



Southern African Development Community



Regional Knowledge, Information & Data Capture Guidelines Regional Training Workshop



**Johannesburg, South Africa
Holiday Inn, OR Tambo Airport
22 – 25 November 2021**

WORKSHOP REPORT



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ACRONYMS

ABBREVIATION	MEANING
ACCRA	Adaptation to Climate Change in Rural Areas in Southern Africa
ADF	Agricultural Development Fund
AFAAS	African Forum for Agricultural Advisory Services
AR4D	Agricultural Research for Development
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
CAADP	Comprehensive Africa Agriculture Development Programme
CAADP-XP4	Comprehensive Africa Agriculture Development Programme Ex Pillar 4
CCARDESA	Centre for Coordination of Agricultural Research and Development for Southern Africa
CORAF	West and Central African Council for Agricultural Research and Development
CTA	Technical Centre for Agriculture and Rural Cooperation
EU	European Union
FARA	Forum for Agricultural Research in Africa
GIZ	German Development Cooperation
ICKM	Information, Communications and Knowledge Management
IFAD	International Fund for Agricultural Development
KM	Knowledge Management
K4DP	Knowledge for Development Partnership
MD	Malabo Declaration
RAIP	Regional Agricultural Investment Plan
RAP	Regional Agricultural Policy
RISDP	Regional Indicative Strategic Development Plan
SADC	Southern Africa Development Community

1. BACKGROUND

1.1. Brief Background to CAADP-XP4

The Comprehensive Africa Agriculture Development Programme (CAADP)-XP4 is a four-year project supported by the European Union (EU) under the Development Smart Innovation through Research in Agriculture (DeSIRA) initiative implemented through the International Fund for Agricultural Development (IFAD). The project is expected to link research and innovation with development initiatives to boost the transformation of innovation in agriculture and food systems to make them more resilient to climate change and acquire better responsiveness to development demands. The project is operationalised in Southern Africa through the Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA) in close collaboration with its sister organisations and partners including the African Forum for Agricultural Advisory Services (AFAAS), Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA), the West and Central African Council for Agricultural Research and Development (CORAF) and the Forum for Agricultural Research in Africa (FARA).

The overall objective of the CAADP-XP4 project is to enable agricultural research and innovation, including extension services, to contribute effectively to food and nutrition security and to economic development and climate mitigation in Africa. To achieve this, the project aims to improve the capacity, effectiveness and positioning of the regional and sub-regional agriculture research and extension organisations as well as National Agriculture Research Systems by promoting collaboration and knowledge sharing among the organisations. Critical to this process is the capacitation of Information, Communications and Knowledge Management (ICKM) focal points in SADC Member States.

1.2. Workshop Objectives

The overall objective of the Training Workshop held in Johannesburg from 22 – 25 November, 2021 was to capacitate ICKM focal point persons from the SADC Member States in knowledge management. More specifically, the workshop aimed to:

- Familiarise the ICKM officers on the use of information, knowledge and data capture guidelines;
- Strengthen the ICKM focal points persons understanding of the Malabo Commitments, SDGs and SADC policies for better application in their work; and
- Strengthen capacities of ICKM officers in knowledge management to actively contribute to the mainstreaming of knowledge for agriculture research and development in the SADC region.

To achieve the above, the four-day workshop was structured as outlined in Annex 1, the Programme Agenda included key presentations by two experts, the first on the Malabo Declaration and SADC strategic frameworks and the second on Knowledge Management. The workshop employed interactive participatory processes to enhance learning and sharing. Annex 2 provides a list of the participants to the workshop.

1.3. Workshop Report Structure

The remainder of this Workshop Report is structured as follows:

- **Section 2** presents the Opening Remarks and Keynote Speech as well as overviews of the CCARDESA ICKM strategy and CAADP-XP4. The section also reports on the exercises undertaken

during the workshop on how to use the CCARDESA Mobile App. Live demonstrations of this system were done with participation by all ICKM officers.

- **Section 3** presents the Malabo Declaration, the CAADP Results Framework and the SADC Regional Agricultural Policy (RAP) with its associated instruments, the Regional Agricultural Investment Plan (RAIP) and the Agricultural Development Fund (ADF). Also discussed under this section is the SADC Regional Indicative Strategic Development Plan (RISDP) (2020 – 2030); SADC protocols and Guidelines on data collection on Malabo Declaration Commitments. The section concludes with a group exercise on Malabo Declaration commitments.
- **Section 4** provides a brief overview of presentations made on the foundations and fundamentals of knowledge management. This session included several working sessions some in working groups to consolidate the concepts of KM by doing practical examples and workouts.
- **Section 5** are the closing remarks.

2. OPENING REMARKS AND KEYNOTE SPEECH

2.1. Opening Remarks by ED CCARDESA (Dr. Cliff Sibusiso Dlamini)

The Executive Director (ED) of the (CCARDESA) welcomed all delegates from the SADC Member States to the training workshop and saluted them for attending the meeting. The ED also welcomed the ED of the Forum for Agricultural Research in African (FARA), the keynote speaker to the training workshop.

Noting that the training workshop had been designed to build capacity in knowledge management of ICKM focal persons in agriculture in SADC Member States, the ED of CCARDESA reemphasised the points that: this workshop was about re-tooling ICKM focal persons with up-to-date technologies in data collection and analysis and processes in knowledge management; and training of trainers. He also noted that technologies are intended to help improve on data collection (knowledge capture) and to this effect, participants were reminded of the six components of knowledge management, namely: knowledge and information audit; creating knowledge and information; capturing knowledge and information; storage of knowledge and information; knowledge and information use (this is key for CCARDESA's mandate); and review of knowledge and management.



Acknowledging that there is a knowledge gap and data accessibility has been the key problem in the SADC region, the ED further noted that this is a transformational workshop for the effective and efficient execution of our mandates and to this effect, workshop participants were to be exposed to knowledge and tools to better support in the attainment of commitments made by SADC Member States in the Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods (generally referred to as the Malabo Declaration (MD)). A guideline for capturing information and knowledge products would be a key process to be discussed during this workshop. Through CAADP-XP4 and training such as in this workshop, ICKM focal persons can be effective knowledge brokers in the SADC region.

In thanking the ED for his remarks, Dr. Baiti Podisi, the CAADP-XP4 Project Coordinator under CCARDESA, also expressed appreciation for the support by the Technical Centre for Agriculture and Rural Cooperation (CTA) who initiated the development of knowledge management in CCARDESA, the support by the SADC “Adaptation to Climate Change in Rural Areas in Southern Africa” (ACCRA) project funded by German Development Cooperation (GIZ) / EU for supporting CCARDESA’s organisational operational status and in particular, the development of information and knowledge products in agriculture, and the EU support for CAADP-XP4 through IFAD.



