



CTDO 5-YEAR STRATEGIC PLAN 2025-2029

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Acronyms

CBD	Convention on Biological Diversity
CIMMYT	International Maize and Wheat Improvement Centre
CHS	Core Humanitarian Standards
CSB	Community Seed Banks
CSO	Civil Society Organisation
CTDO	Community Technology Development Organisation
DRR	Disaster Risk Reduction
EMA	Environmental Management Agency
FAO	Food and Agriculture Organisation
FFS	Farmers Field School
GAL	Gender Action and Learning
GIS	Geographic Information Systems
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
ICT	Information Communication Technology
ITPGRFA	International Treaty on Plant Genetic Resources for Food and Agriculture
KRA	Key Result Area
MIYCN	Maternal Infant and Young Child Nutrition
MECWL	Ministry of Environment, Climate and Wildlife
MLAFWRD	Ministry of Lands, Agriculture, Fisheries, Water, and Rural Development
MLG	Ministry of Local Government
MoHCC	Ministry of Health and Childcare
MOU	Memorandum of Understanding
MFNSC	Multisectoral Food and Nutrition Security Committee
NSBC	Nutrition Social behaviour Change
NUS	Neglected and Underutilized Species
PGR	Plant Genetic Resources
PGRFA	Plant Genetic Resources for Food and Agriculture
PPB	Participatory Plant Breeding
PVE	Participatory Varietal Enhancement
PVS	Participatory Varietal Selection
SFM	Sustainable Forest Management
SLM	Sustainable Land Management
SADC	Southern African Development Community
UNDP	United Nations Development Programme
VAM	Vulnerability Assessment and Monitoring
VfM	Value for Money
WASH	Water, Sanitation and Hygiene
WHH	Welt Hunger Hilfe
ZimLAC	Zimbabwe Livelihoods Assessment Committee

EXECUTIVE SUMMARY

Within the rural development discourse, Community Technology Development Organisation (CTDO) marks more than three-decades in transforming rural livelihoods in Zimbabwe and beyond. The experience and the continuous environmental settings, coupled with climatic pressures and contextual changes, calls for the organisation to refocus and map a clear strategic plan for the period 2024 to 2028. In terms of this plan, the organisation maps a clear future direction, relevance, and prioritises emerging niches and gaps while scaling up and scaling out proven technologies within the operational space in Zimbabwe. The organisation will use proven technologies and experiences to create learning hubs for other like-minded organisations in the Global South to tap from.

It is important to highlight that the preceding strategic plan [2019 - 2023] was impacted by the COVID-19 pandemic that resulted in national lock downs. These lock downs and the volatile macroeconomic environment negatively affected implementation of some of the strategic plans. However, the organisation managed to quickly adapt by employing mitigatory measures, among them being the procurement of personal protective equipment for staff and beneficiaries in target communities. To mitigate against volatility in the economic space, the organisation continued to mobilize resources to support smallholder farmers who constitute its key stakeholders. Key projects produced significant results under lock down, among them, the use of Information Communication Technology for disseminating agricultural extension, health, hygiene and nutrition messages to communities and aiding access to mechanized equipment in targeted districts. CTDO also commenced the 12-year Markets and Seed Access Project (MASAP) (longest cycle in its history), in partnership with Niras and The Research Institute of Organic Agriculture (FiBL). The organisation co-hosted the United Nations Food and Agricultural Organization UNFAO International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA) delegation in support of the commemoration of the International Year of Millets in year 2023. Together with the Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD), CTDO facilitated the integration of the Farmer Field Schools (FFS) concept into the national extension methodology. The government has targeted the establishment of 35 000 FFS in the next 5 years across all districts of the country. Furthermore, the organisation influenced the development of national policies through drafting and approval by the Government of the Agriculture Education, Extension and Research (AEER) and the Agriculture Marketing and Trade (AMT) Plans. The AEER Plan aims to bring change from the old way of delivering agricultural services to the farmers and seeks to develop a robust farmer-centric and market led agricultural system capable of turning around the Zimbabwe economy and achieve food sovereignty and nutrition security. The AMT Plan will assist in addressing the challenges of low productivity faced by farmers, uncompetitive and inefficient agricultural marketing, and trade systems thereby contributing to agricultural growth and competitiveness. The plan will facilitate reduction in the cost of doing business, increase farmers' income, access to domestic and foreign markets, market infrastructure development, and predictability of marketing and trade policies.

In collaboration with Ministry of Health and Child Care (MoHCC), CTDO supported the development and rollout of the standardised National Care Group Guidelines (2021). The guidelines aim to improve behaviour change in a large population while maintaining low cost and sustainability.

This strategic plan is a result of wide consultations with relevant stakeholders, including the CTDO Board, and staff members, which took into consideration divergent views, suggestions, contributions, and vision of the key stakeholders in prioritizing key focus areas/themes.

The CTDO family, encompasses the Board, directorate, staff members, farmers organizations, academia and key stakeholders who are committed to its vision and mission, and all are determined to provide quality services to the beneficiaries and stakeholders served.

The main thematic guiding programs have redefined their new priorities and areas of focus, including rebranding as follows:

I-0 Guiding Principles, Vision, Mission and Ambition

Guiding principles

CTDO is guided by the following principles:



Vision

Communities with right access to food and free from hunger, malnutrition, poverty, and injustice nationally, regionally, and internationally.

Mission

CTDO seeks to promote people-centred research, technology, and innovation systems and to advocate for pro-poor policies which contribute to poverty alleviation and food and nutrition security of targeted marginalized groups and communities through the application of nature-based solutions (NBS) that embrace regenerative agriculture.

Our ambition

To be a leading organisation in sustainable seed and food systems transformation, environment management, livelihoods diversification and supporting the development of people-centred policy frameworks.

