



GENERAL ASSEMBLY PAPER No.5

CCARDESA

STRATEGIC DIRECTION

5TH JUNE, 2023

1. TOWARDS REVIEW OF LONG-TERM STRATEGIC PLAN

The current long-term strategic plan 2020-2029 is comprehensive but lacks elements of fisheries, aquaculture, agroforestry and forestry, livestock (including low carbon), and other sustainable livelihoods programmes under the six thematic areas. There is a need and desirability by SADC Member States for the missing sectors and sub-sectors to be included in the CCARDESA strategy.

2. CHALLENGES

- 2.1 The low staffing levels and limited financial resources especially in the mainstream. Most funds are ring-fenced to programmes and projects. Notably, the mandate of the organization remains unchanged since inception regardless of the inadequate human capital. Thus, a solution is imperative.
- 2.2 Some SADC Member States have not honoured their once-off contributions.
- 2.3 Slow pace in the implementation of the Mid-Term Operational Plan (MTO) 2021-2025 and resource mobilization strategy (RMS) and Action Plan 2021-2025.
- 2.4 The Secretariat has observed that lack of or poor knowledge translation is a major downfall in the region, despite the over 240 technologies that the organization have been generated so far.

3. INTERVENTIONS

- 3.1 **Partnerships and collaboration:** Strengthening partnerships and collaboration and venturing into the potential value of exchange programmes and secondments (South-South and North-South). For example, an MoUs and partnership strategies are underway between CCARDESA and IAPRI and CIFOR-ICRAF for collaboration and partnership for enhancing agroforestry and forestry research and development as well applied agricultural policy research and analysis in the SADC region.
- 3.2 **Resource mobilization and Business Development Unit:** Resource mobilization should be conducted at all levels starting from Board as enshrined in section 6.1 of the Resource Mobilization Strategy. The ED will engage Board members to encourage them to become ambassadors of CCARDESA and discuss possibilities for funding for their ambassadorial missions. Recruitment of a resource mobilization expert is a matter of top priority and opening a business development unit within the Secretariat which will be a unique sustainable financing mechanism for operations. The Business Development Unit will spearhead the establishment of a trust fund.
- 3.3 **Knowledge translation:** A joint effort between CCARDESA and all key stakeholders and closing the gap between farmers, extension workers and researchers is cardinal in enhancing knowledge translation and agriculture

transformation. CCARDESA should consider investing more in knowledge translation.

3.4 Forums/Fora: Fora for permanent secretaries, directors of agriculture research, deans, directors of technical services (livestock, fisheries and forestry, etc.), strategic alliances (in member states), and others are critical and crucial for the advancement of agriculture in the region.

4. STRATEGIC VISION FOR 2023 - 2025

4.1 Strengthening CCARDESA - In SADC Member States (Key)

4.1.1 Leverage on the existing SADC platform to present to Permanent Secretaries in Ministries of Agriculture and Food Security in at least one meeting per year, this has been totally missing.

4.1.2 Resuscitation and strengthening of 1) Committee of Directors of Agric. Research and Directors of Agric. Extension in SADC Member States, and 2) Committee of Deans of University Faculties of Agriculture. This is dormant at the moment.

4.1.3 Creating a platform for Directors of technical departments, such as crops, livestock, fisheries and aquaculture, forestry/agroforestry (non-existent yet cardinal and critical).

4.1.4 Convening Roundtable of key Stakeholders: Government, Farmer Organizations, Private Sector, Civil Society, NGOs, Academia, Research, international development organizations, etc (disconnect) – intentional engagement with the private sector is urgent.

4.1.5 Building strong CCARDESA Alliances with key organisations sharing a genuine common technical interest for the SADC region, which is lacking.

4.1.6 Convening Roundtable of funding partners (existing and potential). This is lacking currently.

4.1.7 Include other value chains in CCARDESA's strategic direction as demanded by Member States and these are (i) fisheries and aquaculture, (ii) livestock, (iii) forestry and agroforestry and (iv) other sustainable livelihoods projects/programmes.

4.1.8 Provide a platform for soliciting inputs from SADC Member States for reshaping CCARDESA's strategy from time to time to be in line with the direction of the agricultural sector in the region.

4.2 Strengthening ties with the SADC Secretariat

4.2.1 At the SADC Secretariat

- Establish and hold two standing meetings for ED to meet the ES for briefing and synergy (missing)
- Enhance interaction with the SADC Business Council to benefit from its activities

4.2.2 Noting that

- The ES Office is the custodian of the CCARDESA Charter
- SADC FANR is our principal in matters pertaining to agriculture and natural resources

4.3 Strengthening of collaboration and partnerships with One CG, FARA, CORAF, ASARECA, AFAAS, other Regional Organizations, and others

4.3.1 Developing and signing innovative MOUs/Collaboration Frameworks with clear roles and responsibilities and boundaries with One CG, FARA, CORAF, ASARECA, AFAAS, ROs and others (with emphasis on collaboration and partnership (integration) and not assimilation).

4.3.2 Improve vigilance on the identification of more relevant partners and establishment of partnerships; only the mutually beneficial interest that run on honesty and respect of each other's existence and mandates should be maintained.

4.4 Strengthening the delivery of the strategic plan

Consider a periodical external review of performance on delivering or implementing the Strategic Plan and identify the gaps to build on the next orientation.

Thus, there will be more joint programmes – High efficiency in use of resources as well as high impact on agriculture, food security, socio-economic development, transformational livelihoods. There will be less conflicts and tensions and more time spent on beneficial progressive matters.

4.5 Resource mobilization

- Board members to actively support CCARDESA at national level and conduct advocacy role for CCARDESA.
- Clear roles and responsibilities of Board in resource mobilization (Ambassadorial role)
- Clear roles and responsibilities of Secretariat in resource mobilization (as primary responsibility)
- Clear role of SADC Member States/Ministries of Agriculture and Food Security in resource mobilization (to support CCARDESA)
- Clear role of the Private Sector in resource mobilization (to support Member States)

NB. In adopting this approach CCARDESA will deliver its mandate much more efficiently and effectively.

Action required from the Board

The Board adopted this strategic direction as part of the Secretariat report in the 29th Ordinary Board in December 2022.

Action required from the GA

The General Assembly is requested to endorse the proposed interventions as outlined in this paper.