



# **The Coalition on Media and Education For Development Africa Forum (CAFOR)**

**Strategic Plan 2020 - 2024**

**January 2020**

**THE COALITION ON  
MEDIA AND EDUCATION  
FOR DEVELOPMENT AFRICA FORUM  
(CAFOR)**

**Strategic Plan 2020 - 2024**

**January 2020**

## Contents

1. Introduction and background.....	5
2. About CAFOR .....	6
2.1 Vision, Mission, Objectives and Strategies.....	7
3. The strategic framework of CAFOR.....	12
3.8 SWOT analysis:.....	19
3.9CAFOR’s Key Activities.....	20
4. Organizational structure .....	24
4.1 The Executive Board of CAFOR .....	24
4.2 The CAFOR Secretariat: .....	25
4.3 The CAFOR Regional Representation Offices .....	26
5. Monitoring & Evaluation .....	29
5.1 Key results expected: .....	30
5.2 Key performance indicators .....	31
5.1 Key performance indicators.....	31
6. Resource Mobilization Strategy.....	34
6.1 Implementing the resource mobilization strategy: .....	35
6.2 Resource Mobilization Strategy Implementation .....	37
7. Proposed Budget .....	38
7.1 CAFOR Detailed Budget.....	39



## **COALITION ON MEDIA AND EDUCATION FOR DEVELOPMENT AFRICA FORUM (CAFOR)**

### **Popularization of:**

**AGENDA 2063**

**SUSTAINABLE DEVELOPMENT GOALS (SDGs)**

**CONTINENTAL EDUCATION STRATEGY FOR AFRICA  
(CESA 16-25)**

**SCIENCE TECHNOLOGY AND INNOVATION STRATEGY FOR  
AFRICA (STISA) 2024 AND**

**TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING  
(TVET) CONTINENTAL STRATEGY**

### **Advocacy**

**Youth Skills Development**

**Innovative Education System**

**Building Human Capital Capacity**

**Strengthening Coalition owned by its Members.**

**Supporting Stakeholder Mobilization and Sensitization**

**Provide Platform for Multi-stakeholder Partnership for the Achievement  
of Education Goals**

**Promote Communication use for Education for Young People**

**Promote African Union Education and other Policy Instruments**

**Give new Impetus to Media Training**

**Promote Networking**

**Support to Youth in Emergency and Post Conflict Situations**

Coalition on Media and Education for Development Africa Forum (CAFOR)  
is partner to the Department of Human Resources, Science and Technology,  
African Union Commission.

To learn more about CAFOR visit Website: [www.cafor.org](http://www.cafor.org)

## Abbreviations and Acronyms

AU	: African Union
ACBF	: Africa Capacity Building Foundation
AFDB	: Africa Development Bank
CAFOR	: The Coalition on Media and Education for Development Africa Forum
CBO	: Community Based Organisation
CESA	: Continental Education Strategy for Africa
CSO	: Civil Society Organisation
HRST	: Human Resources Science and Technology
ICT	: Information Communication Technology
IT	: Information Technology
KMS	: Knowledge Management System
M & E	: Monitoring and Evaluation
MOU	: Memorandum of Understanding
NGO	: Non-Governmental Organisation
RECs	: Regional Economic Communities
SDG	: Sustainable Development Goal
STEM	: Science Technology Engineering Mathematics
STI	: Science Technology Innovation
STISA	: Science Technology Innovation Strategy for Africa
SOP	: Standard Operating Procedures
TVET	: Technical and Vocational Education and Training
UN	: United Nations
UNDP	: United Nations Development Programme
UNESCO	: United Nations Educational, Scientific & Cultural Organisation
UNICEF	: United Nations Children's Fund

# 1. Introduction and background

Education is at the centre of the development agenda, especially in ensuring the achievement of the Sustainable Development Goals (SDGs) and the African Union's Agenda 2063. Many studies show that education has a positive contribution towards better health, better climate protection, improved economic growth, better governance and management systems and other improvements in the life of the people. Education in Africa brings together the interests and activities of a wide range of stakeholders, including leaders, communities, civil society advocacy groups, the media, donors, cooperating partners, learning institutions and learners.

However, the link between education and other developmental goals has not been communicated to and understood by many. More significantly, although making up the lion's share of national budgets, education is not sufficiently prioritized. Therefore, many education systems across Africa continue to suffer several challenges such as shortage of human resources such as qualified and motivated teachers, teaching and learning materials, and inadequate infrastructure such as classrooms. There are also harmful cultural practices and emergencies and conflict situations that hamper education. Most of these challenges require adequate political will and financing. A recent UNESCO Global Monitoring Report estimated an annual funding gap of US\$39 billion to achieve the objectives of SDG#4. Sub Saharan Africa is likely to face the most significant education funding gap of between US\$17 and US\$27 billion due to its low-income status and high level of fragility.

Business, as usual, can lead to failure if African countries do not yield the requisite maximum results as envisaged in the global and continental development and education agenda. For this reason, the African Union's Continental Education Strategy for Africa (CESA) called for the establishment of a Coalition of Stakeholders as a strategy to amplify the case for prioritizing and investing in education and ensuring better coordination and networking on matters related to education in Africa.