I.1 CTDO Programme Pillars 2025-2029

Within the framework of implementing the 5-year strategic plan, CTDO will rely on the efficacy and effectiveness of the six pillars of its operational structures as indicated below:

<p>Food Security, Nutrition and Livelihoods Programme</p>	<ul style="list-style-type: none"> • The programme will focus on both humanitarian and development programming to ensure equitable and sustainable utilization of agro biodiversity, sustainable food systems for social, climate action and economic benefits for present and future generations. • It will design, implement, and facilitate nutrition social behaviour change programmes (NSBC), Maternal Infant and Young Child Nutrition (MIYCN), WASH, sustainable food systems, livelihood diversification, disaster preparedness, , and development of shock responsive social safety nets. • The programme is designed to ensure that vulnerable households in target districts have improved resilience, income, WASH, health, and nutrition outcomes. • The strategic plan will take stock of current barriers to social inclusion, and gender mainstreaming in food production and livelihoods and recommend gender transformative actions to be implemented to ensure behaviour change and adoption.
<p>Biodiversity and Genetic Resources Programme</p>	<ul style="list-style-type: none"> • This programme intends to promote and protect agricultural biodiversity through ecosystems and ecological agricultural practices, food production, and biodiversity conservation and sustainable use, considering local knowledge systems that are combined with scientific approaches. • Its major focus areas will be the restoration of lost genetic resources, rehabilitation, carrying out rescue missions in hot spot areas such as dam construction and large-scale mining areas, taking measures to sustainably maintain biodiversity and ensuring resilient food production under adverse climate conditions. • This programme aims to advance research in both in-situ and ex-situ, on-farm conservation, foster income generation through value chain development, empower community-driven conservation and sustainable use of biodiversity and to enhance agricultural productivity through restoration and improvement efforts, establishment, supporting and strengthening of

	<p>community seed banks (CSBs) and farmer managed seed systems (FMSS)</p> <ul style="list-style-type: none"> • Furthermore, it seeks to collaborate and partner with like-minded organisations, such as Crop Breeding Institute (CBI) and Southern African Development Community (SADC) Genebank to drive collective progress. • These strategies will be both on farm, in-situ and ex-situ PGRFA conservation, restoration, on-farm seed production and supply (seed saving and exchange mechanisms) and participatory plant breeding, including participatory varietal selection on farm characterization, multi-location variety testing through farmer field schools (FFS) approach. • The programme will assist CTDO in contributing to the main objective of the International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA), which is to conserve and sustainably use plant genetic resources for food and agriculture and equitable sharing of benefits arising from their use.
<p>Environment, Climate Action and Disaster Management Programme</p>	<ul style="list-style-type: none"> • The aim of this programme will be to promote and protect natural environments through landscape approaches that enhance sustainable land management (SLM) and sustainable forest management (SFM). • The thrust will be strengthening nature based solutions of sustainable and inclusive use of natural resources through gender inclusive practices. • The programme will focus on the broad catchment protection using ecosystem-based approach, working with communities and key stakeholders. • It will prioritize inclusive renewable energy, forestry management, restoration of degraded lands and conservation of wetlands. • Piloting, scaling-up and scaling-out climate mitigatory and adaptation strategies, which promote climate smart agricultural approaches and agro-ecological farming that will form a major component of the programme for purposes of mainstreaming best practices. • The programme will interface with the Food Security and Biodiversity programmes in creating a sustainable ecosystem, especially among the targeted rural households. • The programme will focus on enhancing people centred development and utilization of natural resources for equitable economic growth and prosperity.
	<ul style="list-style-type: none"> • This programme aims to strengthen an enabling policy environment in the agricultural, environmental, climate change, agrobiodiversity, food systems transformation and nutrition from local to global levels. • CTDO's vision is to build communities with a high degree of harmonization and rationalization to enable pooling of resources to achieve collective self-reliance and improving living standards of smallholder farmers.

<p>Policy and Advocacy Programme</p>	<ul style="list-style-type: none"> • The programme will lobby and advocate for pro-poor policies. It will contribute to strengthening the policy environment for gender sensitive and socially inclusive development framework. • The programme will facilitate active participation of communities in policy decision making processes. • This will entail focusing on protecting the interests of mainly rural farmers through lobbying government to come up with appropriate legislation or policy frameworks which support the interests of the smallholder farmers. • The programme will work with Government, key stakeholders and interested entities to effectively interpret and domesticate international instruments such as the Convention on Biological Diversity (CBD), the International Treaty on Plant Genetics Resources for Food and Agriculture (ITPGRFA), the NAGOYA Protocol, on Access and Benefit Sharing among others, which government has ratified for implementation at national level.
<p>Finance, Administration and Logistics Programme</p>	<ul style="list-style-type: none"> • Provides administrative, financial, and technical support for project design, implementation and accountability. • Works with all programmes providing logistical support and producing financial audit reports. • The programme will continue to play a key role in ensuring the smooth operations of the organisation, ensure value for money (VfM) especially adhering to grant compliance and producing financial reports to internationally accepted standards.
<p>Information, Communication and Publicity Programme</p>	<ul style="list-style-type: none"> • Information, Communication and Publicity Programme will ensure that CTDO communicates effectively with various stakeholders. • The programme will be responsible for visibility, branding, knowledge management and stakeholder engagement. • It will develop information, education, and communication (IEC) material earmarked for wider stakeholder dissemination. • The programme will develop, provide ICT services and share content to ensure presence on digital platforms.

I.2 CTDO Community Development Priorities

The organisation has set key priority areas for the period 2025-2029, which are informed by current strengths and opportunities in key thematic areas, that are in sync with key developmental agenda at national, regional, and international levels. Reference to key focal areas is informed by the prioritization below, and evidence-based decision making. The overall strategy will be informed by facts, research-based data and literature which will inform development decisions.

- **Making community markets work** through adopting the Market Systems Development approach, which is currently being piloted within the Market Access and Seeds Project (MASAP).
- Adopting and making effective use of **Information Communication Technology for Development (ICT4D) and Mobile applications** in rural development work.
- Enhanced community **social safeguarding** through social screening of proposed interventions, critically assessing their impacts on gender, minority groups, and persons with disabilities.
- **Community Climate Change** response mechanisms and strategies.
- Advocating for and influencing **Social Behaviour Change**.
- Forging and setting **smart partnerships** and establishing consortia with like-minded organisations.
- Supporting on farm **mechanisation**, i.e. (labour saving technologies).
- Promoting **conservation and sustainable** utilisation of plant genetic resources for food and agriculture.
- Lobbying and advocating/supporting for the establishment of **legal and institutional frameworks** for the management of PGRFA in line with the International Treaty provisions.
- Promoting **farmers and community participation in decision making** processes and participation in all project activities.
- Supporting **communities to access and get their share of benefits** from the exploitation of natural resources found within their areas.