2.2. Keynote Address ED FARA (Dr. Yemi Akinbamijo)

Dr. Yemi Akinbamijo expressed warm wishes to all participants from the FARA Board Chair.

In his introductory remarks, Dr. Akinbamijo noted that: knowledge is at the heart of sustainable development. He further noted that data, information and knowledge are essential because they support evidence-based decision making, planning and increase institutional credibility and as such, knowledge is critical for research organisations because research is an essential component in generating knowledge. He lamented noting that unfortunately, existing agricultural knowledge and statistics are spotty and unreliable in Africa, this despite the existence of official statistics agencies in most, if not all, African countries.



By way of a PowerPoint presentation, Dr. Akinbamijo took participants through various topics including: enhancing productivity through Knowledge Management (KM); strengthening Agricultural Research for Development (AR4D) KM and data capture; and strengthening the Knowledge ecosystem (Knowledgegization).

Dr. Akinbamijo informed participants that FARA’s KM seeks to enhance knowledge and decision support on capacities, policies, practices, technologies and innovative funding instruments to aid in AR4D. To this end, relevant continental tools have been deployed to harness data necessary for advancing agricultural research and innovation to enhance productivity. FARA has supported the development of FARADatInformS that hosts various data Portals including Experts Directory, IP Portal, Blog and Biomassnetas as well a Library, and Analytics & eMarketSpaceoffer that capture and disseminate various information. Through it’s Knowledge Management, Learning and Communication

agenda (KMLC), and working with SROs and AFAAS, FARA seeks to strengthen the knowledge ecosystem (“Knowledgezation”).

Dr. Akinbamijo then took the participants through the Knowledge Management for Agricultural Development (KM4AgD) ecosystem, its challenges and opportunities.

Dr. Akinbamijo closed his address by noting the 7 key areas outlined by the Akosombo Integration Agenda that are necessary for the CAAPD-XP4’s success. These are: Knowledge Management Approaches; KM Tools; Knowledge Resource; KM Processes; Communities; KM Capacity Development; and Knowledge Ecosystems for AR4D.

2.3. CCARDESA ICKM Strategy Overview (Ms. Bridget Kakuwa)



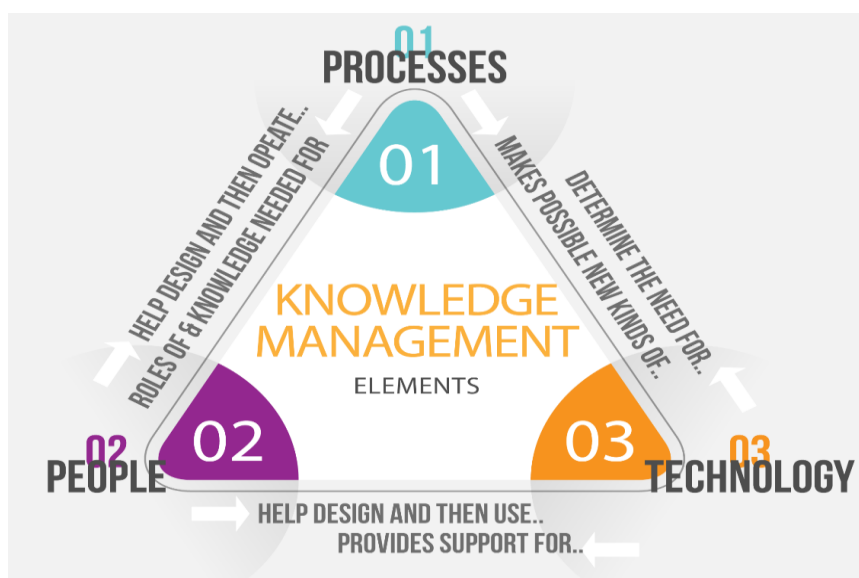
The CAADP-XP4 ICKM Officer, Ms. Bridget Kakuwa presented an overview of the CCARDESA ICKM strategy. In her PowerPoint presentation, she outlined: the role of ICKM strategy in the long term and how it anchors in the Medium Term Operational Plan (MTO) of CCARDESA; the background of ICKM in CCARDESA; the KM Strategy; the 4 Cs elements of the ICKM; and KM Performance Key indicators.

Knowledge, Information and Communication is one of the key thematic areas of CCARDESA’s Medium Term Operational Plan (MTO) and its main goal is to ensure access to knowledge and information through various ICT technologies, traditional and electronic media for researchers, extension agents, farmers and other

various stakeholders. To implement this overall goal, the ICKM strategy provides a framework for implementing the ICKM and provides tools and approaches for communicating with stakeholders and partners thereby increasing the visibility of CCARDESA as a regional agricultural knowledge broker. It also provides guidance and direction to the ICKM functions at CCARDESA.

Bridget outlined the three key elements of CCARDESA’s KM system as

Figure 1: Key Elements of CCARDESA’s KM System



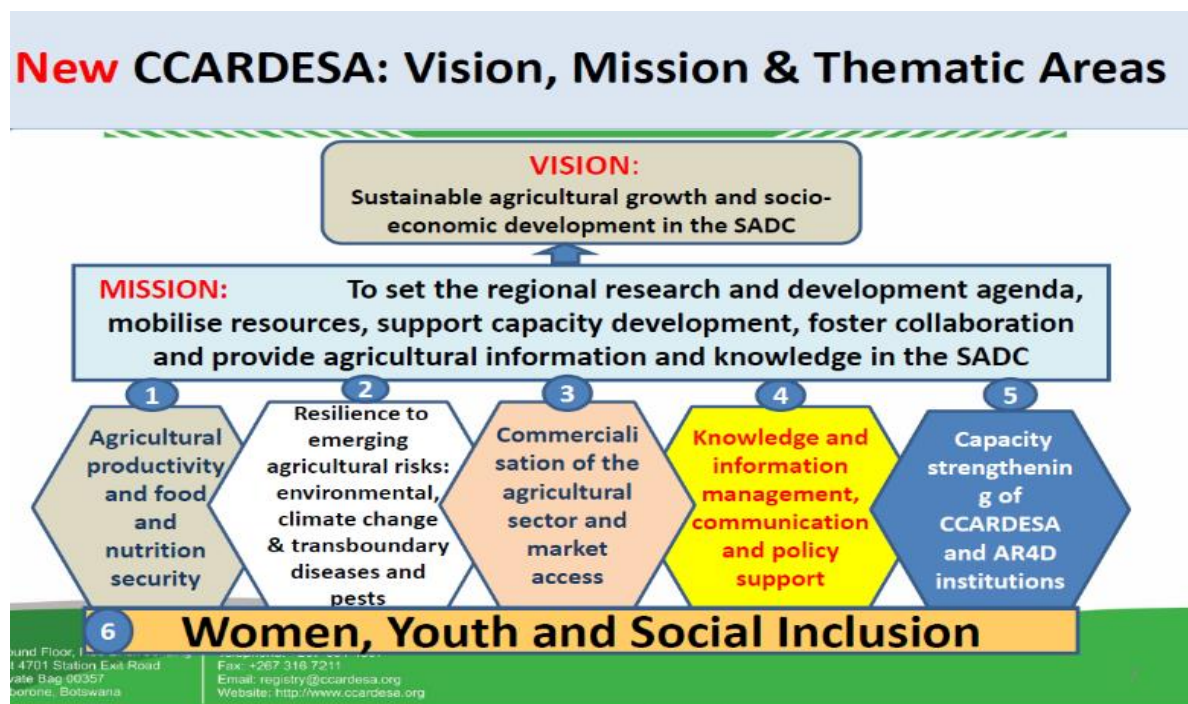
encompassing processes, people and technology (Figure 1 provides the essence of this KM system). Bridget also outlined and took the participants through the 4 Cs of CCARDESA’s KM strategy, namely, coordination, content, curation and communication.

