

# Annual Report 2012



African Network for  
Agriculture, Agroforestry  
& Natural Resources Education

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## Abbreviations

ACP	African, Caribbean and Pacific states
AFAAS	African Forum for Agricultural Advisory Services
AFF	African Forest Forum
AgBIT	Agri-Business Incubation Trust
AGRA	Alliance for a Green Revolution in Africa
AHT	Africa Humid Tropics
AIIC	Agribusiness Innovation Incubation Consortia
ANAFE	African Network for Agriculture, Agroforestry and Natural Resources Education
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
AWARD	African Women in Agricultural Research and Development
BeCA	Biosciences eastern and central Africa
CAADP	Comprehensive African Agriculture Development Programme
CAMES	African and Malagasy Council for Higher Education
CCEM	Conference of Commonwealth Education Ministers
CCLEAR	Creating Competitive Livestock-Bias Entrepreneurs in Agribusiness
CIRAD	Centre International de Recherche Agricole pour le Développement
COMESA	Common Market for Eastern and Southern Africa
CORAF/WECARD	West and Central African Council for Agricultural Research and Development
CTA	Technical Centre for Agricultural and Rural Cooperation
ECA	East and Central Africa
EOI	Expression of Interest
EU	European Union
FARA	Forum for Agricultural Research in Africa
HAAGRIM	Harmonization and Improvement of Agribusiness Tertiary Education Programme through Mobility
HAMK University	Hameen Ammattikorkeakoulu University of Applied Sciences
IAC	International Advisory Committee
ICRAF	World Agroforestry Centre
IFS	International Funds for Science
ILRI	International Livestock Research Institute
INRA	Institut National de Recherche Agricole

IUFRO	International Union of Forest Research Organizations
M&E	Monitoring and Evaluation
NAFT	National Agricultural Forum for Training
NEPAD	New partnership for African Development
NORAD	Norwegian Agency for Development Cooperation
NUS	Neglected and Underutilized Crop Species
PanAAC	Pan African Agribusiness and Agro Industry Consortium
PI	Pilot Institution
PLIK MS	Programme Logic Information and Knowledge Management Software
POWB	Programme of Work and Budget
QA	Quality Assurance
RAFT	Regional Agricultural Fora for Training
RBM	Results Based Management
REDD+	Reducing Emission from Deforestation and Forest Degradation
RUFORUM	Regional Universities Forum for Capacity Building in Agriculture
SA	Southern Africa
SADC	Southern Africa Development Community
SASACID	Strengthening Africa's Strategic Agricultural Capacity for Impact on Development
SEF	Senior Educations Fellows
SEK	Swedish kroner
Sida	Swedish International Development Cooperation Agency
SLU	Swedish University of Agricultural Sciences
SSA	Sub-Saharan Africa
SupAgro	International Centre for Higher Education in Agricultural Sciences
SVCDC	Sorghum Value Chain Development Consortium
TAE	Tertiary Agricultural Education
TEAM	Tertiary Education in Agriculture Mechanism
UniBRAIN	Universities, Business and Research in Agricultural Innovation
VC	Vice Chancellor
WAARI	West African Agribusiness Resource Incubator



## Message from the Board Chair

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**Prof. John D. Saka**

The signing of the agreement between the Swedish International Development Cooperation Agency (Sida) and the African Network for Agriculture, Agroforestry and Natural Resources Education (ANAFE) in December 2012 for the implementation of the programme on Strengthening Africa's Strategic Agricultural Capacity for Impact on Development (SASACID) has revitalized ANAFE's Regional and National Agricultural Fora for Training (RAFTs and NAFTs). SASACID has evolved to become the fulcrum of ANAFE's activities and from which further sub-projects will be developed. Sixteen pilot institutions were competitively selected to implement the SASACID programme and have already been engaged in the twin themes of agribusiness and risk management.

The Universities, Business and Research in Agricultural Innovation (UniBRAIN) project that started in 2010 was also implemented during the year. Six incubators were selected and ANAFE is working closely with them to improve agribusiness education in Africa.

Although ANAFE's focus remains natural resources management education, strengthening agribusiness training and research is becoming an increasingly

important part of our work. This new dimension is addressed through UniBRAIN SASACID and the newly funded Intra-ACP Mobility Project, dubbed, 'Harmonization and Improvement of Agribusiness Tertiary Education Programme through Mobility (HAAGRIM)', coordinated by the University Gaston Berger of Thies, Senegal. Other projects implemented in the course of the year included the Tertiary Education in Agriculture Mechanism (TEAM-Africa) programme and the Neglected and Underutilized Crop Species (NUS) project.

Over the years, ANAFE has evolved to become a powerful platform that not only brings together 134 member institutions from East, Central, Southern and Western Africa, but also strengthens South-South and North-South collaboration.

In 2012, the ANAFE Secretariat was strongly supported and guided by the Board, the International Advisory Committee (IAC) and Sida in designing and operationalizing the legal and managerial framework necessary for successful implementation of SASACID. The development and approval of SASACID's result-based logical framework marked a new era in the delivery of ANAFE programmes.



## Message from the Executive Secretary

**Dr Aissetou Drame Yaye**

The year 2012 has been very productive for ANAFE; it started with the signing of the US\$4 million grant with the Swedish International Development Cooperation Agency (Sida) to support the Strengthening Africa's Strategic Agricultural Capacity for Impact on Development (SASACID) programme. SASACID has evolved to become the central focus of ANAFE's activities and from which further sub-projects will be developed. Sixteen Pilot Institutions (PIs) were competitively selected to implement the programme and have already been engaged in the twin themes of Agribusiness and Risk Management. Apart from SASACID, ANAFE continued with the implementation of the Universities, Business and Research in Agricultural Innovation (UniBRAIN) project that started in 2010. In this regard, six incubators were selected to work with ANAFE to improve agribusiness education in Africa. Other projects implemented in the course of the year included the Tertiary Education in Agriculture Mechanism (TEAM-Africa) programme and the Neglected and Underutilized Crop Species (NUS) project.