I.3 Partnerships and Stakeholders

CTDO believes in national and regional development integration and globalization of efforts to achieve desired outputs and outcomes. In this regard, the organisation's vision and mission will be actualized through the formation of strategic partnerships with like-minded organisations, whilst current partnerships will be maintained, strengthened, and further networked into new consortia for purposes of expanding the organisation's outreach. The partnership categories are expanded to include:

- National government line ministries, especially the Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD) which has incorporated most of CTDO's work in the new Agriculture Food Systems and Rural Transformation Strategy which plays a key role in pushing agriculture related policy agenda. Government ministries such as Local Government and Public Services and Social Welfare are key partners in community mobilization and cohesion.
- Emergency response and humanitarian support based on recurrent disasters in the country, mainly cyclones, droughts, and diseases/epidemics such as cholera and COVID-19. CTDO will nurture the collaboration and coordination with the Ministry of Health and Child Care (MoHCC). Partnerships with other civil society organisations for immediate response will be critical. Ongoing programmes with WFP-Zimbabwe and UNDP in emergency response will be strengthened and scaled up. Formulation of MOUs with UN Agencies, continental and regional research institutions, the CGIAR organizations, CSOs, Farmers Organizations.

- International Conventions and Treaties - the organisation works in collaboration with the secretariats of the ITPGRFA and CBD in ensuring that measures are put in place to promote conservation and sustainable use of biological resources.
- Academic Institutions - Memoranda of Understanding (MoUs) with local Universities developed and signed to carry out research and develop technological interventions designed to solve problems/challenges affecting communities in the agricultural sector. These MoUs are with such institutions as Women's University in Africa (WUA) and Marondera University of Agricultural Science and Technology (MUASt). Such linkages will be expanded to other state universities, academic institutions and high schools in line with emerging development needs.
- Research Institutions are key partners in pursuing innovations and the development of technology prototypes, they will technically backstop the organisation through evaluation services and staff development.
- Market Systems Development - the private sector are key strategic partners in ensuring product offtake for both community crops and livestock, as well as in technology dissemination earmarked for the targeted beneficiaries.
- Funding institutions and philanthropists are key strategic partners in resource mobilization and allocation.
- Community based organisations play a key role in mobilising communities, CTDO will network with like-minded Community Based Organisations (CBO) in implementing community projects.
- Partnerships will be established with organisations representing minority groups, youths, women and persons with disabilities.

I.4 Distinctive values and principles proposition

- **VALUES:** CTDO team will strive to promote the institution's values and is determined to safeguard its reputation and profile.
- **THE CTDO BRAND:** Within the local rural development sector, CTDO is well known for lobbying and supporting the Plant Genetic Resources for Food and Agriculture (PGRFA) conservation, production, processing, and consumption of traditional grains and Neglected and Underutilised Foods (NUFs). CTDO is also well known for promoting pro-poor policies. We will further strengthen our brand to distinctively flag our relevance and existence, such that stakeholders can connect to our vision and strategy.
- **NATIONAL, REGIONAL, AND INTERNATIONAL POSITIONING:** CTDO actively contributes to the local, national, regional, and global discourse, and is well known within the PGR conservation and sustainable use sector. In year 2023, CTDO was the first in Africa, to host the International Year of Millets celebrations, in collaboration and cooperation with the MLAFWRD, UN Food and Agriculture Organisation (FAO), the European Union Delegation, and delegates from the International Treaty-FAO Rome Italy.
- **BROADENING THE FUNDING BASKET:** CTDO will reach out to more funding baskets through networking and investing in self-sustenance initiatives through establishing not for profit enterprises.
- **GRANT COMPLIANCE AND PROGRAM QUALITY:** CTDO will invest in program quality control, which is derived mainly from experienced staffing, and nurturing new upcoming talent and adhering to set operational policies.

- **COOPERATION:** CTDO strives to cooperate with other development agencies, stakeholders, private sector companies and target communities in meeting its objectives.

2.0 Background to operating environment

2.1 Socio-Economic, Climatic and Political Environment

The occurrence of tropical cyclones such as Idai (2019), Chalane (2020), Tropical Depression Eloise (2021) and Tropical storm Anna (2022) in the Eastern districts of Zimbabwe affected livelihoods of the targeted population. Houses were destroyed and critical infrastructure such as communication masts, roads, water and sanitation facilities, schools, and clinics were damaged.

Furthermore, the COVID-19 pandemic that resulted in a national lockdown from 30 March 2020 to mid-year in 2022 left communities extremely vulnerable. In this context, the role of civil society in the country's development agenda became critical through mobilizing resources and supporting citizens on social issues such as education, health, COVID-19 management, agricultural recovery, humanitarian food assistance and natural resources management. These are strategic sectors which CTDO has prioritized in the context of the 2025 -2029 strategic plan.

In the past cropping seasons, most Zimbabwean farmers recorded low yields due to poor season performance, prolonged mid-season dry spells, and shortage of resources to buy inputs. The Famine Early Warning Systems Network (FEWS NET) estimates that 40% or more of the population (6 million people) were annually food insecure during the critical hunger months covering the period January to March 2023. Food and nutritional insecurity remain a critical issue for the country and urgent interventions are required to improve community livelihoods, protect household assets, and minimize the effects of pandemics and disasters.

3.0 CTDO achievements within the 2019-2023 strategic plan

The organisation recorded significant achievements within the previous strategic plan, which will assist in modelling the 2025-2029 strategy, either for purposes of replication or for guiding new thinking and approaches. Such initiatives included:

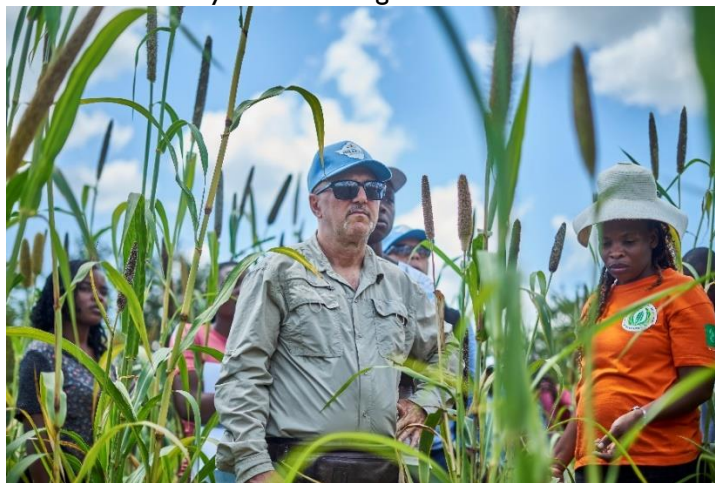
- ✓ Community seed banking
- ✓ Water harvesting via weir dams
- ✓ Care Group models
- ✓ Farmer Field School education
- ✓ Nutrition programming
- ✓ Promoting millets during the International Year of Millets celebrations

These approaches addressed multiple aspects of sustainability, community development, and nutrition.