2.4. CAADP-XP4 Overview (Ms. Futhi Magagula)



The CAADP-XP4 Programme Officer, Ms. Futhi Magagula gave an overview of the CAADP-XP4 project noting the anchor of the project within CCARDESA’s Strategic framework as outlined in Figure 2. CAADP-EXP4 is expected to: (a) strengthen CCARDESA’s capacity to perform its mandate and work together with AFAAS, FARA and SROs; (b) establish functional multi-stakeholder partnerships for innovation; (c) strengthen national policies, regional institutional arrangements and market access; (d) enhance knowledge management for advocacy and decision support and communication; and (e) improve on effective planning, coordination, partnerships, monitoring, evaluation, learning and reporting by CCARDESA.

Figure 2: Anchor of CAADP-XP4 in CCARDESA’s Strategic Framework



2.5. Comments and Discussions

Ensuining from the above presentations, the following questions, comments and observations were made by the participants.

- Participants requested that ICKM focal persons be alerted to various CCARDESA projects in their various countries;
- Participants encouraged that CCARDESA develop a communication plan to guide ICKM focal persons in undertaking their mandates and to facilitate resource mobilisation;
- Noting that the ICKM strategy implementation at the regional level was very effective, a call was made to streamline and enhance strategy implementation at national level;
- The call for Africa to improve on resources mobilisation and capacity building to facilitate capture and store of knowledge in the region was stressed;
- There was need to improve knowledge sharing and communication by translating technical scientific knowledge into simple language understandable by farmers;
- Participants were encouraged to hold seminars to educate others with value of information and knowledge in their various institutions; and
- Participants requested that they be linked to CAADP Focal Points in their countries – CCARDESA to therefore supply contact details.

Responding to some of these comments, observations and some concerns raised by participants, Dr. Podisi noted as follows that:

- a. There has been a lack of appointments of ICKM focal point persons from a number of countries and that has an impact on sharing information and knowledge more widely in the region;
- b. Not all countries are supported to the same level by the project partly as a result of higher level discussions with governments or political / ministerial level decisions that influence the level and focus of support / activity given to each country. Sometimes its also the criteria given by the donors on how their funds can be used that influences the level of support per country.
- c. The projects undertaken by CCARDESA and in this case CAADP-XP4 are indeed demand driven – they come from country’s NAIPS and these are generally through governments who take up the loans with the various donors.
- d. The advice from Zambia that CCARDESA / CAADP-XP4 should share more information with countries was acknowledged and appreciated. He asked that participants take note and be more engaged and report on various activities including webinars etc. when these are sent out by CCARDESA and he encouraged participants to share more.
- e. On youth involvement, the project has a thematic area in women, youth and now want to go further and include those with disabilities to participate in these programmes. He further noted that CAADP-XP4 and CCARDESA products have gender markers to ensure engagements by women and youth. CCARDESA understands the need to really engage with youth and through SADC programmes, CCARDESA has been encouraged to embrace the youth.
- f. He agreed with the observation that there was lack of CCARDESA visibility, he noted there was not enough visibility indeed but CCARDESA will continue trying to improve through various media houses,(e.g. on climate change etc. to teach the public what CCARDESA is doing). He further noted that CCARDESA always tries to get in touch with various countries and agencies to teach the public how science can help them put food on the table, safeguard the environment etc. He noted, however, that some of the scientists are media shy to showcase what initiatives they are doing. Knowledge translation is key to allow for the public to understand the issues – CCARDESA is now trying to expose its stakeholders on how to communicate more with the public.
- g. Indeed, at the regional level, things are well organised on all the issues including gender, youth etc., but that at the national level, implementation is a major challenge.

- h. Part of the purpose of this workshop should allow for clearer understanding of what information is needed and should be provided by the member states.
- i. Participants were encourage to share and encourage the writing and publication of information for use by the public.

2.6. Demonstration of CCARDESA Mobile App

During the training workshop, Ms. Bridget Kakuwa outlined the CCARDESA Mobile App and took the participants through a physical demonstration of the app. Several participants gave testimonials on how to use the app and how effective and helpful the app had been in their work and that of the farmers and other users in their countries.



2.7. Presentation of Tablets to member states, Executive Director CCARDESA

Four (4) countries were presented with seven (7) tables each. These were DRC, Namibia, Mozambique and Tanzania. The purpose of the tables is to facilitate ICKM activities in member countries. Two (2) tables were for the ICKM focal persons and five (5) were for the agricultural extension officers in each recipient country. Dr. Dlamini officially presented the tables to the country representatives.



Commenting on the usefulness of these tablets, Member States' representatives acknowledged that these tablets have been very important in facilitating knowledge sharing, conducting webinar sessions on agricultural issues and accessing CCARDESA knowledge products.