In terms of resource mobilization, ANAFE supported and facilitated a consortium of member institutions from West, Central, Eastern and Southern Africa to develop a proposal on agribusiness education that was submitted to the EC/ACP-Intra Mobility Scheme. The proposal titled, 'Harmonization and Improvement of Agribusiness Tertiary Education Programme through Mobility (HAAGRIM)' and coordinated by the University Gaston Berger of Thies in Senegal, was among the five selected for funding. The other partners of HAAGRIM include the University of Thies (Senegal), Abomey Calavi University of Bénin, University of Cocody (Cote d'Ivoire), University of Bobo Dioulasso (Burkina Faso), Kenyatta University and University of Mauritius.

ANAFE's links with the Technical Centre for Agricultural and Rural Cooperation (CTA) in the areas of science competition, food security and value-chain programmes continued in 2012. Linkages with sub-regional programmes have also been enhanced mainly through participation in the CORAF General Assembly and linkages with the Southern Africa Development Community (SADC),



Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) and West and Central African Council for Agricultural Research and Development (WECARD/CORAF) under the auspices of the UniBRAIN project. Efforts to link with the Common Market for Eastern and Southern Africa (COMESA) are being pursued. Exploratory activities have been conducted on how ANAFE can work with Agreenium and the Swedish University of Agricultural Sciences (SLU) Global. As part of strengthening the aforementioned linkages, a number of Board Members and representatives of ANAFE member institutions have represented ANAFE in various fora including the CTA Advisory Committee, CTA Value Chain conference, and inauguration of the Pacific Islands network, a NEPAD vocational training workshop and UniBRAIN steering committee meetings.

ANAFE's operations have been enhanced through a comprehensive systems audit, human resources evaluation and a refreshed strategy. The life of the current strategy (2008-2012) ends this year. Under

this strategy, significant strides have been made including registration of ANAFE as an international NGO, establishment of Focal Institutions and enhancing ANAFE's visibility. The refreshed strategy (2013-2017) will focus on strengthening participation of ANAFE member institutions and regional entities, improving delivery and assessing outcomes/impacts of ANAFE's activities. Towards this end, training on Results Based Management was conducted under the SASACID project and useful recommendations proposed. In fact, prior to the report of the human resources expert, ANAFE had already engaged a communications expert (Mr. Alfred Oduor Ochola) as recommended at the 26th ANAFE Board Meeting.

Though the financial position of ANAFE is stable, deliberate efforts to raise more resources are underway. A draft work plan and budget have been produced and are awaiting discussions within the Technical and Projects committee.

## ANAFE Board



**Prof. John D. Saka**

Board Chair,  
Chancellor College of Malawi,  
University of Malawi



**Dr Aissetou Drame Yaye**

Executive Secretary,  
Secretary to the Board



**Dr(Mrs) Marie-Louise  
Avana-Tientcheu**

Vice Chair, University of Dschang,  
Cameroon

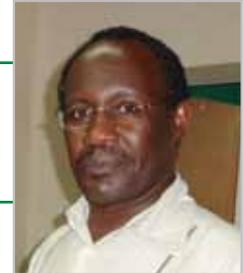


**Dr Wilson Kasolo**

ECA-RAFT Vice Chair, Nyabyeya  
Forestry College, Uganda

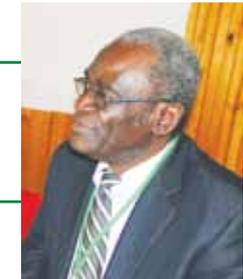
**Prof. James Kung'u**

ECA-RAFT Chair,  
Kenyatta University, Kenya



**Prof David C. Munthali**

SA-RAFT Chair,  
University of Botswana



**Prof. Saliou Ndiaye**

Sahel-RAFT Chair,  
University of Thies, Senegal





**Prof. August Temu**  
ICRAF Representative to the board



**Prof. Jean T. C. Codjia**  
AHT-RAFT Chair, Abomey Calavi  
University, Benin



**Prof. (Mrs) F. M. Driver**  
SA-RAFT Vice Chair, University of  
Mauritius



**Prof. S. Abdulrazak**  
Kenyan Government  
Representative to the board



**Prof Adam Toudou**  
Sahel-RAFT Vice Chair,  
Abdou Moumuoni University



**Prof. Paul K. Baiyeri**  
AHT-RAFT Vice Chair,  
University of Nigeria, Nsukka

# I. Introduction

The African Network for Agriculture, Agroforestry and Natural Resources Education (ANAFE) has made significant gains in addressing issues pertaining to its core mandate. The year 2012 was particularly productive especially with the launching of the new programme: Strengthening Africa's Strategic Agricultural Capacity for Impact on Development (SASACID). Since the programme was rolled out in January, all stakeholders have shown great enthusiasm and commitment in implementing relevant activities. Other projects undertaken during the year include the Universities, Business and Research in Agricultural Innovation (UniBRAIN), Tertiary Education in Agriculture Mechanism (TEAM Africa) and the Neglected and Underutilized Crop Species.

This report highlights key activities implemented in 2012. It also highlights efforts undertaken in resource mobilization where ANAFE has identified and approached potential development partners to support its activities. Towards this end, we have approached a number of development partners who have expressed willingness to support ANAFE. The status of these resource mobilization initiatives has been highlighted.

It is also instructive to note that ANAFE is working towards strengthening its external relations with other organizations and networks with similar interests. Of importance is the link with FARA, RUFORUM, PanAAC, CTA, sub-regional agricultural research organizations, Agreenium and the Swedish University of Agricultural Sciences, (SLU) Global.

ANAFE's key operational activities during the year include the systems audit, human resource evaluation, strategy development and the engagement of a communications expert.



