbabwe, conducted participatory rural appraisals (PRA) on climate vulnerabilities and published the "*Climate Vulnerability Assessment - Restoring Landscapes and Livelihoods for Climate Resilience in Southern Africa's Rangelands*" (Herding for Health, 2020). This was based on spatial data analysis and incorporating the PRA results. Between the demonstration sites learning exchanges took place. Several knowledge products on herding were compiled on Planned Grazing, Collective Herding, Mobile Predator Proof Bomas, Herding and Kraaling and Rangeland Management, which now need to be edited and layout designed prior to publishing and disseminating these. Both projects continued to develop and submit investment

proposals to scale successful CSA practices and the Herding for Health programme quite successfully.

2.5.4 Launch of SADC COVID-19 mitigation projects

CCARDESA, in collaboration with SADC Secretariat, launched a project entitled 'Mitigating the impact of COVID-19 on food and nutrition security using Climate Smart Technologies' in Eswatini, Zimbabwe and Zambia while Mozambique was still at preparatory stage. The launching activities (Figure 2 and 3) included site visit, field appraisals, courtesy meetings with stakeholders, and discussing project implementation plans with the partners. The project is funded by the European Union (EU) and has a budget of \$180,000 over a period of 18 months. The project is part of the bigger GCCA+ initiative supported by the EU. The project is expected to facilitate (1) the establishment of climate-smart irrigation facilities, (2) access to fast-growing, high-value and nutritious vegetables; and associated inputs, and (3) access to post-harvest handling and market access.



Figure 2. SADC-COVID-19 mitigation project launch in Eswatini



Figure 3. Symbolic planting of a tree during the launch of SADC-COVID-19 Mitigation project at Rushinga in Zimbabwe

2.5.5 Climate Risk Assessment

Through ACCRA, CCARDESA partnered with the Climate Change, Agriculture and Food Security (CCAFS) programme implemented by the International Livestock Research Institute (ILRI) to implement the project "SADC Futures: Development of Foresight Capacity for Climate Resilient Agricultural Development".

The project led by CCAFS successfully completed the "Report <https://bit.ly/SADCFutures Mega-Trends> : Rapid climate risk assessment for the SADC region" (Quinn et al. 2020), building on similar work done previously and applying the Intergovernmental Panel on Climate Change (IPCC) 2014 risk analysis framework to assess the distribution of climate hazards and social and biophysical vulnerability to those hazards in order to identify climate risk hotspots. Furthermore, information was assembled on a set of mega-trends that define social, economic, political and environmental conditions relevant to the SADC region and published in the report <https://bit.ly/SADCFutures Mega-Trends> on "Mega-trends in the Southern

African Region” (Lipper and Benton 2020). Both reports were presented in a validation webinar in September 2020 to a wide range of SADC stakeholders (45 participants, including from 8 SADC MS) and subsequently finalized and published.

2.6 Thematic Area 3: Commercialisation of the agricultural sector and market access

CCARDESA is tasked to facilitate dialogues on the domestication of the harmonized seed systems under the component of strengthening institutional and enabling environment for technology adoption. This component ensures that technical assistance is provided for policy analysis and harmonization through analytical work, needs assessments, and policy dialogue or policy harmonization activities in key areas that affect R&D at national and regional levels.

Analytical work focused on seed production systems, intellectual property rights, operationalization of the SADC harmonized seed regulatory system, implementation of biosafety regulations, and similar topics. Some of these studies already exist for ongoing APPSA countries and are expected to be updated to include Angola and Lesotho.

2.7 Thematic Area 4: Women, youth and social inclusion

CCARDESA has a deliberate policy of including women, youth and vulnerable groups in the design and implementation project activities at all levels. Gender inclusion is considered one of key drivers to achieve sustained outcomes of CCARDESA’s interventions.

One of its projects which has adequately embraced gender issues is on *“Mitigating the impact of COVID-19 on food and nutrition security using Climate Smart Technologies”* which targeted elderly women group in Eswatini (Philani Maswati Charity Organization); a women-led group in Zambia, and integrated group in Zimbabwe which comprises women, youths and the vulnerable households.