3. MALABO DECLARATION AND SADC STRATEGIC FRAMEWORKS

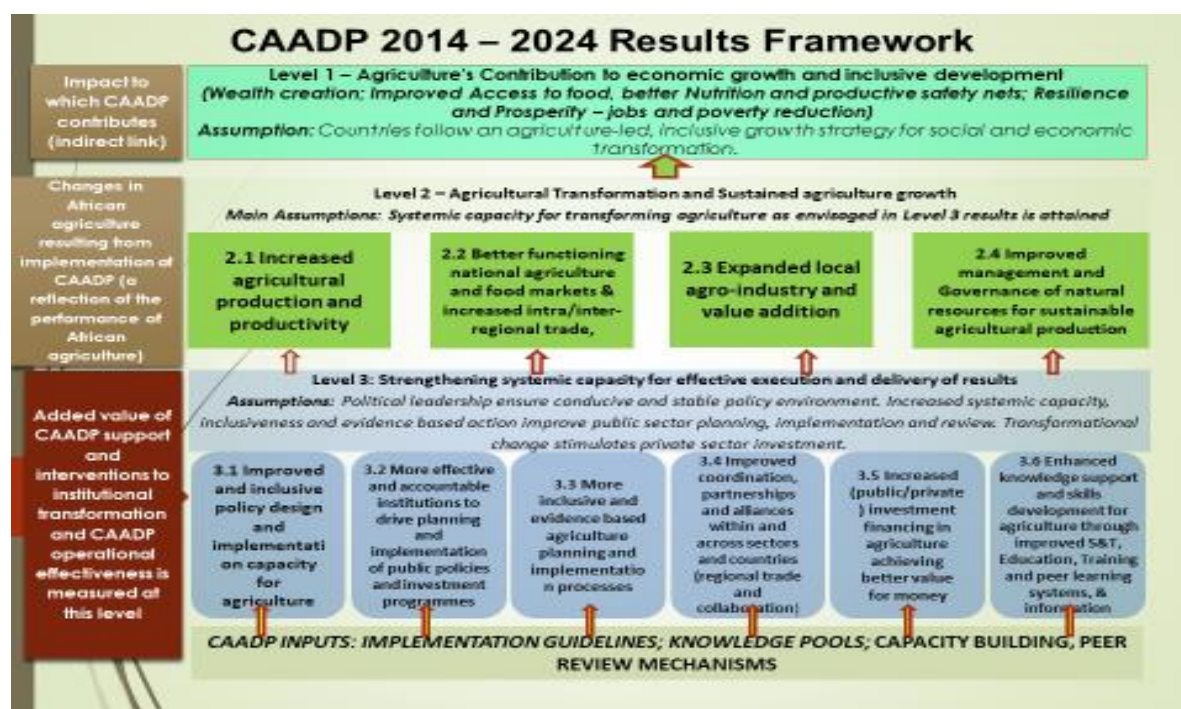
3.1. Alignment of Malabo Declaration and SADC Regional Agricultural Policy

Mr. Martin Muchero, an International Consultant and one of the Workshop Facilitators, took the meeting through the seven commitments of the Malabo Declaration, namely, Commitment to CAADP Process; Investment Finance in Agriculture; Ending Hunger; Eradicating Poverty through Agriculture; Intra-African Trade in Agriculture Commodities and Services; Resilience to Climate Variability; and Mutual Accountability for Actions and Results. He further elaborated on the objectives of each of these commitments, how these commitments are measured and by which indicators; the definition of the indicators; and the sub-components of indicators that are actually measured.



Mr. Muchero further noted that the Malabo Declaration reconfirms CAADP whose Results Framework (2014 – 2024) is outlined in Figure 3.

Figure 3: CAADP 2014 – 2024 Results Framework



With respect to the overarching policy framework in the agriculture sector of the SADC Region, the SADC Regional Agricultural Policy (RAP), approved in 2014, it represents, at the regional level, the CAADP framework. This is clearly notable in the alignment of CAADP Results Framework Level 2 (Agricultural

Transformation and Sustained agriculture growth) to SADC RAP's four objectives (Figure 4).

Mr. Muchero further noted that the RAP is implemented through a five-year Regional Agricultural Investment Plan (RAIP) which will in due course be financed through the Agricultural Development Fund (ADF) which the SADC Secretariat is in the process of operationalising.

Figure 4: SADC Regional Agricultural Policy (RAP) Objectives



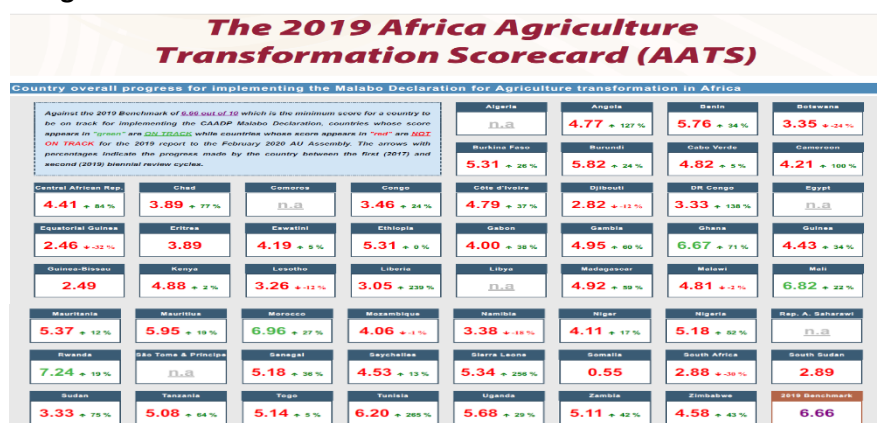
Several observations, questions and comments ensued from these presentations and discussions around same. The following are a few of these as captured during the workshop.

- Reporting on Malabo commitments is biennially (every two years) with the inaugural report done in 2018, the second report in 2020 and the third report will be in 2022.
- Reports by countries are scored and a scorecard produced that shows whether or not a country or region is on track or not on track to achieving the Malabo commitments.

Figure 5 is the scorecard for 2020.

- The role of ICKM focal persons is to come up with knowledge products on the status of the Malabo Declaration for their countries. ICKM focal persons

Figure 5: Malabo Declaration Scorecard 2019



were encouraged to pick relevant topics from the various issues addressed by the Malabo declaration in order to develop such knowledge products.