## II. Project Activities

### A. Strengthening Africa's Strategic Agricultural Capacity for Impact on Development (SASACID)

The African Network for Agriculture, Agroforestry and Natural Resources Education (ANAFE) secured funding from the Swedish International Development Cooperation Agency (Sida) to implement its programme entitled: **Strengthening Africa's Strategic Agricultural Capacity for Impact on Development (SASACID)**. The broad objective of SASACID programme is to strengthen the capacity of Africans to build endogenous innovation systems to generate and sustain scientific and technological development in agriculture and natural resource management in the knowledge-based global economy.

The SASACID programme comprises six components:

1. Refocusing agricultural learning objectives and improving curricula;
2. Establishing the capacity of agricultural scientists to develop relevant learning resources based on African knowledge and experiences;
3. Building capacity for innovation systems approach: linking agricultural policy with research, education, industry and practice;
4. Strengthening capacity for agri-business education and training, particularly strengthening the interest and capacity of women and youth to take up agricultural careers;
5. Managing risk and uncertainty in agriculture, including agrochemicals, biosafety and climate change;
6. Strengthening methods for teaching and learning and enhancing Agricultural Information and Knowledge Management.

## Key SASACID Activities

### i) *Contract Signing*

The agreement for support of SASACID was signed by Sida and ANAFE in December 2011. The total grant is valued at Swedish Kronor (SEK) 26 million with activities to be implemented from 1 December 2011 to 31 December 2014.

### ii) *Planning Meeting*

A working group meeting was held in January 2012 to ensure that all partners understood the programme and their roles in its implementation, and to secure agreement on mechanisms for collaboration and accounting with the Swedish Embassy in Nairobi, Kenya. Nineteen (19) participants from the Swedish University of Agricultural Sciences (SLU), ICRAF, Sida, African Forest Forum (AFF), Montpellier SupAgro, ANAFE Secretariat and the Regional Agricultural Fora for Training (RAFTs) participated in the meeting. They identified their roles in the programme implementation and recommended that at a higher level, the six project areas be coalesced to have two main themes: **Agribusiness** and **Management of Risk and Uncertainty**, with the remaining projects representing cross-cutting activities. Other partners who could also potentially contribute

to the programme implementation were also identified. The participants felt that there was need to look at long-term sustainability, consider gender and youth, and devote more effort to quality assurance. They advised that the programme puts together a Results Based Management (RBM) framework and M&E systems, and that the ANAFE website be revamped. An action plan developed at this meeting was to culminate in the inception meeting. An M&E expert was engaged to revise the logframe and develop an RBM framework.

### iii) *Pilot Institutions (PIs)*

Following the working group meeting, advertisements were sent out to ANAFE member institutions to submit expressions of interest (EOI) to serve as Pilot Institutions (PIs) spearheading one of the identified themes. Among the principles considered by the selection team composed of the RAFTs' Chairs, Vice Chairs and Senior Education Fellows (SEFs), was that both strong and weak institutions were selected. Three institutions per region were competitively selected to work on the Agribusiness theme while one institution per region was selected to work on Management of Risk and Uncertainty theme (see Table 1).

**Table 1.** Pilot Institutions selected

Region	Management of Risk and Uncertainty	Agribusiness
Sahel-RAFT	Abdou Moumouni University, Niger	ENSA University of Thies Senegal IDR Bobo Dioulasso, Burkina Faso University of Gaston Berger, Senegal
AHT-RAFT	University of Dschang, Cameroon	University of Abomey Calavi, Benin University of Cocody, Ivory Coast University of Nigeria, Nsukka
ECA-RAFT	University of Nairobi	University of Kordofan, Sudan Nyabyeya Forestry College, Uganda Kenyatta University
SA-RAFT	University of Pretoria	Botswana College of Agriculture Mulungushi University Zimbabwe College of Forestry

RAFT, Regional Agricultural Forum for Training; AHT, Africa Humid Tropics; ECA, East and Central Africa; SA, Southern Africa

All focal persons of selected pilot institutions together with other key partners were invited to participate in the inception meeting.



#### iv) *Inception Meeting*

The inception meeting was scheduled to bring all partners to the same level of understanding of the whole programme. The event was held on 25-27 April, 2012 with the following objectives:

1. Develop a common understanding among the SASACID PIs, RAFTs and partners on the SASACID key thematic areas and cross-cutting issues
2. Realign and prioritize the programme activities based on the resources available
3. Develop the SASACID programme of work and budget (POWB), management and accounting structure
4. Establish the SASACID programme Quality Assurance (QA) and M&E system and
5. Define knowledge management, communication and publication strategies.

A total of 63 participants attended the meeting. The participants represented the 16 Pilot Institutions selected to spearhead the SASACID themes, and representatives from partner institutions, including Swedish University of Agricultural Sciences (SLU), Norwegian Agency for Development Cooperation (NORAD), International Centre for Higher Education in Agricultural Sciences (SupAgro), African Forest Forum (AFF), Alliance for a Green Revolution in Africa (AGRA), African Forum for Agricultural Advisory Services (AFAAS), Forum for Agricultural Research in Africa (FARA),

ExcelHort, Pan African Agribusiness and Agro Industry Consortium (PanAAC), Biosciences eastern and central Africa (BecA), International Livestock Research Institute (ILRI), World Agroforestry Centre (ICRAF), African and Malagasy Council for Higher Education (CAMES), Tertiary Education in Agriculture Mechanism (TEAM) Africa, Cornell University, HAMK University of Applied Sciences, Institute of Food and Economics Resource in Denmark, African Women in Agricultural Research and Development (AWARD), Technical Centre for Agricultural and Rural Cooperation (CTA), Farmer Federation of East Africa and Regional Universities Forum for Capacity Building in Agriculture (RUFORUM).