CCARDESA is also promoting the generation and dissemination of labour-saving and youth friendly technologies to encourage participation of the labour constrained women headed households and the youths. On capacity building, CCARDESA facilitated inclusion 50% women (4 women) from Lesotho to undergo long term trainings under APPSA program. Several CSA investment proposals were assessed against gender and policy alignment criteria (especially Nationally Determined Contributions and relevant elements the Regional Agricultural Policy). Gender and social inclusion considerations are included in all concept notes.

2.8 Thematic Area 5: Knowledge and information management, communication and policy support

Knowledge and information management are essential components of an institution. Their development must take place at the same pace as the technical elements of the organisation. CCARDESA’s impact in the region has been dramatically enhanced through the Information, communication and Knowledge Management System (ICKM) The CCARDESA ICKM has created visibility for CCARDESA’s outputs as evidenced by

the number of people who now frequent the system. In the reporting period under review, CCARDESA has successfully positioned itself as a “go-to” knowledge and information broker in the SADC region and beyond. The main areas of success are as follows:

2.8.1 Knowledge Management Hub

The CCARDESA website has over the past years been hosted on WebFaction, a company that has recently been bought by Go-Daddy. CCARDESA managed to migrate its website from WebFaction to Bluehost which is a better platform. The migration also included the Mobile App as it sits on the CCARDESA website.

The ICKM monitoring reports for the year showed increase in the use of the ICKM system, which included the website, the Discussion groups (D-groups) as well as Facebook. As of December 2020, a cumulative total of 10,254 people followed CCARDESA on Facebook, while the 8,294 visited the CCARDESA website 44,946 times, of which 7,642 were regular users of both the website and the SAAIKS. A total of 1,132 knowledge products were downloaded from the CCARDESA website in the year under review. The D-groups discussion platform had 4,052 members by the end of 2020.

CCARDESA posted 67 news items on the website, 135 Facebook posts and 161 D-group posts. These stirred discussions and kept the website active throughout the year.

Users from eleven Member states out of 16 rated the CCARDESA system by allocating it scores ranging between 3.5 to 5 in 2020 on a scale of 1 to 5. This means that the users from the 11 Member States were happy with the knowledge products that they were accessing on the CCARDESA system. Efforts are being put in place to ensure that all the Member States can appreciate the CCARDESA ICKM system through regular promotion and engagement of ICKM focal point persons in the respective Member States.

A Consultant was engaged to develop knowledge management strategies including guidelines for data capture. Another consultant was also engaged to analyse compliance to ISO 30401 for Knowledge management and ISO 27001 for Information Technology information by members of the CAADP XP4 consortium.

2.8.2 ICKM System and the CSA Mobile Learning App

In the quest to inform people about the ICKM system and Mobile Learning Application, CCARDESA embarked on a mission of conducting promotions of the two in SADC Member States. A total of 3 virtual promotions were held in Eswatini, Lesotho and Zambia. The feedback received during the meetings indicated that extension agents appreciated the Mobile Learning APP and were keen to share it with the farmers on the ground. At the end of each country promotion, a rise in the use of the Mobile application from 46 to 192 was recorded. The latest version of Mobile Learning App for Android users is 1.10 and is available on google play store on: https://play.google.com/store/apps/details?id=com.ccardesa.ccardesa&hl=en_NZ. The latest

version for apple users is version 1.0.8 and it is also available on apple store on: <https://apps.apple.com/us/app/ccardesa-mobile-learning-app/id1496134876>.



Figure 4. ICKM Focal Points meeting

2.8.3 Virtual platforms for programme implementation

Through the support from GIZ, a Maxhub conferencing equipment and virtual conferencing software (MS-TEAMS) were procured to support staff attend virtual meetings particularly during times when travel was no longer feasible because of the effects of COVID-19. The equipment has since strengthened the technological aspect of the institution and is now better placed to thrive amid the pandemic and beyond.