- Participants were interested in information about which member states had achieved the 10% CAADP / Malabo target on national budget allocations to the agriculture sector.
- Participants were generally concerned about poor performance of their countries reporting on the Malabo declarations and wanted to find out what might have caused this.
- Poor data collection and sharing was identified as a major issue with regards to low performance of member states under the Malabo status report for the region.
- Participants recommended that there was need to revisit Malabo Declaration to update indicators in view of the new developments (e.g. COVID) and improve data capture

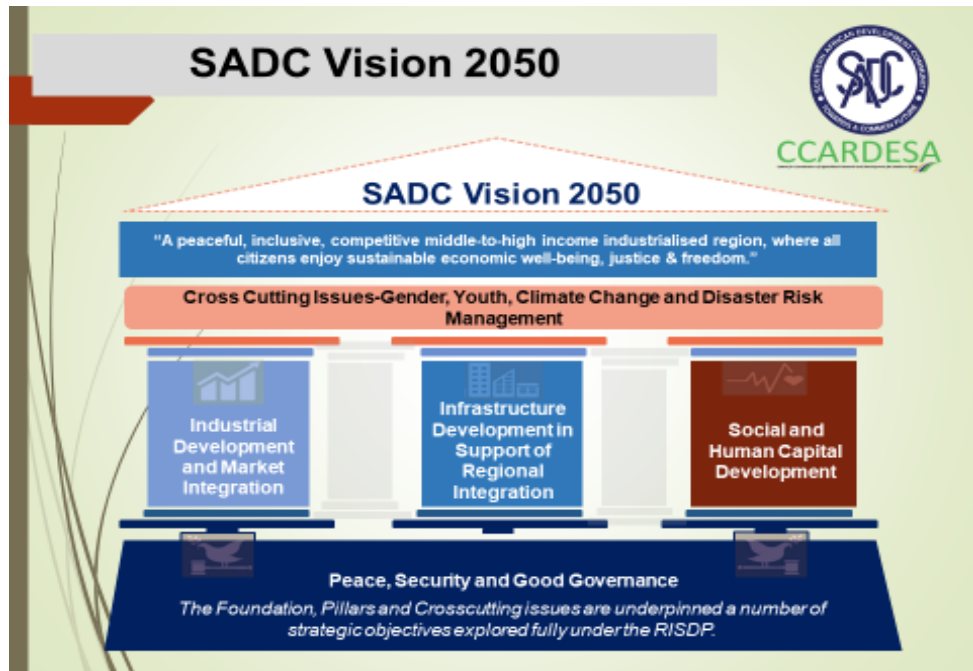
structures and infrastructure, enhance collaboration between data captures and presenters, and educate others on data and knowledge management.

3.2. SADC Vision 2050 and Regional Indicative Strategic Development Plan (2020 – 2030)

Mr. Muchero took the participants through the recently approved Vision 2050 and SADC Regional Indicatives Strategic Development Plan (RISDP) (2020 – 2030). SADC’s Vision is for **‘A peaceful, inclusive, middle to high income industrialised region, where all citizens enjoy sustainable economic well-being,**

justice and freedom’. The RISDP (2020 – 2030) provides an integrated strategy following from the Revised RISDP 2015-2020, which seeks to implement a number of action areas aimed at realising SADC’s long term Vision 2050. Figure 6 illustrates SADC’s Vision 2050 and RISDP Pillars.

Figure 6: SADC Vision 2050 and Pillars of RISDP (2020-2030)



Pillar 1 of RISDP (2020 – 2030) is most relevant to ICKM. Its second strategic objective aims to transform the agricultural sector by, among other activities, sharing research, information, and best practices to upgrade agro-industrial production. To support these and other strategies are specific protocols that SADC Member States have committed to and these include those outlined in Figure 7.

Figure 7: SADC Protocols

SADC Protocols					SADC Protocols					
CCARDESA					CCARDESA					
Protocol on Trade 1996	Protocol on Trade in Services 2012	Protocol Against Corruption 2001	Protocol on Combating Illicit Drug Trafficking 1996	Protocol on the Control of firearms Ammunition and other Related Materials 2001	Protocol to the Treaty Establishing SADC on Immunities and Privileges 1992	Protocol on Legal Affairs 2000	Protocol on Mutual Legal Assistance in Criminal Matters 2002	Protocol on Mining 1997	Protocol on Politics, Defence and Security Cooperation 2001	Protocol on Protection of New Varieties of Plants 2017
Protocol on Culture, Information and Sport 2001	Protocol on Education and Training 1997	Protocol on Energy 1996	Protocol on Extradition 2002	Protocol on the Facilitation of Movement of Persons 2005	Protocol on Science, Technology and Innovation 2008	Protocol on Shared Watercourses 2000	Protocol on the Development of Tourism 1998	Protocol on Transport, Communications and Meteorology 1996	Protocol on Tribunal and Rules Thereof 2000 (As amended in 2019)	
Protocol on Finance and Investment 2006	Protocol on Fisheries 2001	Protocol on Forestry 2002	Protocol on Gender and Development 2008 (Revised 2016)	Protocol on Health 1999	Protocol on Wildlife Conservation and Law Enforcement 1999	Revised Protocol on Shared Watercourses 2000	Protocol on Industry 2019	Protocol on Environmental Management for Sustainable Development 2014	Protocol on Employment and Labor 2014	

3.3. Guidelines for Capturing Information and Knowledge Products for country CAADP Processes

Mr. Muchero took the participants through the CAADP Guidelines for measuring the indicators that monitor Malabo Declaration indicators. Electronic copies of the guidelines were distributed to all participants. Group work was undertaken on the guidelines. Table 1 is an example of the results of the group work undertaken on the Malabo Commitments. Detailed reports of the group work will be made available by CCARDESA on the website.

Table 1: Actions Relevant to supporting Monitoring of Malabo Declaration Commitments

MALABO COMMITMENT	ACTIVITY	ACTION	CHANNEL
Commitment 1 - CAADP Processes	AWARENESS CREATION	•Develop TV & Radio program on how the country is fairing on the 7 CAADP indicators.	Mass Media:
		•Developing Knowledge products (Leaflets, Policy Briefs, News Articles, Jingles, Video Commercials, and Educational Videos).	•Radio & TV
			•Campaigns
			•Print Media
			•Social Media: Twitter/Facebook/WhatsApp/Instagram/Dgroups/YouTube etc.
		•Circulating CAADP content on social media and online platforms.	Mass Media:
Commitment 2 Financial Management in Agriculture	AWARENESS CREATION & REPORTING	•Focus on agricultural budgetary allocation in the countries in line with the 5 CAADP indicators.	Mass Media:
		•Developing Knowledge products (Leaflets, Policy Briefs, News Articles).	•Radio & TV
		•Report on the level of Institutionalization of the CAADP commitment on the National budgets with support from govt, private sector, farmers	•Campaigns
			•Print Media
		•Circulating CAADP content on social media and online platforms.	•Social Media: Twitter/Facebook/WhatsApp/Instagram/Dgroups/YouTube etc.
			Mass Media:
•Display CAADP knowledge products on outdoor extension activities.	•Radio, TV & Print/Campaigns		
•Face to face interactions: Brief presentation of CAADP issues.	•Print Media: Leaflets, Policy Briefs,		
	•Exhibitions (Fairs, Agricultural Shows, Field Days etc.)		
	•Meetings/Workshops/Symposiums/ Trainings/ Conferences/		

A similar group exercise was done but with the focus on each country's specific actions to support in the reporting on Malabo Declaration commitments. A third working group session was done on the CCARDESA Thematic Areas. Table 2 is an example of the results of group work. Once all group works are consolidated, the final results will be posted on the CCARDESA website.