The overview of the SASACID programme including the two flagship themes—**Agribusiness** and **Management of Risk and Uncertainty**—was outlined and the cross-cutting issues discussed. The SASACID work breakdown structure was elaborated upon. The Pilot Institutions (PIs) individually and at regional level identified the key activities and sub-activities they can implement including the timeframe for 2012. Partners indicated the key activities they could potentially participate in and possibly lead, especially those in the cross-cutting issues. To monitor the activity implementation, an M&E implementation programme was presented for discussion. Partners will link directly with the ANAFE Secretariat to participate in the programme. ANAFE will draw out contracts with PIs and partners outlining the responsibilities of each for programme

implementation. The RAFTs and Focal institutions will be responsible for monitoring activities at regional level and for scaling up the results and products from the programme implementation. The Programme Logic Information and Knowledge Management Software (PLIK MS) will be used for information management and publications targeted for production include Newsletters, Policy Briefs, Learning Materials, refereed journal articles, conference articles and progress reports. Programme reviews will be scheduled in agreement with Sida.

Overall, the inception workshop achieved its broad objective of realigning and prioritizing implementation of programme activities given the resources available and agreeing on who will implement what activity, when these will be implemented and how progress will be monitored and evaluated. Contracts were developed with the various institutions to ensure speedy implementation of activities.



#### v) *Regional Pilot Institution Kick-off Meetings*

The objectives of the meetings were to 1) To refine and customize the PIs programme of work and budget from September to December 2012; 2) To refine and clarify the roles of PIs, the RAFT and ANAFE secretariat in the implementation of SASACID projects and 3) To agree on deadlines for submission of progress reports for activities planned for implementation. The Southern Africa Regional Agricultural Forum for Training (SA-RAFT) PI kick-off meeting was held on 30-31 August 2012, the East and Central Africa (ECA-RAFT) kick-off meeting was held on 3-4 September 2012 and the combined Central and West Africa meeting held on 11-12 September 2012. Each PI was represented by two persons nominated by the institutions. Presentations and discussions centred around the context of RAFTs within SASACID implementation, SASACID projects, global SASACID workplan, and discussion on what the PIs could realistically undertake by December 2012. It was agreed that all PIs and RAFTs will submit inception reports which would outline the programme of work and budget up to end of December 2012. These were all received. All PIs agreed to the modalities of student selection for scholarship support and the level of support to offer. The PIs undertook to raise awareness in other ANAFE member institutions in their respective countries on SASACID implementation.

#### vi) *Results Based Management Training*

A monitoring and evaluation (M&E) expert was engaged to coordinate the training on Results Based Management (RBM) framework. The event took place on 29 November-1 December 2012 in Niamey, Niger and covered aspects of:

1. Strengthening knowledge on the key concepts of RBM, including planning, monitoring, reporting and evaluation;
2. Developing an umbrella logframe for the SASACID programme;
3. Elaborating and agreeing on a 2013 workplan for SASACID;
4. Supporting the Secretariat to finalize the logframe.

The key reports to be produced include: an annual workplan and budget; semi-annual progress reports; an annual progress report; mid-term review evaluation; and completion report. The stakeholder communication plan will include: newsletters, policy briefs, learning materials, publications, materials for the website, conferences, coordination meetings and annual progress reports.

## Key SASACID Achievements

Within the first year SASACID has achieved the following milestones:

1. Strategic re-orientation of the programme that allowed the original six projects to be coalesced into two main thematic areas: **Agribusiness** and **Management of Risk and Uncertainty** linked together by the remaining projects which constitute cross-cutting issues.
2. Competitive advertisement and selection by the ANAFE Regional Chapters of four PIs in each of the four regions. Among the key elements put forward during the selection process was the inclusion of both strong and weak institutions in both Francophone and Anglophone countries.
3. Raising awareness about the programme, particularly during the inception workshop which launched the activities and was attended by over 60 participants representing not only the 16 PIs, but also the RAFTs, SEFs and Board, key TAE stakeholders such as agricultural research institutions, farmer and producer organizations, private sector, regional quality assurance bodies and Northern partners.
4. Cultivating ownership of the programme within the PIs whose institutional leaders (VCs, Deans) endorsed the programme. RAFT representatives were assisted to develop their individual work plans and budgets and establish national implementation and management teams.
5. Building capacity of institutional leaders from the PIs and the RAFTs on institutional quality analysis and self-assessment.
6. Strengthening the capacity of the PIs, the RAFTs, the Board and ANAFE Secretariat on Result-based management, and agreement reached on key indicators to use for monitoring and evaluating the activities.
7. Various studies done including on private sector involvement in TAE, gender in agribusiness and tracer study of agribusiness graduates in selected countries.

## B. Universities, Business and Research in Agricultural Innovation (UniBRAIN)

The objective of UniBRAIN is to contribute to enabling African countries create and raise incomes through sustainable agribusiness development. UniBRAIN aims to facilitate the setting of Agribusiness Innovation consortia composed of agribusiness value chain stakeholders such as universities, agricultural research institutes, private sector and farmers' organizations, to promote agricultural-related businesses. Three output domains are targeted:

1. Commercialization of agribusiness innovations supported and promoted
2. Agribusiness graduates with a potential to become successful entrepreneurs produced by tertiary educational institutions
3. UniBRAIN's innovative outputs, experiences and practices shared and up-scaled.

ANAFE is tasked with overseeing Output Domain 2 during the life of UniBRAIN. The following are the specific tasks to be undertaken by the organization:

4. Provide performance and quality assurance in respect of the improvement of agribusiness education
5. Work with the incubators and associated agribusiness faculty staff in planning and designing improvements to agribusiness education modules and courses
6. Help to ensure that the universities associated

with UniBRAIN take optimal advantage of the incubators to improve the agribusiness education that they provide

7. Be a knowledge source on the lessons learnt by other initiatives for improving agribusiness education
8. Raise the impact of UniBRAIN by disseminating improved agribusiness education products amongst its wider membership and by helping internalize them in non-UniBRAIN universities and colleges

The inception and start-up phases of UniBRAIN have been successfully implemented leading to the selection of six Agribusiness Innovation Incubation Consortia (AIIC) (Table 3). In 2012, all the consortia formalized their partnerships by signing agreements, developing their business plans and putting in place their management structures.