2.8.4 Development and dissemination of Knowledge Products

The Secretariat has continued to develop, curate and disseminate user-friendly knowledge products on priority climate-smart practices and technologies in the SADC region through its knowledge management system. CCARDESA produced and disseminated 13 out of the 24 new Climate Smart Agriculture knowledge products on the website and other international media houses. A further 11 knowledge products were reviewed, including the Portuguese and French versions which will be uploaded on the website. The knowledge products are aimed at assisting policymakers and extension services navigate and implement different CSA technologies and practices across the Maize, Sorghum, Rice, and Livestock value chains in the region. Each Knowledge product is available in English, French and Portuguese.

Several knowledge products on the APPSA project were shared on the CCARDESA website. A new project brochure in English and Portuguese was designed and printed. Several knowledge products were uploaded on the website, while the layout of the APPSA webpage was improved. Different news stories generated under APPSA P094183 were shared with its stakeholders through the on-line platform. Some of the key KPs developed include the APPSA End of Project Conference Report; Book of

abstracts; Inventory of technologies; Success stories on (a) regional collaborative efforts on a grander scope, (b) use of lead farmers in technology dissemination, (c) improvement of regional centres of leadership and capacity building, (d) policy briefs on biofortified beans and surveillance of maize leaf necrosis disease and (e) animated video. Significant steps were also made towards the operationalization of the Communication Working Group by developing and sharing of the Terms of Reference to guide the activities of the group.



Figure 5. Selected knowledge products generated through the APPSA project

The visibility materials were also shared with Policy Makers (Botswana Parliament). Several virtual Communication Working Group meetings with ICKM focal persons in Malawi, Mozambique and Zambia were held to prepare impact stories on the maize, legumes and rice RCoLs. Two success stories on rice and maize, respectively, were drafted and are awaiting final inputs before publication. APPSA topics were also featured on the FARA website, Mzansi AgriTalk in South Africa as well as in the Southern Times magazine – a regional news magazine. Some of the knowledge products are shown below. To read more about the knowledge products please follow the following link: <https://www.ccardesa.org/agricultural-productivity-program-southern-africa-appsa>

A few Knowledge Products on the CAADP-XP4 programme were developed and disseminated during the project launch (Figure 5) and CCARDESA website. These included 2 articles published in the Times of Zambia newspaper and 2 articles were published in SA – Mzansi Agritalk website. A talk about the CAADP-XP4 project and CSA was also featured in a radio programme in Zambia.



Figure 6. Dr Malu Ndavi TTL-IFAD speaking during the CAADP-XP4 Project Launch

CCARDESA led the development of the CAADP-XP4 Programme continental visibility Strategy and Action Plan which was submitted to IFAD. The strategy highlights the positive contribution of the development partners supporting the programme.

2.9 Thematic Area 6: Capacity strengthening of CCARDESA and AR4D institutions

2.9.1 Strengthening Institutional and Enabling Environment for Technology Adoption

CCARDESA facilitated strengthening of the agricultural institutions such as upgrading of research infrastructure, improving administration and performance management systems, developing human capital (including identifying training needs at undergraduate and post-graduate levels), strengthening seed production capacity, seed regulatory functions etc. Specific milestones during the year were under the following key activities: Rehabilitation of office block and access road, temporary water connections at Siloe, Nyakosoba, Mahobong, and Molumong and the mapping and survey for the rehabilitation of irrigation systems at the five Regional Research Stations in Lesotho were done with support from CCARDESA, through APPSA. The infrastructure is expected to facilitate research in respective research stations.

2.9.2 Capacity building

A six-part modular webinar series on Climate Futures, building on the above reports, was designed and delivered from 17 June to 22 July 2020. The modules covered introduction to foresight, understanding trends and multi-sectoral and systems linkages, visual and causal analysis, building scenarios, scenario implications and transformational change and reviewing and applying the SADC Futures foresight training. Recordings of each of the webinars are available online https://bit.ly/SADCFutures_videos.