Programme Area	CTDO Most Significant Achievements and Outcomes (2019-23)
<p>Food Security, Nutrition and Livelihoods</p>	<ul style="list-style-type: none"> • Construction of weir dams across operational districts earmarked for diverse horticulture production, livestock watering, and market gardening. In this regard, 15 weir dams of high-volume surface water storage were built. • Construction of community seed banks in additional provinces and districts within the country. To date, 25 functional seed banks have been built. • Construction of 20 housing units and 20 toilets in Nyanga district post the impact of cyclone storm Annah. • Production of the national recipe book, Health, and Nutrition Technology booklet. • Establishment of more than 50 solar powered 1-hectare nutrition gardens. • Development of the National Care Group (CG) guidelines and training package for nutrition social behaviour change programming. • Received 5 awards as part of the Welthungerhilfe Eastern and Southern Regional ‘Oscars’ competition on Breastfeeding commemoration. • Development of an informative Health and Nutrition mobile Application. • Celebrating the International Year of Millets in Masvingo province. • Initiated the 12-year Markets and Seed Access Project (MASAP). • Strategic technical partner in the multi-country Dryland Sustainable Impact Programme (DSLIP). • The use of digital applications in agriculture extension (Agrishare, Nutrition app and Kurima Mari). • Awarded the Australian Awards Fellowship programme. • Championing protection and safeguarding among communities, service providers and staff. <div data-bbox="435 1108 1354 1612" style="text-align: center;"> </div> <p style="text-align: center;"><i>Saunyama CSB in Nyanga district</i></p>

Agricultural Biodiversity Management

- Integration/incorporation of the Farmer Field School Curricular into national agriculture extension system.
- Graduation of 44 Farmer Field School Master Trainers and 250 Farmer Field School facilitators.
- Germplasm collection and storage in the National and Regional Gene Bank and facilitating long-term storage of the same at the Svalbard Global Seed Vault.
- Supported the establishment of the Farmer Seed Enterprise: safeguarding the production and utilisation of traditional grains.
- Supported the production of the Zimbabwe National Strategy and Action Plan on PGRFA-which is contributing to the domestication of the International Treaty
- Developed a 10 PGRFA management scale up pathway.
- Produced the Community Seed Banking Technical Manual.



Field visit in Shashi Masvingo during International Year of Millets celebrations

Environment, Climate Action and Disaster Management

- Implemented a large-scale Land Degradation Neutrality and recovery program titled Dryland Sustainable Landscapes Impact Programme (DSLIP) in the Save and Runde Basins.
- Supported Rural Districts Councils to come up with by-laws which safeguard extraction and access to local resources, in Chipinge, Mt Darwin, Seke and Chegutu Districts.



Gupiti dam in Mutoko

Policy and Advocacy	<ul style="list-style-type: none"> • The organisation influenced national policies through drafting and approval by the Government of the Agriculture Education, Extension and Research (AEER) and the Agriculture Marketing and Trade (AMT) Plans. • CTDO together with Government carried out an Agricultural Colleges curriculum review and updated modules that address the real priority needs for sustainable and profitable agricultural production in Zimbabwe. • Introduced small-scale mechanisation equipment to reduce drudgery and improve product quality. • Integration and adoption of small-scale mechanisation and agroecology principles. • Ensured empowerment and ownership of community assets through co-financing. • Promoted the growing of traditional grains and other climate resilient crops in the project areas. • Improved access to safe drinking water for the local communities through drilling or rehabilitation of dysfunctional boreholes. • The project interventions resulted in improved health and hygiene practices among the local communities. • Increased participation of women and youth in project implementation. • Collaboration with Government institutions and like-minded organisations improved. • Influenced the by law formulation process for local authorities. • Produced policy briefs and awareness raising materials for distribution to local communities and stakeholders.
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4.0 Strategic direction within thematic pillars 2025 - 2029

THEMATIC PILLAR	STRATEGIC THRUST 2025 - 2029	ACHIEVEMENT ATTRIBUTES
Food Security, Nutrition and Livelihoods	<ul style="list-style-type: none"> • Nutrition Sensitive and Nutrition Specific Programming. • Crop and livestock integration. • Sustainable food systems. • Water Sanitation and Hygiene- WASH. • Regenerative Agriculture • Diversified livelihoods. • Protection and Safeguarding. • Climate Adaptation and Mitigation. • Disability and Social Inclusive programming. 	<ul style="list-style-type: none"> • Experienced and qualified staff members. • Development of bankable business cases. • Timely implementation of active grants. • Adherence to institutional policies as guiding principles. • Ability to network within the sector. • Collaboration and coordination with MoHCC, MFNSC and relevant networks.
	<ul style="list-style-type: none"> • Fundraise for the effective implementation of all CTDO's Agricultural Biodiversity work. 	<ul style="list-style-type: none"> • Rebrand all staff and employ members with PGR conservation training.

<p>Biodiversity and Genetic Resources</p>	<ul style="list-style-type: none"> • Further actualize the PGR management 10-year scale up pathway drafted through the guidance of the ITPGRFA. • Establish a network of community seedbanks (Interlinked through a provincial/district seedbank database). • Promote prioritized NUS and further develop their value chains. • Establish a regional learning hub of CTDO's community seed banking, PPB/PVS/PVE and Farmer Field Schools work. • Provide training of Ministry of Lands, Agriculture, Fisheries, Water and Rural Development staff to enable them to reach its target of establishing 35 000 farmer field schools across the country. • Regenerate and characterize accessions conserved in CSBs. 	<ul style="list-style-type: none"> • Development of bankable business cases. • Timely implementation of active grants. • Establish trials and multiplication/seed production sites for targeted NUS. • Strengthen governance structures of new and existing community seed banks.
<p>Environment, Climate Action and Disaster Management</p>	<ul style="list-style-type: none"> • Implement programs in line with internationally agreed conventions-Ramsar conventions on wetlands, UN Convention to combat desertification, the Convention on Biological Diversity. • Collaborate with Rural District Councils (RDCs), Environmental Management Agency (EMA), Climate Change Programme within the Ministry of Environment, and communities in the enforcement of by laws. • Regenerate trees and shrubs and support planting for catchment protection. • Collect tree seeds for storage in community seedbanks. • Promote rain-fed agricultural technologies to climate proof interventions. 	<ul style="list-style-type: none"> • Experienced staff. • Development of bankable proposals. • Ability to network with environment protection agencies. • Fund raise to participate during Conference of Party sessions.
<p>Policy and Advocacy</p>	<ul style="list-style-type: none"> • Fundraise targeting both local and external institution. • Partner with Government in developing national policies or legislation on registration of farmer varieties. 	<ul style="list-style-type: none"> • Experienced staff, Advocates, and policy analysts. • Development of bankable proposals. • Timely implementation of active grants.