Table 2: CCARDESA Thematic Areas – Action by ICKM

CCARDESA THEMATIC AREAS	ACTION	CHANNEL
1. Awareness creation and reporting	•Develop TV & Radio program on how the country is fairing on Agricultural Production, productivity nutrition.	Mass Media:
	•Developing Knowledge products (Leaflets, Policy Briefs, News Articles).	•Radio & TV
		•Campaigns
		•Print Media
	•Circulating Agricultural Production, productivity nutrition content on social media and online platforms.	•Social Media: Twitter/Facebook/WhatsApp/Instagram/Dgroups/YouTube etc.
		Mass Media:
•Radio, TV & Print		
•Display knowledge products on Agricultural Production, productivity nutrition during outreach event.	•Campaigns	
	•Print Media: Leaflets, Policy Briefs,	
•Face to face interactions: Brief presentation on issues associated with Agricultural Production, productivity nutrition..	•Exhibitions (Fairs, Agricultural Shows, Field Days etc.)	
3. Commercialization of the agricultural sector and market access	i) leaflets – eg. Tomato standards and value addition	•Meetings/Workshops/Symposiums/Trainings/ Conferences/
	ii) Radio programmes focusing on crop product value chains	Farmers, agribusiness community, marketing boards, bureau of standards
	iii) newspaper article	
	iv) tv and radio programme on where is the market and the quality of products of a particular market niche	
5. Knowledge and information management, communication and policy support	i) Leaflets on the various CCARDESA ICKM products	General public, policy markers
	ii) Articles in newspapers, social media	General public, policy markers
	iii) KM Strategy – integrating CCARDESA ICKM agenda	Policy makers buy in and budget support

4. FOUNDATIONS OF KNOWLEDGE MANAGEMENT

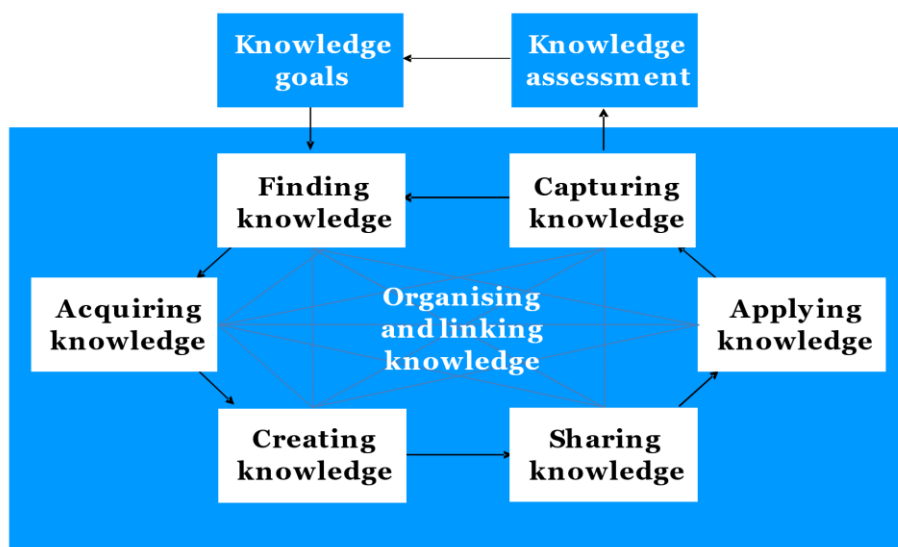
Dr. Andreas Brandner, Executive Director of the Knowledge for Development Partnership (K4DP) provided training sessions to introduce the concept of Knowledge Management for Agricultural Development to the participants.



In a first session, Dr. Brandner introduced the foundations of Knowledge Management, highlighting the relevance of knowledge and its

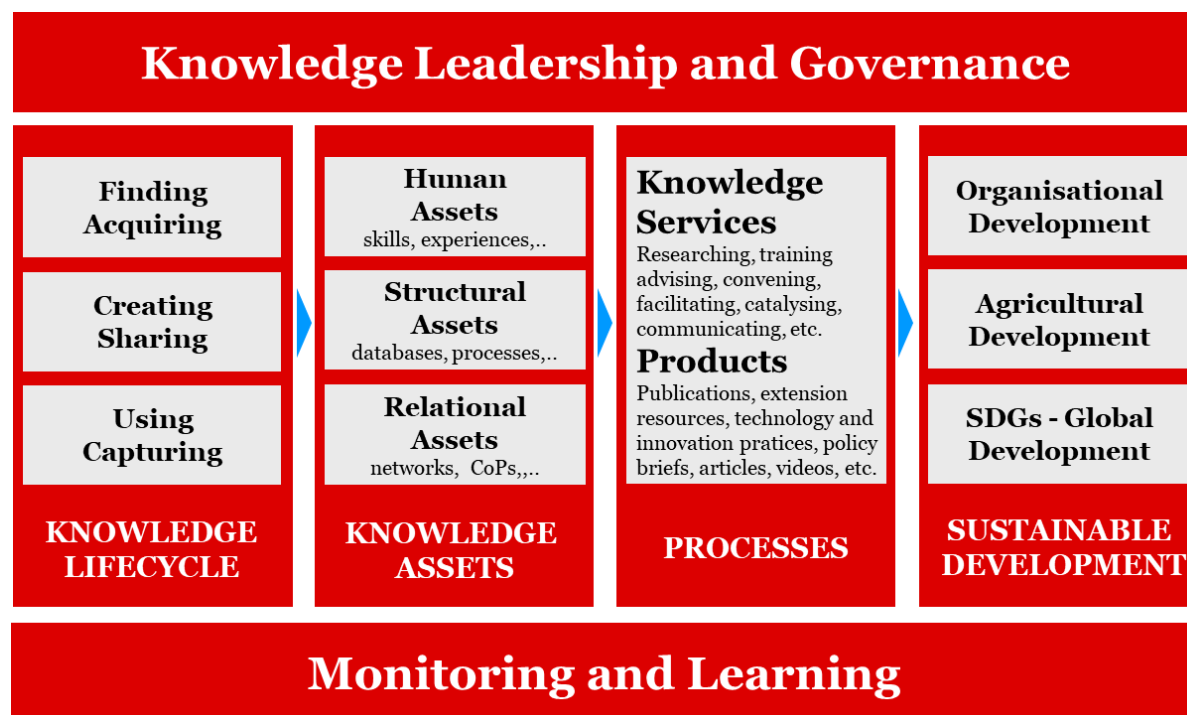
current dynamics, distinguishing between data, information and knowledge, introducing the steps to competitiveness. He provided a definition of Knowledge Management as a “targeted, systematic, and integrated approach to finding, acquiring, creating, sharing, applying, capturing and managing knowledge to achieve the objectives of the organisations”, as well as of knowledge and related concepts.