The average attendance of each webinar was 80 to 90. One-third of the webinar attendees were from research and academic organisations, followed by attendees from local and national government organisations and NGOs. There were also a few attendees from the private sector, from development partners, investor and donor organizations and a small number of farmers, pastoralists, and attendees from fisheries and forestry organizations. Participants came from 14 SADC Member States.

A policy brief was published on applying foresight for enhanced climate resilience and agriculture policy development in the SADC region (Chevalier et al. 2020b), and an information brief on agriculture in the SADC region under climate change (Gosling et al. 2020). A landing page on the CCAFS and CCARDESA websites provide all materials relating to the SADC Futures Project.

A training website https://bit.ly/SADCFutures_PolicyBrief with open access knowledge portal was established to ensure long-term access and increase the legacy value of all the materials and tools. The TalentLMS platform allows users to access the training modules even when connectivity to the internet and mobile phone networks is poor. The e-learning course is available from the CCARDESA and CCAFS websites. So far 174 registered and 37 completed the e-learning course and received a certificate.

Under the APPSA project, Lesotho identified 9 potential students, 5 of whom secured admissions at different high learning institutions. Two (2) female students enrolled for Doctor of Philosophy (Ph.D.), two for Master of Science (MSc), (1 male and 1 female), and 1 male student has registered for Bachelor of Science (B.Sc.). Fifty percentage of the prospective students were women.

In February 2020, a training on No-Objection Procedure, GCF mechanisms and climate finance was conducted, and a pilot application of the project review system undertaken on the project developed by Conservation International on ecosystem-based adaptation in communal rangelands in Botswana. Sixty (60) experts participated in the training (37 female and 23 male) representing both state and non-state actors. In July 2020, the NDA and development planners from the Ministry of Local Government and Rural Development and the Office of the President were trained on aspects of the stakeholders' consultation process, project idea identification, concept note development, and monitoring and evaluation. The training which was conducted virtually and attended by 20 participants (5 male and 15 female) also served as a sub-national stakeholders' consultation to develop key priority areas for the GCF Country Programme.

The Secretariat successfully conducted a virtual training for the media on the CSA engagement where the main outcome was being able to develop news articles on CSA initiatives in their respective countries as well as developing quiz questions and answers for the Mobile APP. The purpose of the engagement was to expose the media to the work that CCARDESA is doing in the region and to expose them to CSA reporting. A total of 73 media practitioners from across the region participated in the CCARDESA visibility award programme. A total of 13 Media practitioners submitted 3 CSA articles each which were reviewed and 26 were good enough to be published on the CCARDESA website.

The Southern African Wildlife College (SAWC) successfully established an Eco-Ranger training programme, that includes climate change and sustainable herding skill development. Already 52 trainees completed the training and are now out in the field herding professionally.

The CAADP-XP4 project was successfully launched on 27-28 February 2020 in Lusaka Zambia. The launch event was used to garner visibility for the new project and explore collaboration with strategic stakeholders in the region. To gauge the capacity to implement climate relevant interventions in the SADC region an assessment was undertaken to identify existing capacity gaps. A Capacity Gap Assessment (CGA) report was produced after consulting various stakeholders at the CCARDESA Secretariat, the board and among regional and country-level partners in participating countries. Consequently, a draft capacity strengthening plan has been produced based on the findings of the CGA report. A review of the CCARDESA HR Manual & Procedures was undertaken to address some identified weaknesses in the manual.

2.10 Closure of ACCRA Project

The ACCRA project was scheduled for closure in December 2020 but it was granted a no-cost extension until June 2021. In preparation for closure, the project assets were

handed over <https://www.ccardesa.org/accra-hands-over-equipment-ccardesa-it-starts-wind-operations> from GIZ to CCARDESA.



Figure 7. ACCRA Programme Manager Hanna Sabass hands over vehicle to the CCARDESA Executive Director Dr Cliff S. Dlamini

The Corporate Evaluation Unit of GIZ Headquarters in Germany commissioned an independent evaluation of the ACCRA project, including its GCF co-finance “Getting Botswana GCF Ready”. The objective of the evaluation is to support learning and accountability and to deliver relevant information for decision-making. It will assess the relevance, effectiveness, efficiency, impact and sustainability of the project activities. The evaluation will take place in the first quarter of 2021.