	<ul style="list-style-type: none"> • Develop policy briefs on conservation and sustainable use of natural resources at local authorities' level for the benefit of the poor and marginalized communities. • Assist Government in domestication of international instruments it has ratified. • Assist Government in implementing mechanisation projects targeting small holder farmers. • Strengthening of markets and value addition along the value chains of the agricultural produce. • Advocate for the establishment of clear policy on Agro ecology. • Advocate for participation of Local Communities in by law formulation processes. • Advocate for National Water Harvesting Policy. 	<ul style="list-style-type: none"> • Broader stakeholders' engagement. • Ability to network at national, regional, and international fora.
<p>Finance, Administration and Logistics</p>	<ul style="list-style-type: none"> • To establish software, e.g. pastel systems which is in line with global accounting procedures. • To set up efficient logistical support system linked to thematic program expansion. • Ensure audit ready files are always available in support of financial spot checks. • Being pro-active in initiating grant audits. 	<ul style="list-style-type: none"> • Experienced grant accountants. • Timely execution of financial reports. • Adherence to grant protocols and regulations. • Institute robust procurement and compliance processes. • Adoption of modern financial systems.
<p>Information, Communication and Publicity</p>	<ul style="list-style-type: none"> • Ensure marking and branding of CTDO through various IEC Materials. • Produce annual workplans and annual reports in line with institutional thematic areas. • Manage the institutional website and ensure that well researched content is posted. • Ensure that all memos and communication correspondence is well filed. • Quality control on content disseminated through mobile applications. 	<ul style="list-style-type: none"> • Experienced communication staff. • Timely production of annual reports. • Active and regular updating of digital pages such as website content, LinkedIn, Facebook, X (formerly Twitter) account. • Active participation in National learning events. • Media release statements made.

5.0 Envisaged threats to the strategic plan

THREAT	IMPACT	MITIGATION STRATEGY
National macro-economic meltdown	Disturbance of smooth program implementation.	CTDO will join the UN daily security briefings to assess the situation more frequently.
Unpredictable weather patterns, e.g. Recurrent droughts and cyclones	Reversal of community development gains. Low crop production and productivity. Livestock deaths.	Ensure target groups receive early warning messages through digital platforms.
Change in national currency for transactions	Exchange rate gains or losses, these will distort total sums for signed and received grant amounts.	CTDO will fix all operational budgets in a stable currency.
Shrinkage of the funding basket (refocus on conflicts relative to development work)	Reduced funding opportunities, resulting in a decreased institutional basket.	Effective donor mapping and solicit for multi-year funding.
Political instability	Unstable political situation could result in collapsed services and national shutdown. The country may be isolated and therefore not able to tap funding from a diverse pool of donors?	CTDO will join the UN daily security briefings to assess the situation more frequently.
Change in Government policies	Possible change of government laws and policies.	Remain apolitical and continuous engagement with the government.
Passing of the NGO Bill into law	Possible change of operations of Civil Society Organisations (CSOs) and shrinking space of CSOs.	Strengthen collaboration with other CSOs and engage Government.
Disease/pandemic resurgence	The emergence of life-threatening diseases and pandemics disrupted effective physical interactions, as targeted beneficiaries could not join.	CTDO will display agility and be able to adapt and abide by Government guidelines.
Staff turn over	Staff movements, especially in key positions, may disrupt smooth implementation and stakeholder cohesion.	CTDO will ensure that staff are adequately resourced and working conditions are reviewed periodically.
Low community engagement	Poor outcomes and reduced impact of programs, decreased participation in community activities, lack of community ownership, poor resource allocation and decreased trust between community members and the organisation	CTDO will identify the root causes and develop strategies to increase participation, inclusion and ownership.

6.0 Monitoring, Evaluation, Accountability and Learning (MEAL)

CTDO acknowledges that growth is premised on efficacy and dependability. There will be need to upgrade and setup a robust institutional MEAL system with functional data tracking tools and all means of verification well filed. CTDO will focus on strengthening its monitoring, evaluation and learning systems building on lessons learnt in the past strategy. Currently, monitoring and evaluation support services are provided as a cross-cutting input across the different programmes.

An effective M&E system is needed for several reasons including:

- Provision of constant feedback on the extent to which the projects are achieving their intended outcomes and impacts.
- Enabling identification of problems at an early stage for timely corrective action to be taken.
- Monitoring how the project participants are being reached and benefiting from the project.
- Monitoring the efficiency with which the different components of the project are being implemented and providing suggestions for improvement.
- Conducting outcome harvesting and documentation of learnings to inform new project development.
- Ensuring transparency and accountability for resources and actions.