Targeted, systematic, integrated Knowledge Management



Based on Probst, Raub, Romhardt, Managing Knowledge, 1999

He introduced the KM4D Framework, which provides a knowledge value chain from knowledge lifecycle to agricultural development.



KM4AgD Framework

Dr. Brandner described 3 key challenges for Agricultural Development and linked them with KM.

- 1) Converting resource-based comparative advantages into competitiveness
- 2) Converting commodities into products
- 3) Converting urban and rural communities into development catalysts

He described, that African agriculture could increase productivity and profitability when focusing on commodities and products that are highly in demand globally. Knowledge Management shall help to provide knowledge on such opportunities as well as on knowledge necessary for the production and export processes.

He presented the recent developments in Knowledge Management on continental level, where the Akosombo Integration Agenda has been developed to guide the KM initiatives across the continent.

Akosombo Integration Agenda means integration of:

1. Knowledge Management Approaches: Targeted, systematic, integrated, ecosystem approach
2. KM Tools: dSpace, dGroups, Knowledge Graph, other?
3. Knowledge Resources: from data to knowledge products/services: guiding principles, formats, quality, standards
4. KM Processes: Capturing, Transforming, Sharing,..
5. Communities
6. KM Capacity Development: Training Courses, competency frameworks, KM Community; mutual support; complementary strengths
7. Knowledge Ecosystems for AR4D: Agricultural Knowledge Agenda and Knowledge Partnership; KM Conferences

Dr. Brandner also introduced the KM4AgD Challenge and the TOP-10 Challenges in KM, which have been developed by the participants of that programme, which also 5 CCARDESA participants are joining.

TOP-Challenges in KM

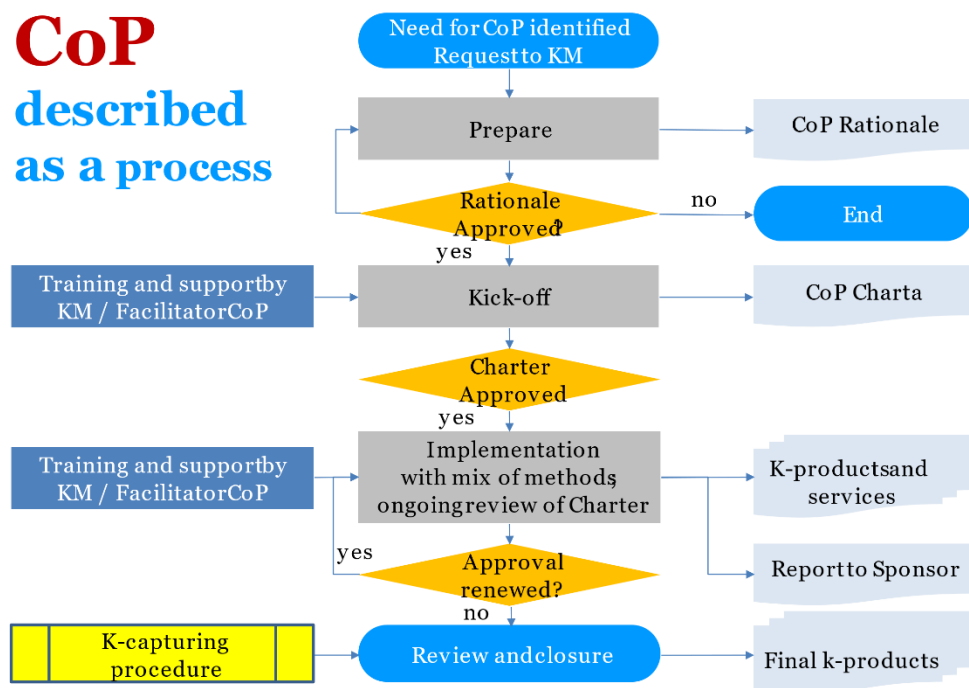
- Professionalise KM in institutions/organisations
- Establish Knowledge Partnerships and Knowledge Agendas
- Create Awareness for KM
- Foster Knowledge Inclusion
- Develop and provide essential infrastructures
- Establish KM Competence Centres for education, research, outreach
- Define and coordinate national Knowledge Processes
- Develop national Knowledge Hubs
- Adopt business models for provision of knowledge services
- Fight fake news and misinformation

Dr. Brandner gave an overview on national knowledge partnerships, their structure and processes and outlined the way, how Uganda aims to establish a national knowledge partnership.

Dr. Brandner introduced the Standards relevant for KM, the Standard IS=9001:2015. It is the most important standard in the world, for Quality Management. The other ISO 30401 on Knowledge Management. He provided a template for the Knowledge Resource Matrix, which helps to determine knowledge relevant to the performance of the organisation and an exercise has been executed to practice it.

Key elements of anchoring KM in the Management System (roles, responsibilities and more) have been

described, examples have been given from several institutions, and exercises have been done in teams. Advancing the knowledge culture, defining and optimising knowledge processes, specifically knowledge



capturing, knowledge dissemination, communication and sharing have been discussed. Specifically the capturing of staff's knowledge before they leave has been elaborated and a Knowledge Transfer Plan has been introduced with an exercises

The concept of Communities of Practice as well as the methods and tools was introduced, a Charter for CoPs was presented and provided as a document.

An exercise for CoP was done and a group work to identify strengths, weaknesses, a vision and actions

for a Southern African Community of Practice in Knowledge Management was completed.

Finally, the next steps in the advancement of the CCARDESA CoP in KM have been defined to operationalize the further growth of KM in the SADC region.

5. CLOSING AND FINAL REMARKS

In officially closing the workshop, Dr. Podisi, the CAADP-XP4 Programme Coordinator, gave remarks on behalf of the Executive Director. He thanked the participants for their active participation in the training, whom he said despite the work they did for CCARDESA being voluntary, they always put in their best. Dr. Podisi thanked the CCARDESA Executive Director for setting the pace and acknowledging the importance of Knowledge management for CCARDESA. He also thanked the FARA Executive Director, Dr. Yemi Akinbamiyo, for sparing time off his busy schedule to attend the meeting.