3. GOVERNANCE AND ACCOUNTABILITY

CCARDESA participated in the meeting of SADC Ministers responsible for agriculture and food security and submitted critical updates on governance and general progress on its work plan. Two ordinary meetings of the Board were convened during the 2020 financial year. A number of resolutions and directives were passed during the meetings, which were very useful in guiding the Secretariat on technical, financial and administrative matters.

The Board of Directors appointed Dr. Cliff Sibusiso Dlamini as the Executive Director effective May 2020. The Board of directors also approved the Appointment of Deloitte Botswana as the Independent external auditors for a three-year period commencing with the financial statements for the year ended 31st December 2020.

4. FINANCIAL OVERVIEW

The financial information for the year ended 31st December 2020 is not audited, but the comparative information for the year ended 31st December 2019 was audited by CCARDESA's independent external auditors. The financial information presented below comprise the Statement of Financial Position as at 31st December 2020 (Table 1) & the Statement of Financial Performance for the year ended 31st December 2020 (Table 2).

The reserves comprise fund balances for projects financed by different funding partners and funds contributed by the Member States. Included in the Reserves is the Reserve Fund and the Member States contribution Fund. The Reserve Fund was established on inception of CCARDESA wherein, Member States pledged to fund the Secretariat by contributing to the Reserve Fund to support programmes or activities that may not be specifically funded by donors but are of priority to Member States. The Member States' Annual Contribution Fund was established by the Ministers responsible for Agriculture and Food Security in 2017, wherein they approved contributions by Member States totalling USD 1.2million annually for a period of three years to further support CCARDESA programmes and activities. The Contributions per country are based on the SADC formula.

Table 1. Statement of the Financial Position of CCARDESA as at 31 December 2020.

Statement of Financial Position as at 31 December 2020		
Figures in US Dollars	2020	2019
ASSETS		
<i>Non-Current Assets</i>		
Property, plant and equipment	222	222
	222	222
<i>Current assets</i>		
Staff receivables	-	406
Cash and cash equivalents	2 095 735	1 313 838
	2 095 735	1 314 244
Total Assets	2 095 957	1 314 466
EQUITY & LIABILITIES		
Equity		
Capital grants.	222	222
Reserves	2 071 935	1 186 994

	2 072 157	1 187 216
Current liabilities		
Accrued expenses and payables	23 800	127 250
TOTAL EQUITY & LIABILITIES	2 095 957	1 314 466

The Cash and cash equivalents increased by 60% on account of disbursements from the World Bank for the APPSA programme, from IFAD (International Fund for Agricultural Development) for the CAADP-XP4 programme, from other funding partners for new projects and contributions by Member States. Reserves also increased by 75% due to new projects disbursements, disbursements from existing projects and improved contributions by Member States.

Table 2. Statement of the Financial Performance of CCARDESA for the year ended 31 December 2019.

Statement of Financial Performance for the year ended 31 December 2020		
Figures in US Dollars	2020	2019
Revenue	1 967 874	1 628 942
Other income	-	1 237
Other operating gains	-	1 357
Operating expenses	(1 967 874)	(1 631 536)
Surplus for the year	-	-
Other comprehensive income	-	-
Total comprehensive income for the year	-	-

Revenue for the Secretariat increased by 21% compared to the previous period as a result of constrained implementation of programme activities caused by the challenges imposed by the Covid-19 outbreak during the period.

5. CHALLENGES

Implementation of activities was affected by the outbreak of the COVID-19 which slowed down procurements and prevented face to face meetings. This led to conducting some activities virtually such as consultations and validation of reports. Some activities had to be deferred to 2021 because of the COVID-19 pandemic. Limited connectivity of national partners hampered effective participation of partners at national level particularly during the lockdowns when people had to work from home.