7.0 Interlinked Organisational Priorities 2025-2029

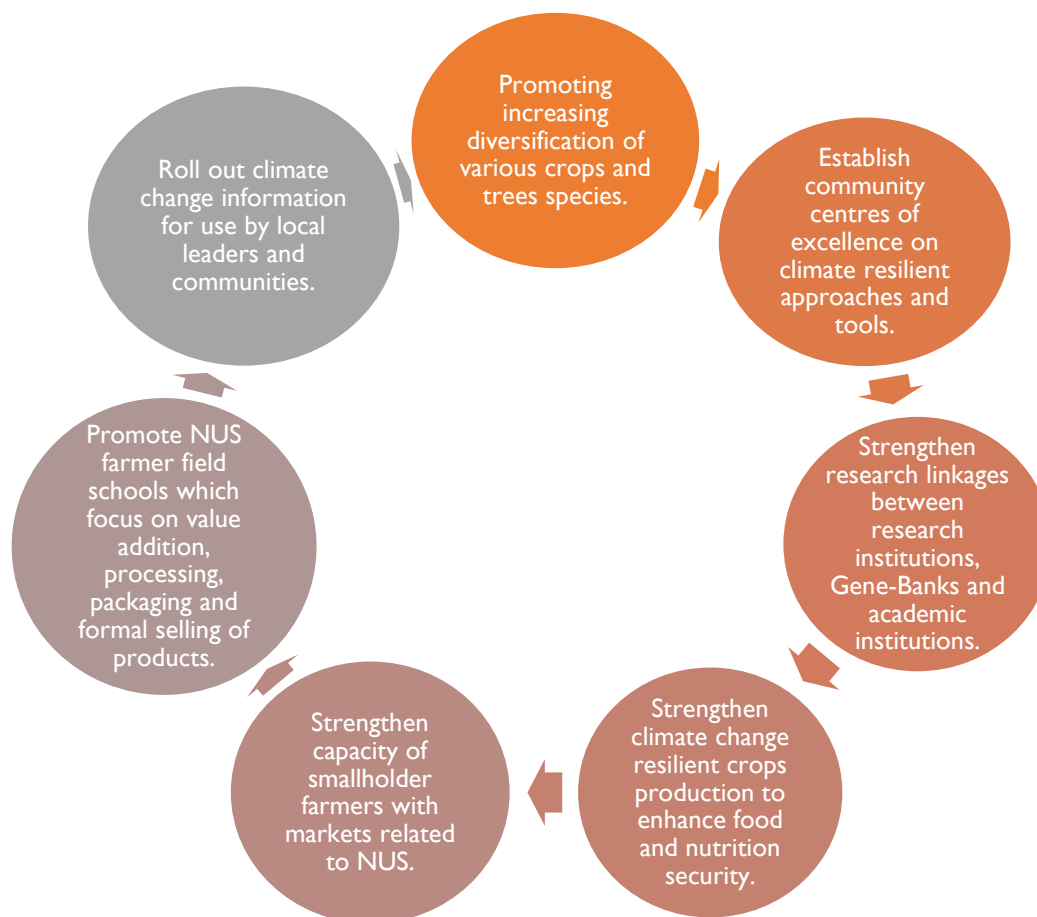
7.1 Research and Innovation

The key priorities for CTDO in the next 5 years are:



7.2 Climate Change and Sustainable Development

Climate change is a major issue that cuts across all programmes and the organisation. The main priorities under the new strategy are:



7.3 Gender Mainstreaming

Gender is at the core of CTDO across the entire project design and management cycle for all programmes. Identification of needs and priorities considers the participation of mostly women, youths, and vulnerable groups to influence the choice of technologies and intervention strategies that empower these groups. The focus on participatory technology development is designed to ensure that the roles, responsibilities, and decision-making capacities of women are strengthened during the planning, implementation, and monitoring process. CTDO staff have been capacitated on the different tools for gender mainstreaming through its collaborative work with international partners such as Oxfam Zimbabwe, Oxfam Novib, WHH and others where gender action research and learning has been conducted creating opportunities for programme staff and partners to work through gender lenses.

8.0 Documentation, knowledge management, and communication

8.1 Contextual analysis

CTDO has crafted a communication strategy document which will guide information management within the institution. Several knowledge and communication issues emerged during the strategic planning process. This relates to lack of expertise to turn the organisation's generated databases into clear

knowledge and communication products. The knowledge holders include staff, partners and key stakeholders and the knowledge needs to be captured to expand and consolidate the knowledge base/warehouse of the organisation currently and into the future. CTDO has been establishing itself as the leading organisation in the use of both indigenous and scientific knowledge and technologies for the eradication of hunger and poverty in Zimbabwe and the region at large and has been linking this knowledge with its policy and advocacy work.

8.2 Communication Objectives

The knowledge and communication agenda will be strengthened in the new communication strategy with the objective of strengthening existing and new knowledge networks among farmers and key stakeholders which directly feed into the CTDO knowledge, communication, and advocacy agenda.

8.3 Institutional Marketing and Branding for Visibility

CTDO's profile has been growing over the years at community, district, provincial, national, regional, and international levels due to the impact and relevance of its work with smallholder farmers. CTDO is visible in about 30 local authorities across Zimbabwe and participates in regional and international symposia on food security, agricultural biodiversity, environment and policy and advocacy work.

9.0 Resource Mobilization

9.1 Business Development and Future Trends

Fundraising is emerging as one of the key enablers for organisational growth and development as well as for the sustainability of CTDO into the future. CTDO has a resource mobilization plan (2024-28) that emphasizes:

- Integration of resource mobilization targets into the organisational strategic plan and programme budgets.
- Diversification of its donor base while retaining and deepening its relationships with existing donors and funding partners.
- Developing and nurturing key partnerships and alliances for strategic resource mobilization based on CTDO competences and comparative advantage in the development marketplace.
- Developing robust governance and management systems and structures that enable the organisation to professionally manage and grow a diverse portfolio of resources and assets.
- Continued growth and capacity building of the internal capacity for leading resource mobilization and strategic business relationships for the organisation.
- Strategically strengthening the role of the Board and other key staff members in resource mobilization for the organisation.

CTDO is operating in an environment where funding trends are getting more complex mainly due to the changing donor architecture where resources and budgets are getting more structured into sectors and themes that require consortia, strategic networks, and proven capacity for managing donor funds. There is also demand for evidence-based research and learning, scaled-up interventions with great impact as well as policy development. Most programmes tend to be more integrated, technical and market focused with the intention of delivering impact across a diverse range of communities. CTDO has been closely watching these trends over the past years with a view to sharpen its resource mobilization strategies and plan for 2025-29. The impact of the war in Ukraine and Israel must not be underestimated with regards to donor basket diversion.

9.2 Resource Mobilization Strategic Objectives

The goal is to ensure sustained and predictable funding for CTDO in Zimbabwe and the Southern African Region. The specific objectives are:

- To deepen relationships with all traditional donors of CTDO for increased funding of the organisation currently and in the future.
- To continuously diversify the funding base of the organisation for future growth and impact of programmes.
- To develop competitive funding proposals that meet donor always needs and expectations.