Dr Podisi also applauded the facilitators (Mr. Martin Muchero and Dr. Andreas Brandner) for their unmatched wealth of knowledge in their respective disciplines. He implored the ICKM Focal point persons to put to good use the knowledge that they had acquired and share it in their respective countries through user-friendly knowledge products.

Participants were drawn from the 10 SADC countries, which included Botswana, the Democratic Republic of Congo, Eswatini, Lesotho, Malawi, Mozambique, Namibia, Tanzania, Zambia, and Zimbabwe. The participants expressed their gratitude for the training outcomes and left energized to implement the country plans they developed during the training. The training workshop was held under the auspices of the CAADP-XP4 Project which is funded by the European Union and administered through IFAD.

ANNEXES

ANNEX I: WORKSHOP PROGRAMME



Time	ACTIVITY	Responsible
21 st November	Arrival Management of Rooming list & Set-up of the Conference room	ALL Finance & Admin
DAY 1	22nd November, 2021	
	Moderator: Dr Baitisi Podisi Rapporteurs: Angola and Botswana	
08:30: - 09:00	Registration of delegates & Administration Notices	Finance & Admin
09:00 – 09:15	Introductions	
09:15-09:25	Opening Remarks	Dr. C. S. Dlamini
09:25 – 09:40	Key Note address	Dr. Yemi Akinbamiyo
09:40 – 09:45	Objectives of the meeting	Ms Bridget Kakuwa
09:45 – 09:55	CCARDESA ICKM Strategy Overview	Ms Bridget Kakuwa
09:55 - 10:10	CAADP-XP4 Overview	Ms Futhi Magagula
10:10 – 10:20	Discussions	
10:20 - 10:30	Group photo	All
10:30 – 11:00	HEALTH BREAK	
11:00 – 11:30	Data Capture Guidelines & Strategies	Ms Bridget Kakuwa
11:30 – 12:00	Discussions	
12:00 – 12:30	Malabo Declaration and SADC-RAP	Mr Martin Muchero
12:30 – 13:00	Discussions	All
13:00 – 14:00	LUNCH BREAK	All
14: 00 -14:30	Malabo Status in the SADC	Mr. Martin Muchero
14:30 -15:00	Guidelines for capturing information and knowledge products for country CAADP process-Commitments 1-3	Mr Martin Muchero
15:00 - 15:30	Discussions	ALL
15:30 -16:00	HEALTH BREAK	
16:00 – 16:30	CCARDESA Mobile App	Ms. Bridget Kakuwa
16:30 -16:45	Discussion	All
16:45 -17:00	End of Day Wrap-up Session	Ms Futhi Magagula
16:45-17:30	Distribution of DSA to participants	Finance & Admin
DAY 2	23rd November, 2021	
	Moderator: Ms Futhi Magagula Rapporteurs: Eswatini and Lesotho	
08:15-08:30	Circulation of Delegates Register	Finance & Admin
08:30-08:45	Recap	Zimbabwe
08:45-10:00	Guidelines for capturing information and knowledge products for country CAADP process-Commitments 3 -7	Mr.Muchero
10:00-10:30	Discussion	All
10:30- 11:00	HEALTH BREAK	ALL
11:00-12:00	Group work: To review Country Data Capture guidelines: Align strategies to CCARDESA ICKM	Ms Bridget Kakuwa
12:00 – 12:30	Report Back	Group Reps

12:30-13:00	Discussions	All
13:00-14:00	LUNCH BREAK	ALL
14:00-14:30	SADC-RAIP	Mr. Martin Muchero
14:30 – 15:00	Discussions	Mr. Martin Muchero
15:00 – 15:30	HEALTH BREAK	ALL
15:30 – 16:00	SADC- RISDP	Mr. Martin Muchero
16:00 -17:00	Discussions	All
DAY 3	24th November 2021	
Moderator: Ms Bridget Kakuwa		
Rapporteurs: Malawi and Mozambique		
08:15-08:30	Circulation of Daily Participants Register	Finance & Admin
08:30-08:45	Recap	Zambia
08:45-09:45	Country Action Plans for collection of Malabo related content	Mr. Martin Muchero
09:45-10:30	Discussion	All
10:30-11:00	HEALTH BREAK	ALL
11:00-12:00	Group work Country Action Plans for collection of Malabo related content	Groups
12:00-13:00	Presentations -10 Minutes each	Country Reps
13:00-14:00	LUNCH BREAK	ALL
14:00-15:30	KM Essentials1. Foundations of KM; Developing KM Strategies and knowledge goals	Dr Andreas Brandner
15:30-16:00	Practical session	All
16:00-16:15	HEALTH BREAK	ALL
16:15-17:00	KM Essentials 2 <ul style="list-style-type: none"> ✓ Achieving knowledge leadership excellence ✓ Developing and maintaining a knowledge culture 	Dr Andreas Brandner
DAY 4	25th November 2021	
Moderator: Dr. Podisi		
Rapporteurs: Namibia x 2		
08:15-08:30	Circulation of Daily Participants Register	Finance & Admin
08:30-08:45	Recap	Tanzania
08:45-09:45	KM Essentials 3 <ul style="list-style-type: none"> ✓ Designing key knowledge processes: Capturing; ✓ Designing key knowledge processes: Communication ✓ Dissemination - reaching the last mile 	Dr. Andreas Brandner
09:45-10:15	Discussions	All
10:15-10:30	HEALTH BREAK	ALL
10:30-11:30	KM Essentials 4	Dr. Andreas Brandner
11:30-12:30	KM Essentials Advanced 1 (<i>How to make Communities of Practice</i>)	Dr. Andreas Brandner
12:30-13:00	Development of the CCARDESA ICKM CoP Action plan 2022	Dr Andreas Brandner /Bridget
13:00-14:00	LUNCH BREAK	ALL
14:00-15:00	KM Systems (FARA DataInforms, SAAIKS)	Ms. Bridget Kakuwa
15:00-16:15	Support to CCARDESA ICKM Discussion Groups <ul style="list-style-type: none"> ✓ KM country Actions ✓ Next Steps 	Ms. Bridget Kakuwa
16:15-16:30	HEALTH BREAK	ALL
16:30-16:45	Closing Remarks	Dr. S. C Dlamini
16:45-17:00	Admin Notices	Finance & Admin
17:00-18:00	Closure and Reconciliation of Rooming List and Hotel Bills	Finance & Admin
END OF MEETING		

ANNEX II: LIST OF PARTICIPANTS

No	Name	Country	Email address
1	Ms. Muhariwa Upile Misyenje	Malawi	upifaith@gmail.com
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