**Table 3.** Consortia selected

Consortium	Area of focus
Sorghum Value Chain Development Consortium (SVCDC) – Kenya	Sorghum value chain focusing on food, and feedstock to other industries
Consortium for Enhancing University Responsiveness to Agribusiness Development (CURAD) – Uganda	Focusing on the coffee value chain in Uganda from production to utilization
Afri-Banana Products Limited – Uganda	Focusing on the banana value chain involving packaging fresh bananas for export and other products such as banana wine and basketry from banana fiber
Creating Competitive Livestock-Bias Entrepreneurs in Agribusiness (CCLEAR) – Ghana	Focusing on livestock products from poultry and small ruminants
West African Agribusiness Resource Incubator (WAARI) – Mali	Focusing on agroforestry products that are commercialized
Agri-Business Incubation Trust (AgBIT) in Zambia	Focusing on value chain of tropical fruits including mangoes, water melon and tomatoes

## Key ANAFE UniBRAIN Activities

In 2012, ANAFE worked with the UniBRAIN consortia on the following activities:

1. Agribusiness curricula review and framework for BSc, MSc and PhD degrees;
2. Visit to Consortia to identify other key focus areas for ANAFE to engage with them;
3. Developed a strategy for distilling lessons from incubation and linking them to the curriculum;
4. Produced a report detailing the various strengths for agribusiness graduates and areas that need emphasis during training. Developed an internship guide to be used by UniBRAIN consortia universities;
5. Undertook a tracer study of agribusiness graduates from UniBRAIN Consortia countries.

While the Tracer study has been completed and validation workshop scheduled for April 2013, the major output for the year has been identifying areas to engage with the consortia, which will be followed through in 2013. These include:

### ***i) Agribusiness Curriculum Review and Development***

Over 50 participants from the UniBRAIN consortia members, UniBRAIN programme leaders, SASACID PIs, ANAFE RAFT leaders and other education and curriculum review experts attended the agribusiness curriculum review and development organized by ANAFE in February 2012. The curricular frameworks developed will be refined before being widely shared.

### ***ii) Visits to Consortia and Identification of Areas for Collaboration***

During the visits to the Consortia initiated by ANAFE in 2012, review and improvement of the offered Internship programmes came out strongly as one area where ANAFE could help. All the Consortia visited identified this as a potential area of collaboration with ANAFE. The lessons learnt will be documented with a view to making joint improvements in the internship programmes.

### ***iii) Documenting Incubator Experiences***

The concept of incubation is new even though universities have had many arrangements related to it. Given that the UniBRAIN incubators are in the pilot phase, it will be necessary to analytically document the incubation experiences from each

the universities involved in each consortium with a view to highlighting models of incubation that can be adopted by institutions. The unique challenges and settings of each consortium will be captured and analyzed to help in scaling up the incubation process by universities.

Apart from agribusiness curriculum improvement, incubators provide a unique opportunity to develop agribusiness learning resources for practical teaching and guiding to enterprise development. Development of these resources will be a useful stage in scaling up and scaling out of the incubation process

### ***iv) Tracer Studies***

ANAFE will work closely with incubators in tracing the beneficiaries from the incubation process including students on attachment, interns and incubatees. This will complement the current tracer study of agribusiness graduates in UniBRAIN consortia countries. The value added to graduates as they go through the incubation process will be examined, alongside the challenges they face and how these challenges can be addressed through curriculum reforms.

### C. TEAM Africa: Tertiary Education in Agriculture Mechanism

In responding to the call for scaling up investments in Tertiary Agricultural Education (TAE), it has been recommended that African TAE networks and their development partners design a mechanism to determine and articulate the preferred modalities, processes, and approaches through which support for strengthening TAE in Africa might be structured and implemented. TEAM Africa therefore was mooted with the following objectives:

1. To bring greater coherence to investments in TAE in Africa
2. To increase overall level of financial and technical support as well as attention to TAE and
3. To help facilitate and guide the reform of African TAE institutions, all within the framework of CAADP.

The hallmark of TEAM Africa was: *“To coalesce networks, alliances and consortia to bring high leverage economies of scale for transforming tertiary agricultural education in Africa to meet the CAADP agenda”.*



In 2012, TEAM Africa registered key milestones including:

1. Engagement of the Facility Coordinator, Professor Hamidou BolyThe hosting of a TAE partnership workshop in Wageningen in March 2012 to provide an opportunity for development partners and African stakeholders to articulate the importance of TAE transformation to development; to share experiences and discuss lessons learned from past and current programmes; to better understand the TEAM Africa concept and Africa's plans for reforming TAE and how best to support them; and to establish a joint work programme outlining concrete actions for the TAE partnership to increase coordination and alignment of Development Partners' support for TAE in Africa. All these objectives were achievedThe official launch of TEAM Africa at the RUFORUM biennial conference in Kampala in October, 2012
2. The hosting of a TAE partnership workshop in Stellenbosch, South Africa in November 2012. The purpose of the meeting was to work together to build a shared understanding of the African TAE transformation process, clarify institutional arrangements for mainstreaming TAE in Agricultural Development across the continent, and to review actions being taken to align development partners in support of TAE

transformation in light of the agreed workplans reached in Wageningen in MarchSignificant progress has been made in awareness raising, developing and communications strategy for TEAM Africa, drafting of a strategic plan and self-assessments. Issues on governance structure of TEAM Africa still need further elaboration.



## D. Neglected and Underutilized Crop Species (NUS)

The full title for the project is: Building human and institutional capacity for enhancing the conservation and use of neglected and underutilized species of crops in West, Eastern and Southern Africa.