9.3 Key Resource Mobilization Strategies and Expected Results

<p>Strategies for local fundraising</p>	<p>(i) <i>Deepening relationships with traditional donors</i></p> <ul style="list-style-type: none"> • Embark on strategic confidence building initiatives and processes. • Create strategic communication channels on achievements and examples of good practice. • Organise strategic donor visits to the project sites to profile visibility of impacts. • Seconding staff for capacity building fellowship programmes with donors and partners. • Develop CTDO brochure and other simple electronic pamphlets capturing stories of change and project successes. <p>(ii) <i>Diversification of donor base</i></p> <ul style="list-style-type: none"> • Develop and update donor databases quarterly aligned to funding needs and gaps at programme level. • Develop concept notes and proposals (solicited and unsolicited). • Conduct strategic donor mapping and assess priorities through both electronic and intelligence surveys. • Register CTDO as a civil society organization in strategic countries. <p>(iii) <i>Development of competent and winning proposals</i></p> <ul style="list-style-type: none"> • Donor prioritization by programme area. • Invest in development of proposal teams to spearhead competent and winning proposals. • Convene proposal design workshops. • Secure winning partnerships and consortia. • Capacity building for key staff on proposal writing.
<p>Expected results in the next 5 years</p>	<ul style="list-style-type: none"> • Raise at least \$5,000,000 programme income per annum for CTDO. • Forge strategic partnerships for funding with at least six agencies per annum. • Develop proposals worth \$1,500,000 per quarter for CTDO. • Develop at least four research-oriented proposals per annum with reputable partners and universities.
<p>Action priorities</p>	<ul style="list-style-type: none"> • Develop the annual fundraising plan and review it quarterly. • Define programme area funding priorities and review quarterly.

<p>Key performance indicators</p>	<ul style="list-style-type: none"> • The number of signed multi-year funding agreements increased by 40%. • 20% increase in funding from traditional donors. • 40% increase in income from diversified sources of income over the strategy period 2024-28.
<p>Key donors to be targeted</p>	<p>The major donors to be targeted for significant fundraising will be:</p> <ul style="list-style-type: none"> • European Union (EU) • United States Agency for International Development (USAID) • German Government (BMZ) • Brot-Bread for the world • Oxfam Novib • Swedish International Development Agency (SIDA) • Swiss Development Corporation (SDC) • Australian Government (DFAT) • Foreign Commonwealth Development Office of the United Kingdom. • Oak Foundation • United Nations Food and Agricultural Organization (UNFAO) • International Fund for Agricultural Development (IFAD) • Bioversity and CIAT International • Crop Trust • Christian Aid • The Charitable Foundation
<p>Assumptions</p>	<ul style="list-style-type: none"> • Economic and political stabilization measures continue to attract donors to Zimbabwe. • Stability and continued donor funding interest at the global level. • Continued investment in fundraising capacity by CTDO.

10.0 Efficacy and functionality of CTDO

10.1 Organisational Development Priorities

10.1.1 Staffing

Human resource development priorities for this strategic periodic are:

- Keeping staff motivated to perform at the highest level in a challenging working environment through exploring new practices in performance-based remuneration and competitive staff incentives.
- Strengthening staff capabilities and on-going capacity improvement and mentorship programs especially in effective coordination, facilitation, and management of projects for impact.
- Providing refresher training in key approaches, tools, and methods of effective project delivery under the food security, agricultural biodiversity, environmental management, and policy advocacy programmes. Such training may also include staff from partner organisations and community members.

- Strengthening proposal development skills and fundraising capacities across all programmes to leverage regional and global projects for the organisation.
- Strengthening capacity for quality report writing to donors and other key audiences for the organisation.
- Strengthening monitoring, evaluation, learning and accountability mechanisms and documentation and knowledge management systems.

10.1.2 Digitalization

An efficient and effective IT system is critical for smooth organisational processes and for effective communication internally and externally. It also ensures all organisational functional capabilities run optimally (finance, directorate, program management, fund-raising and linkages with external stakeholders and clients) in this competitive and growing knowledge economy. The main priorities towards maintaining an efficient IT system for the organisation are:

- Regular IT audits and updates
- Regular updating of the organisation's IT Policy
- Developing an integrated management information system (IMIS) that strategically records strategic information on projects, systems, tools, methods and running projects.
- Strengthening its IT capabilities (Data Server, Data protection framework, developing a data capturing criteria, data management framework and plan annually, data management policy, financial data management plan and accessibility of data for planning, monitoring, evaluation, and management decision-making).

10.1.3 Institutional Coordination and Management

CTDO will maintain its programme management structure which is organised along the key thematic areas of Food Security, Nutrition and Livelihoods, Biodiversity and Genetic Resources, Environment, Climate Change Action and Disaster Management, Policy and Advocacy, Finance, Administration and Logistics and Information, Communication and Publicity. These however are not meant to be rigid compartments as they are integrated to promote synergies on knowledge and practices that the organisation promotes at the organisational level. The priorities for improvement in programme management and organisation are:

- Promoting effective teamwork and staff development.
- Efficient allocation of roles and responsibilities at programme management level.
- Ensuring responsible programme management planning processes at all levels in open, transparent, and accountable manner.
- Ensure equity and equality of opportunities and benefits.

10.1.4 Knowledge management and policy

Most of CTDO work since its inception in 1993 has been knowledge and policy driven. Evidence based policy advocacy seeks to promote dialogue between the different communities of practice, key stakeholders and policy makers ensuring the policy process is demand driven and relevant to the needs and priorities of marginalized women, men, youths, and other vulnerable groups in the community. The desire is to make knowledge and policy work for the poor through several knowledge and policy priorities in the next five years:

- Strengthening farmer learning and exchange platforms on FFS innovations and practices, Community Seed Banks, and Participatory Plant Breeding Techniques.

- Compiling case studies and documentaries on community-based practices and experiences focusing on examples of good practice in behaviour change, nutrition, food security, biodiversity and sustainable environment management and contributions to the sustainable development goals (SDGs).
- Creating engagement platforms between smallholder farmer groups and policy makers to dialogue on issues affecting them.
- Developing targeted knowledge and advocacy products and materials for use by farmers, farmer organisations and CTDO partners' network in advocating for policy changes.
- Developing targeted policy briefs on proven practices and models of enhancing biodiversity, food, and nutrition security.
- Developing and publishing training manuals on the various processes and practices of enhanced food and nutrition security and agricultural biodiversity.

11.0 Project Management (Quality of field approaches and impact management systems)

An effective project management system is based on four pillars namely:

- (i) A system for guiding the direction and strategy of the project.
- (ii) A system for ensuring effective project operations in the field.
- (iii) A system for participatory monitoring and evaluation.
- (iv) A system for continuous learning and improvement.