The implementation of activities in the field was at times almost impossible and had to be postponed several times. The Secretariat quickly resorted to the use of virtual platforms as a new approach for engaging with stakeholders (and partners) and getting the activities implemented. However, limited access to internet by stakeholders and individuals during the pandemic led to low participation in virtual meetings and workshops. Adjustments were made to the work plans to take into account the practical impacts of the COVID 19 pandemic.

Measures were put in place to facilitate continuity of business by supporting CCARDESA staff to work from home. Staff were provided with safety information on COVID-19, virtual engagement facilities and access to internet from home. CCARDESA also supported selected countries to acquire ICT equipment to allow them to engage virtually. The need to use virtual systems created an opportunity to acquire and improve virtual hardware and software facilities at the Secretariat and the member countries.

6. 2021 OUTLOOK

The summary of the 2021 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 2021 Work Plan come from the Agricultural Productivity Programme for Southern Africa (APPSA), the Comprehensive Africa Agriculture Development Programme ex-Pillar4 (CAADP-XP4), Mitigating the impact of COVID-19 on food and nutrition security using Climate Smart Technologies in SADC countries (SADC COVID-19 Response), Minimizing adverse economic impacts of COVID 19 on the agriculture sector and food systems in SADC and building future resilience to crisis events (GIZ COVID-19 Response) and Harnessing Climate-Smart Agriculture (CSA) Practices to Reduce the Impacts of Climate Change in Southern Africa (GCCA+) projects. Annex 2 highlights the five projects that will be implemented by the Secretariat in 2021.

Annexes

Annex 1: Key activities planned for 2021

Thematic Area 1: Agricultural productivity and food and nutrition security	
Outcome 1: Productivity and food and nutrition security in priority commodities increased	
1	<i>Develop and Activate instruments and processes and engagements with authorising institutions (RECs, AU, AUDA)</i>
2	<i>Develop joint response mechanisms to emerging technical and innovation issues</i>
3	<i>Establish, operationalize linkages and broker international exchange and cooperation in support of climate-relevant innovation</i>
4	<i>Convene partners & develop joint proposals</i>
5	<i>Facilitate a regional writeshop to finalise the 11 R&D project proposals Facilitate a regional concept note endorsement workshop</i>
6	<i>Facilitate a regional peer review of project proposals</i>
7	<i>Facilitate convening of the Regional Steering Committee Meeting</i>
8	<i>Attendance at strategic meetings and conferences</i>
9	<i>Develop technical documents to guide the implementation of best practices in R&D projects</i>
10	<i>Regional Review and Planning Meeting</i>
11	<i>Facilitate dialogue on domestication of the harmonised seed regulatory seed system for SADC</i>

Thematic Area 2: Resilience to emerging agricultural risks: environmental, climate change and trans-boundary pests and diseases	
Outcome 2: AR4D institutions and value chain actors capacitated to build resilience to emerging agricultural or environmental risks	
1	<i>Map out existing climate relevant initiatives at national, regional and continental levels</i>
2	<i>Convene periodic meetings with inclusive existing Climate Smart Alliances (CSA) and platforms to discuss mechanisms for improvement and impact</i>
3	<i>Strengthen existing climate-relevant Thematic Working Groups (TWGs) and national multi-stakeholder innovation platforms, linking them with regional, continental & external global platforms</i>
4	<i>Develop strategies for engaging with private sector on climate-relevant issues in agriculture in Africa and designing mechanisms for strategies' operationalization.</i>
5	<i>Broker partnerships on climate relevant satellite data/ information provision from the European partners</i>