Following EU-ACP's approval of the Year 2 Programme of Work and Budget (POWB), after more than a year-long delay, the project partners met virtually to prepare an accelerated implementation plan for the Year 2 capacity development activities. ANAFE was involved in the following courses:

1. Effective scientific writing and communication
2. Food systems: from agronomy to human health
3. Value chain research on neglected and underutilized species of plants.

ANAFE was also supported to develop a manuscript for a journal paper submitted on 11 August 2012 for publishing in *Acta Horticulturae*. The paper is entitled '*Beyond Commodity Crops: Strengthening Young Scientists' Capacity for Research on Underutilized Species in Sub-Saharan Africa*'.

Moving forward, ANAFE will play a key role in the organization of the NUS conference scheduled for 2014 since the project has been granted a one-year no-cost extension.

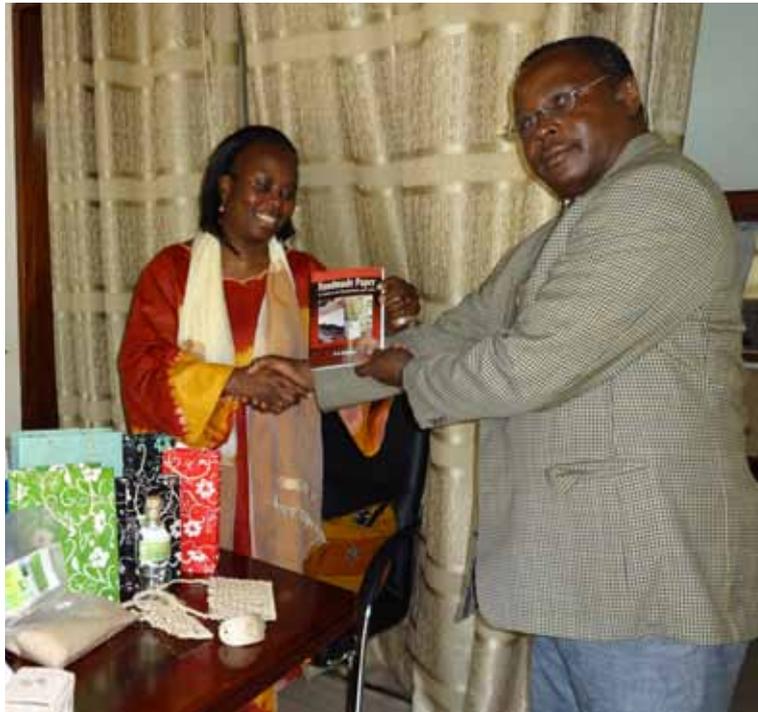


### III. Resource Mobilization

#### Harmonization and Improvement of Agribusiness Programme through Mobility of students and Staff (HAAGRIM)

ANAFE facilitated the development of a proposal involving the following institutions under the Intra-ACP Mobility Scheme, which has received support of up to US\$2 million. The project is entitled: Improved Harmonization of Masters' and PhD Programmes in Agribusiness for Sustainable Socio economic Development through Mobility across West, East and Central Africa. The main objective of this programme is to produce and equip professionals with the knowledge and skills essential for transforming and confronting the challenges common in the agro-food sectors and rural economies. In doing so, the programme aims to produce research scientists with adequate research skills and knowledge of to deal with the challenges and needs within the agribusiness theme.

The lead institution is Université Gaston Berger, Senegal. Other partner institutions are: Université d'Abomey-Calavi, Benin; Université Polytechnique de Bobo Dioulasso, Burkina Faso; Université de Masuku, Gabon; Université de Cocody, Ivory Coast; ANAFE; Kenyatta University, Kenya; University of Mauritius, Mauritius; Université de Thies, Senegal. Dr. Saidou Nourou Sall is the project leader. ANAFE is an associate partner.



## IV. External Relations and International Activities

### A. Regional, Sub-regional organizations and Regional Economic Communities

The ANAFE Secretariat was invited to various events organized by the Forum for Agricultural Research in Africa (FARA). These include the workshop for the development of the FARA Strategic Plan and Gender Strategy, the discussion on the capacity strengthening for countries emerging from civil war, CAADP discussion and UniBRAIN partnership meetings.

ANAFE attended the CORAF/WECARD Science Week in Ndjamena, Chad from 1<sup>h</sup> to 1<sup>f</sup> Ma, 2012 and took the opportunity to hold a side event to:

1. Share results from capacity needs assessments for REDD+ implementation carried out in Tanzania, Kenya, Democratic Republic of Congo and Ghana
2. Draw lessons on the implication of the results obtained in these four countries for the generality of the CORAF/WECARD region
3. Contribute to the discussion on the way-forward regarding building capacity for REDD+ implementation in the CORAF/WECARD region
4. Sign an MoU with CTA.

The side event was well attended. Contributions from the deliberations contributed to more discourse on:

1. Institutions in the CORAF/WECARD region having a shared understanding on the capacity gaps for REDD+ implementation in Sub-Saharan Africa
2. Lessons learned on the preparation for REDD+ implementation in the CORAF/WECARD as a basis
3. Priority capacity building action points for REDD+ implementation in the CORAF/WECARD identified and endorsed by key institutions.

At the same event, ANAFE also took the opportunity to sign an MoU with CTA. The focus of the MoU

will be on leveraging the comparative advantages of the two institutions in the following areas:

- Mainstreaming universities into the Comprehensive Africa Agricultural Development Programme (CAADP)
- Tapping the talents of African youth and farmers to enhance agribusiness
- Development of contextualized learning materials for TAE institutions in SSA.

ANAFE was also invited to the development and validation of the new ASARECA strategic plan and has continued to forge close links with SADC, ASARECA and CORAF/WECARD through the UniBRAIN programme, particularly in the Steering Committee.