All the four elements create an impact management system. In CTDO, these pillars are already strong: Programme Managers with support of the Executive Director and Head of Programs are responsible for guiding the programme and project strategies. The strategies are constantly reviewed in the Management Forum to ensure strategies of all the programmes are synchronized and coordinated.

Despite these strong pillars of project management in CTDO, priorities for further improvement have been identified during the strategic planning process and these are:

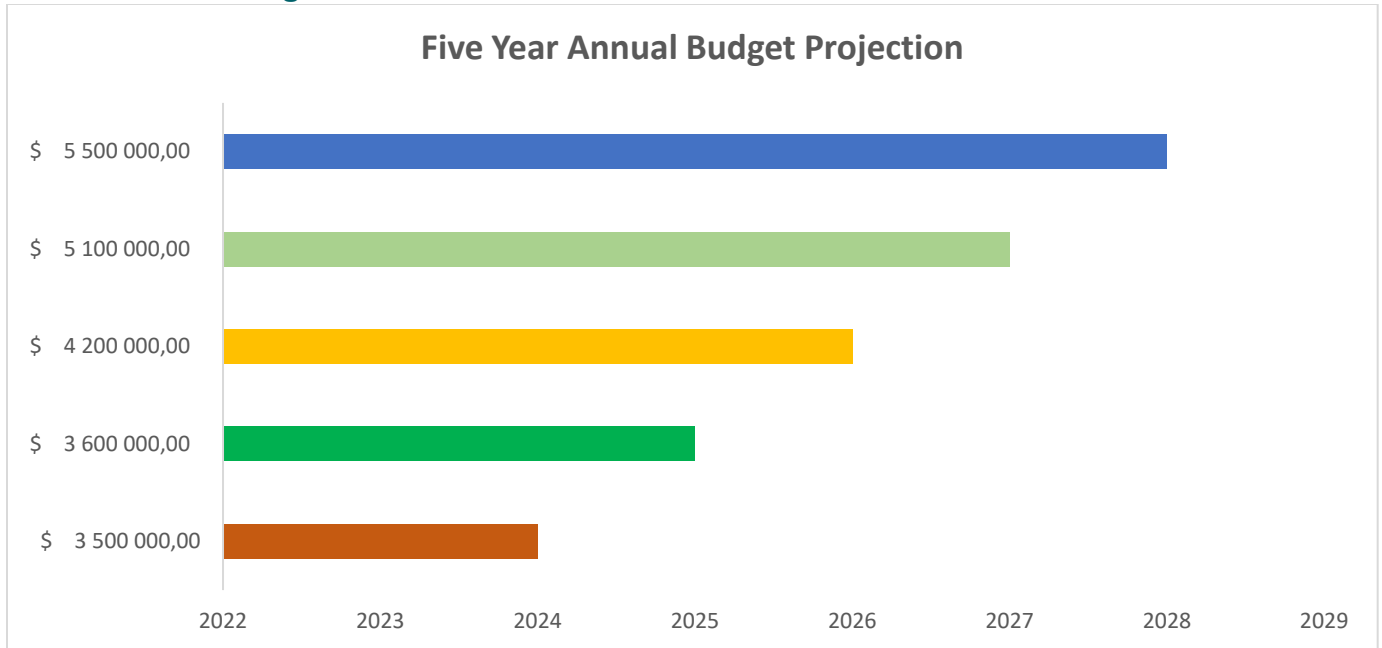
- Establish and/ or strengthen platforms for community and stakeholder feedback on the results of the organisation's project interventions.
- Ensure accountability and transparency in implementation to ensure effective project operations and value for money.
- Establish partnerships and sign Memorandum of Understanding with existing and new partners.
- Effective analytical skills for effective documentation and dissemination of outcomes and impacts for the benefit of intended beneficiaries and funding partners.
- Procurement of additional 4x4 vehicles for efficient operations.
- Facilitate skills audits for staff on a regular basis for effective deployment system.
- Capacity build staff on the use of ICT in project management and monitoring.

12.0 Administration and financial management systems

CTDO administration and financial management system has proven to be strong despite the diverse range of donors and clients over the past five years. In the next 5 years, there will be need for an Advanced

Financial Management system given the anticipated growth of the organisation, but this will need significant financial leveraging.

12.1 Financial Targets and Plans



12.2 Plan Implementation and Budget

Annual implementation plans and budgets will be developed on an annual basis after a comprehensive review of progress in the previous year. This ensures that the results and key performance indicators are assessed, and targets are set across all programmes. The Executive Director and Head of Programs will oversee the implementation plan development and budgets.

12.3 Key Performance Indicators

Thematic pillars must be associated with key annual success indicators for the duration 2025-2029 as summarised below.

Sector	Key Performance Indicators
Food Security, Nutrition and Livelihoods	<ul style="list-style-type: none"> # Nutrition sensitive and nutrition specific programming integrated across all districts # Demonstrate gender and disability inclusiveness across all active running projects # New food security and livelihood streams generated (quality, local ownership, income, market access, uptake of resilient varieties and yield improvements). % reduction in malnutrition in vulnerable households. % increase in positive health and nutrition indicators. # Number of functional nutrition gardens, boreholes drilled and solar powered systems setup. #Number of hygiene enabling facilities setup. # of households that are increasing production and consumption of NUS at the household level.
Biodiversity and Genetic Resources	<ul style="list-style-type: none"> # Functionalisation of the PGR 10-year scale up pathway. # Establishing a functional network of community seedbanks. % increase in income for smallholder farmers through farmer seed enterprise development. % of households with improved dietary intake and nutritional status.
Environment, Climate Action and Disaster Management	<ul style="list-style-type: none"> # revised environmental management laws at local (by-laws) and national level % of uptake of improved environmental management practices, standards, and green enterprises (bee keeping). # diversified climate resilient environment initiatives by trained communities and local stakeholders. # of local environment management plans developed (WEAP & LEAP)
Policy and Advocacy	<ul style="list-style-type: none"> # By laws formulated with local councils. # Workshops held to formulate DRR and climate change adaptation plans and policies. # Policy makers engaged in farmer/community driven policy dialogues and review processes at local and national level. # Policy briefs and propositions to inform national policy dialogue and development processes.
Regional Work	<ul style="list-style-type: none"> # Regional networks established. # Regional collaborations in key thematic areas of food and nutrition security, agricultural biodiversity, climate change and policy influencing.



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