6	<i>Consultation with SADC Disaster Risk Reduction (DRR) and other DRR actors</i>
7	<i>Facilitate development of emergency action plans</i>
8	<i>Facilitate and monitor activity implementation</i>
9	<i>Integrate CC/CSA content (RAP, SADC CC strategy, risk considerations, technologies) in national agricultural policies, strategies, investment plans and programmes</i>
10	<i>Capacity Development on conceptualizing and implementing training modules and workshops on climate proofing of policies, strategies, programmes and investments.</i>
11	<i>Capacity development of news agencies to develop and disseminate information & news on CSA</i>
12	<i>Develop, produce and disseminate user friendly and innovative knowledge products on CC/CSA, including one on mitigation of greenhouse gases and one on gender</i>
13	<i>Integration of CSA technologies and practices into programmes of selected training institutions (for extension).</i>
14	<i>Include CC/CSA content in extension strategies and services</i>
15	<i>Finalize the CSA Member State projects on VC maize-legumes and H4H</i>
16	<i>Seek and support opportunities to access finance for investments in CSA, based on MS-VC investment proposals and other regional concept notes</i>
17	<i>Development of SADC Climate Risk Analysis and Climate Resilient Development Pathways</i>
18	<i>Implement and document the Botswana GCF Readiness project</i>
19	<i>Conduct regional roundtable on ACCRA lessons learned and last milestones with core partners</i>
20	<i>Closing of ACCRA programme & preparation of ex-post evaluation.</i>
21	<i>Establish climate-smart irrigation facilities in Eswatini, Mozambique, Zimbabwe and Zambia</i>
22	<i>Increase access to fast-growing high-value vegetable seeds, spawns, fingerings and associated inputs amongst the farming communities in Eswatini, Mozambique, Zimbabwe and Zambia</i>
23	<i>Upscale production of and capacity building on climate-resilient crop varieties among small holder farmers in selected Member States: Malawi, Mozambique, Zambia (rice, maize, beans, etc.)</i>
24	<i>Support identification and screening of natural nutritional capabilities in indigenous plant genetic resources (PRG) with a focus on Zinc, Vitamin C and Vitamin A</i>

25	Build capacity for virtual business continuity among CCARDESA's key partners in SADC (National Research and Extension Services).
26	Undertake a SADC COVID-19 Regional Food, Nutrition and Livelihood Analysis (SADC/WFP 2020)
27	Enhance capacity of SADC MS to integrate climate change into agriculture programmes and investments through promoting climate smart in Botswana, Namibia, Malawi, Zambia and Zimbabwe (GCCA+)

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 financing of smallholder farmers

1	<i>Sensitise Stakeholders about the relevance of foresight</i>
2	<i>Develop competencies in conducting foresight and in interpretation of foresight results</i>
3	<i>Convene policy dialogues at regional and continental levels (including for AES) on Climate Smart Agriculture (CSA), climate relevant issues and interregional trade and market access</i>
4	<i>Provide technical support to national and regional organisations to strengthen capacity for quality control of agricultural inputs and products, to increase cross border trade</i>
5	<i>Conduct reviews of regional trade in agricultural inputs and commodities to identify constraints in the implementation of existing policies aimed at increasing cross border trade</i>

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	<i>Produce best practice guidance notes based on experiences of the SROs</i>
---	--

Thematic Area 5: Knowledge and information management, communication and policy support

Outcome 5: Effective engagement and contribution of key stakeholders within the national agricultural innovation system at regional level

1	<i>Undertake high level policy dialogue and strategic meetings</i>
2	<i>Identify and promote viable solutions for multi-stakeholders' formation at multiple levels (local, regional and global).</i>
3	<i>Conduct training and organise technical assistance in policy analysis, formulation, advocacy and resource mobilisation</i>