## **B. Technical Centre for Agricultural and Rural Cooperation (CTA)**

After signing an MoU in 2011, ANAFE continues to work closely with CTA. ANAFE is represented in the evaluation committee of the CTA/FARA/IFS/ANAFE/RUFORUM/NEPAD/AGRA Africa Wide-Women and Young Professionals in Science Competitions. There is also a joint project on Food Security which will be implemented with CTA from the beginning of 2013. CTA supported the Secretariat and some Agribusiness PIs to participate in the Value Chain Conference held in Ethiopia in November. ANAFE also sent representatives to the CTA advisory Committee

meeting and the launch of the Pacific Network on Higher Education. The partnership with CTA is set to grow with time and needs to be continually nurtured.

## **C. Agreenium**

ANAFE is working closely with Agreenium, a public scientific cooperation institution created in 2009 by six founding members: INRA, CIRAD, AgroParisTech, Agrocampus Ouest, Montpellier SupAgro and Institut National Polytechnique of Toulouse. The goal of Agreenium is to reinforce the visibility, recognition, appeal and capacity for international action of the French system of research and education in agrosiences. ANAFE members can benefit from a number of products including: Agreenium International Research School and Higher Education in Agrosiences. More information is available on the website: <http://www.agreenium.org>.



## D. Swedish University of Agricultural Sciences (SLU) Global

ANAFE Secretariat staff held a meeting with representatives from the Swedish University of Agricultural Sciences (SLU), on 1<sup>st</sup> February, 2012 in Nairobi Kenya. The objective of the meeting was to explore possible areas of collaboration largely within the (SASACI) programme. SLU was represented by Prof. Arvid Uggla (Director, SLU-Global), Prof. Phillip Chiverton (International Advisor responsible for increasing the engagement of SLU researchers and for maintaining contacts with CGIAR institutes and other international organizations), Dr. Carolyn Glynn (International Research Advisor coordinating the actions of the SLU-Global office particularly in relation to national and international funding initiatives in development cooperation), Dr. Helena Eklund Snall (International Higher Education Advisor covering issues related to education and capacity building in low-income countries), and Dr. Boel Astrom (International Research Advisor responsible for coordinating initiatives for SLU's contribution to REDD+). Both SLU and ANAFE felt the meeting was very fruitful and registered their interests in collaborating more strategically in the implementation of SASACI and explore other opportunities for further collaboration. A contract has since been put in place for SLU to assist ANAFE with pedagogics training.

## E. GLOBALHORT

Global Hort focusses on Higher Education for Development in Horticultural. ANAFE attended a workshop organized in France, July 2012. Following that workshop, ANAFE facilitated a survey – in form of questionnaires - to assess the current status of horticulture and attendant needs with regard to the teaching of horticulture within higher education in Africa. The questionnaire, focusing on the status of Horticultural education in Sub Saharan Africa, was sent to over 30 ANAFE member institutions. Through close monitoring and follow up, we received feedback from 10 ANAFE member institutions. The findings of this survey was presented at the Symposium on Horticulture in Europe, Angers, France (1-5 July 2012), during a special session on Education and Training in which ANAFE actively participated. The responses to the questionnaire were used by GlobalHort Leadership to publish a paper titled “Tertiary Agricultural Education Capacities in Africa – a Case Study on Horticulture” published by the International Society for Horticultural Science in its *Chronica Horticulturae* Vol 52, number 2 of 2012.

## F. Participation of RAFTs, Board and Members in International Activities

Table 4 highlights the involvement of RAFTs, Board and members in international activities representing ANAFE.

**Table 4. Involvement of RAFTs, Board and members in international activities**

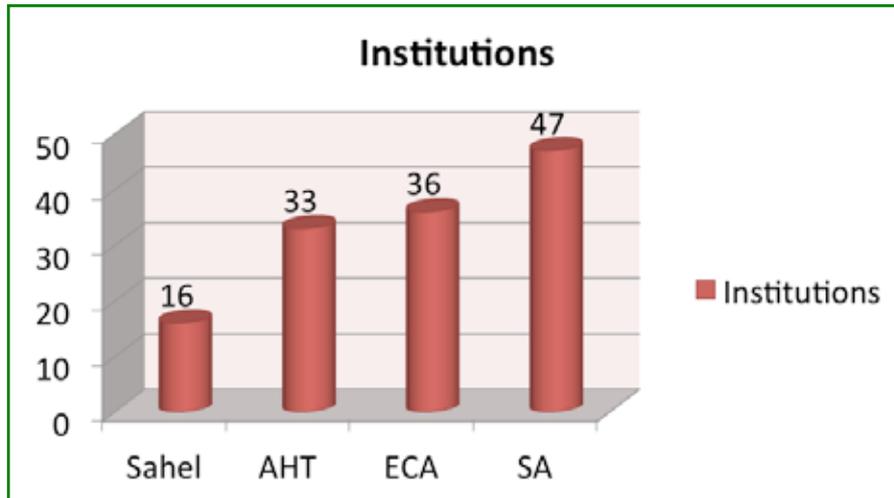
Member	Activity represented
Four RAFT Chairs	Sponsored by ANAFE to attend the launch of TEAM Africa in Entebbe, Uganda in October 2012
Prof. Paxie Chirwa	From Southern Africa RAFT represented ANAFE at an SLU workshop on Energy in Sweden
Prof. O. Yerokun	From Mulungushi University represented ANAFE at the NEPAD/GIZ workshop on vocational training
Prof. Marie Françoise Driver	Represented ANAFE at the CTA Advisory Committee on Science and Technology, and at the Conference of Commonwealth Education Ministers (CEM) held in Mauritius
Prof. Victoria Wambui-Ngumi	From ECA-RAFT represented ANAFE at the CTA meeting held in the Pacific Islands (Fiji)
Prof. David Munthali	Represented ANAFE Board on the UniBRAIN Steering Committee
James Aucha, Saidu Sall (University Gaston Berger) Newton Nyairo (Kenyatta University) and Taiwo Mafimisebi (Mulungushi University)	Representatives from the PIs and from the Secretariat were nominated to attend the CTA training workshop on Value Chain Analysis held in Ethiopia in November 2012.
Dr. Saliou Ndiaye	The Chair of the Sahel RAFT, represented ANAFE at the Scientific Workshop organized by the Senegalese Academy of Sciences.
Prof. J.D.K. Saka	The Board Chair was invited to represent ANAFE at the GCARD 2 but he had to cancel his participation at the last minute due to unavoidable circumstances
Dr. Achille Assogbadjo	From Abomey Calavi University, Benin was sponsored by ANAFE to participate and make a presentation at the IUFRO Africa Conference held in Nairobi.
Prof. J. Kung'u (Chair of ECA RAFT) and Dr. G. Kironchi (SEF of ECA RAFT)	Participated in the workshop on reformulating the ANAFE Strategy document for 2013-2017.

We always encourage members to produce short informative reports on return from such events so that we can share the experiences and outcomes deriving from the same with network members.

## V. ANAFE Operations

### A. Membership

The graph below depicts the status of ANAFE membership with regard to the number of paid-up institutions from each RAFT.



### B. Systems Audit

A system-based audit was carried out by a team of two consultants focusing on analysing ANAFE's internal operational and financial management control systems. It assessed ANAFE's organizational structure and relevance and dimensioning of this structure in relation to its functions and duties and whether it has the competence, capacity and processes to direct its operations and to contribute to the fulfillment of the overarching development goals. It also assessed the internal communication mechanisms through the whole cooperation chain. Results from the systems provided valuable insight and proposed practical recommendations with regard to:

1. Organizational structure
2. Management of operations

3. Financial management and control
4. Aid effectiveness
5. Current developments within ANAFE.

The systems audit provided useful input to the refreshed ANAFE strategy.

### **C. Staffing and Human Resources Evaluation**

Following recommendations made during the 26<sup>th</sup> Board meeting, the Secretariat advertised and engaged a Communications Officer, Mr. Alfred Oduor Ochola. Alfred joined the Secretariat at the beginning of November 2012. Further, Mrs Jane Kibisu was engaged to review the Secretariat staff positions in particular the following:

1. Human resource review
2. Performance management
3. Human resource policy manual.

She produced a comprehensive report which was discussed at the 27<sup>th</sup> Board meeting held in Niamey, Niger in December 2012.

### **D. Strategy Development**

A consultant was engaged to refresh the strategy of ANAFE. He held wide consultations with ANAFE stakeholders and has produced a draft strategy with the following four themes as central to ANAFE operations:

1. Facilitating curricula review and reform
2. Improving context relevance and enhanced delivery
3. Improving institutional leadership
4. Creating an enabling policy and institutional environment.

He has further elaborated on elements of making it happen including:

1. Priority setting and planning
2. Partnerships and alliances
3. Financing the strategy
4. Managing for results
5. Communication Managing for governance.

The strategy document was also discussed at the 27<sup>th</sup> Board Meeting and is being finalized for publication.

## E. Publications

Recent ANAFE publications include:

1. An updated ANAFE brochure in both English and French entitled: Enhancing Agricultural Education for Development
2. Policy Brief on Contextualized Learning Materials
3. Policy Brief on Experiential Learning
4. Declaration on Forestry Education
5. Declaration on Experiential Learning
6. ANAFE 2008 Proceedings on Climate Change
7. Conference for Sensitizing Francophone Rectors, Presidents of Universities and Directors of Agricultural Higher Education Institutions Communiqué
8. **Drame Yaye Aissetou & Adandedjan C. Claude, 2009.** L'ANAFE apres quinze ans d'existence: Un reseau etendu qui devient organisation non gouvernementale. Sahel Agroforesterie Nos 11 & 12, Janvier – Decembre 2009, pp.13 – 16.
9. **Chakeredza Sebastian, Temu August & Drame Yaye Aissetou, 2009.** Agroforestry training at post-graduate level in Sub Saharan Africa: Solutions to challenges in curriculum delivery. Scientific Research and Essay Vol. 4 (9), pp 900 – 905, Sept. 2009.
10. **Chakeredza Sebastian, Temu August, Drame Yaye Aissetou, Makungwa Steve & Saka D.K. John, 2009.** Mainstreaming climate change into tertiary agricultural education. ICRAF Working Paper No 82. 30 p.
11. **Drame-Yaye Aissetou & Chakeredza Sebastian, 2010.** Young People as Catalysts for Rural Development: Experiences from Niger and Malawi: Rural 21. The International Journal for Rural Development vol 44(2): 14-16.
12. **Drame Yaye, Chakeredza, S. and Temu, A. 2011.** Why do Agricultural Faculties Fail to Attract the Best Students? Background paper prepared for the ASTI-IFPRI/FARA Conference, Dec 5-7, 2011, Accra, Ghana. 14 pp. Available at: <http://www.asti.cgiar.org/pdf/conference/Theme2/CaseStudies/Yaye.pdf>
13. **Kavwanga E.S. Yambayamba, Sebastian Chakeredza, Aissetou D. Yaye, James Aucha and Joyce P. Macala, 2013.** Effectiveness of Agriculture and Natural Resources management Training in Zambia. The Journal of Agricultural Education and Extension. Vol. 19 (1), 2013. PP 37 – 51.

These publications are available on the ANAFE website: <http://www.anafe-africa.org>

## VI. Conclusion

The year 2012 has been a very productive year for ANAFE particularly with the launch of SASACID project activities. Other projects have also continued including UniBRAIN, TEAM Africa and NUS. A key achievement in the human resources has been the recruitment of the communications expert. His engagement will ensure we strategically reach out to our stakeholders with appropriate and suitable communication materials. As we reach out to more partners and the international community, we will leverage on support from key organizations such as CTA, sub-regional organizations like SADC, ASARECA, CORAF/WECARD and regional economic communities such as COMESA. We are fully committed to the greater involvement of our members in representing ANAFE in various fora.





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