4	<i>Develop and promote guidelines for inclusion of relevant climate STI indicators in NAIPs, for use by regional and continental institutions</i>
5	<i>Conduct evidence- supported advocacy to improve the implementation of existing policies to support cross border trade in agricultural inputs and commodities e.g. regional seed policies harmonisation</i>
6	<i>Develop and operationalise knowledge management strategies including guidelines for data capture at national, regional and continental level</i>
7	<i>Develop, operationalise and maintain an interoperable KM platform</i>
8	<i>Strengthen ICKM community of practice</i>
9	<i>ICKM Mobile App Promotion Meetings</i>
10	<i>Develop Knowledge products with various stakeholders for dissemination via knowledge platforms</i>
11	<i>Produce flagship publications on: Africa Status Report on research and innovation</i>
12	<i>Document and share lessons among program stakeholders/partners</i>
13	<i>Design and implement a joint programme communication and visibility strategy</i>
14	<i>Participate in strategic events of similar for a and share information and experience of the program.</i>
15	<i>Updating Scientists database</i>
16	<i>Facilitate development of RcoLs Communication strategies</i>
17	<i>Create APPSA visibility and Elaboration of Knowledge Products</i>
18	<i>Upload APPSA content into the CCARDESA ICKM system</i>
19	<i>Undertake scoping/backstopping missions to countries with interest to join APPSA</i>
20	<i>Digitalisation Survey</i>
21	<i>Setting up of ICT Collaboration Tools (CoPs, etc</i>
22	<i>Training of researchers and extension officers on the use of ICT Tools</i>
23	<i>Facilitate set up of institutional repositories (database for technologies)</i>
24	<i>Host and/or attend relevant exhibitions</i>
25	<i>Facilitate media coverage and tours of APPSA initiatives</i>
26	<i>Develop and establish a progress and results monitoring database (MIS)</i>

Thematic Area 6: Capacity strengthening of CCARDESA and AR4D institutions

Outcome 6: CCARDESA and AR4D institutions capacity strengthened

1	<i>Establish staff development plan</i>
2	<i>Upgrade Operational systems</i>
3	<i>Develop accountability framework</i>
4	<i>Train country Stakeholders on resource mobilisation and management in conjunction with international experts</i>
5	<i>Develop Process Manuals</i>
6	<i>Establish portals for funding opportunities and coordinate/facilitate the process of responding to calls together with AR4D actors</i>
7	<i>Establish a fund for equitable support in proposal development including international expertise</i>
8	<i>Commission regional case studies on effective partnerships for innovation.</i>
9	<i>Develop and implement action plan based on the findings of the case studies to inform the operations of the multi-stakeholder partnerships</i>
10	<i>Capacity strengthening of national partners</i>
11	<i>Organise joint program review and planning meetings at different levels</i>
12	<i>Convene portfolio review meetings</i>
13	<i>Undertake mid-term reviews (MTR).</i>
14	<i>Programme planning, coordination and governance</i>
15	<i>Customise existing MEL systems to ROM in collaboration with IFAD and EU partners (including development of KPIs and targets)</i>
16	<i>Joint development of data collection tools</i>
17	<i>Undertake data collection on a continuous basis to track program progress</i>
18	<i>Undertake trainings on program MEL</i>
19	<i>Carry out routine Technical backstopping / monitoring visits (including independent reviewers)</i>
20	<i>Facilitate scientific and exchange visits when required</i>
21	<i>Identify strategic partnerships/Strengthen linkages with value chain players</i>
22	<i>Facilitate scoping studies to enhance R&D Quality assurance</i>
23	<i>Facilitate a proposal writing training workshop for scientists</i>
24	<i>Facilitate Language training (Portuguese) for project staff</i>
25	<i>Training needs assessment</i>
26	<i>Facilitate baseline surveys at RcoL level</i>
27	<i>Facilitate a regional M&E training for scientists</i>
28	<i>Convene M&E and Communication working group meetings</i>
29	<i>Joint World Bank/CCARDESA Implementation Support Missions</i>

ANNEX 2: Key projects to be implemented in 2021

	Projects
1	Agricultural Productivity Programme for Southern Africa (APPSA).
2	Comprehensive Africa Agriculture Development Programme CAADP ex-pillar IV Africa Regional and Sub-regional Organisations for Agricultural Research and Innovation (CAADP-XP4).
3	Mitigating the impact of COVID-19 on food and nutrition security using Climate Smart Technologies in SADC countries (SADC COVID-19 Response).
4	Minimizing adverse economic impacts of COVID 19 on the agriculture sector and food systems in SADC and building future resilience to crisis events (GIZ COVID-19 Response).
5	Harnessing Climate-Smart Agriculture (CSA) Practices to Reduce the Impacts of Climate Change in Southern Africa (GCCA+).