In support of the calls by the African Union to mobilize stakeholders to support the implementation of CESA, the Coalition on Media and Education for Development Africa Forum (CAFOR) adds value by focusing on the communication dimension, which is its leverage point. CAFOR believes that communication must be at the core of the business of planning education on the continent, ensuring that it is comprehensive and inclusive and that its style and content enhances dialogue in promoting all facets of education. Information exchange and communication between partners are essential to the achievement of well-managed, efficient education systems and education of good quality for all. Through information sharing, building consensus and confidence, advocacy and social mobilization, communication strategies help to support education policies and their implementation among leaders, cooperating partners, donors, civil society groups, communities, the media, and other stakeholders, all of whom are recognizing the need to work together.

CAFOR promotes the use of communication in support of education in Africa. CAFOR, therefore, focuses on developing joint action for building confidence, trust, and ownership among development ministries, and ministries of finance, the media and all stakeholders in the development field and particularly in education. Through the work of CAFOR and its networks,



members share new knowledge generated in educational reform for youths in sub-Saharan Africa as well as other relevant areas of the continent. This knowledge sharing enhances policy dialogue among the various stakeholders, as recommended by the African Union through CESA. They also promote a shared understanding of the issues in educational reforms for youth development and help build commitment and ownership of the changes.

## **2.About CAFOR**

CAFOR is a non-profit membership organization comprising institutions, organizations, experts and individuals who are committed to ensuring that education systems in Africa are relevant to young Africans with newly acquired skills that correspond with what obtains in the labour market within the African continent. CAFOR already has a team of experts numbering more than 50 individuals, and rely a great deal on external experts and its networks of more than 1,600 journalists, communicators and advocates in the field for implementation of activities. CAFOR draws on the expertise of various areas related to its work: ministries of education, agriculture, employment, gender and women's affairs, youth, economy and finance through their communication or information units. Also, media specialized in learning and development reporting, communication researchers and trainers, education specialists and development organizations engaged in areas of concern regarding training for youth development.

CAFOR has stemmed from the idea that education for development systems work best in contexts of well-developed partnerships and trust between the multiple actors involved. In addition to the significant classroom partnership between the teacher and learners, CAFOR recognizes that education systems rely on connections and trust between school authorities. Also, teachers, community and the education ministry, as well as between departments of education and their financing partners, mainly their ministries of finance, but also external financing partners, other ministries and agencies that are engaged in the development process; and between practitioners and more upstream professionals such as researchers. There are many issues that CAFOR will be thinking about as it evolves. These include better research, mapping out institutions and organizations that offer lifelong learning and training, sharing information, mobilizing supporters, informing the public, advocate on youth issues for the economic and social development of the African continent, raise funds, coordinate with stronger forces, and gain leadership.

CAFOR seeks an energetic African professional corps that would support programmes within member states of the African Union. One of the ideas underlying CAFOR is that information exchange and communication between partners are essential to the achievement of well-managed, efficient education systems and education of good quality for all.

## 2.1 Vision, Mission, Objectives and Strategies

### **Vision:**

The vision of CAFOR is to place communication and evidence-based advocacy at the centre of education, focusing on youth skills development and the labour market in Africa. CAFOR intends to become the Leading African Centre of Excellence for Communication in the area of Youth Skills Development and will be the sustainable, independent, continental reference and facilitating agency for excellent communication practices in the field of education for development.

### **Mission:**

CAFOR's mission is to promote communication and evidence-based advocacy as core elements of Education and Youth Development that will focus on Youth Labour Force Participation by targeting reform in the agricultural sector in Africa as a start. CAFOR will achieve this mission through resource mobilization, advocacy, capacity building, analysis, research, and documenting best practices. CAFOR will have a particular bias towards the concept of work and training in those areas that equip young people with exceptional skills to meet modern-day challenges.

### **Objectives:**

- Provide a continent-wide platform for exchanging information, experience and practices about new technologies and innovations among experts in government ministries, CSOs, NGOs, the media, the youth and communities.
- Promote a community practice involving the youth in such areas as agriculture, entrepreneurship and other vocations that will help in the curbing of internal and external migration.
- Sensitize and mobilize stakeholders on good communication practices among key stakeholders.
- Build the capacity of media professionals and other interested stakeholders to stimulate robust public debate on education and development issues.
- Promote policy change and measures for ensuring an enabling policy environment for youth to engage in innovative enterprises in Africa.
- Translate ideas into action on the ground by testing technological innovations and institutionalizing what works.
- Promote relationships of trust and meaningful multi-stakeholder partnerships for the achievement of education goals on the continent.
- Undertake advocacy and lobbying to meet Africa's current economic and social challenges.
- Collaborate with the African Union Commission, the Regional Economic Communities, the United Nations, donors, civil society networks and other cooperating partners in areas of communication for education and development for the achievement of CESA and the SDGs, with a stronger emphasis on youths.

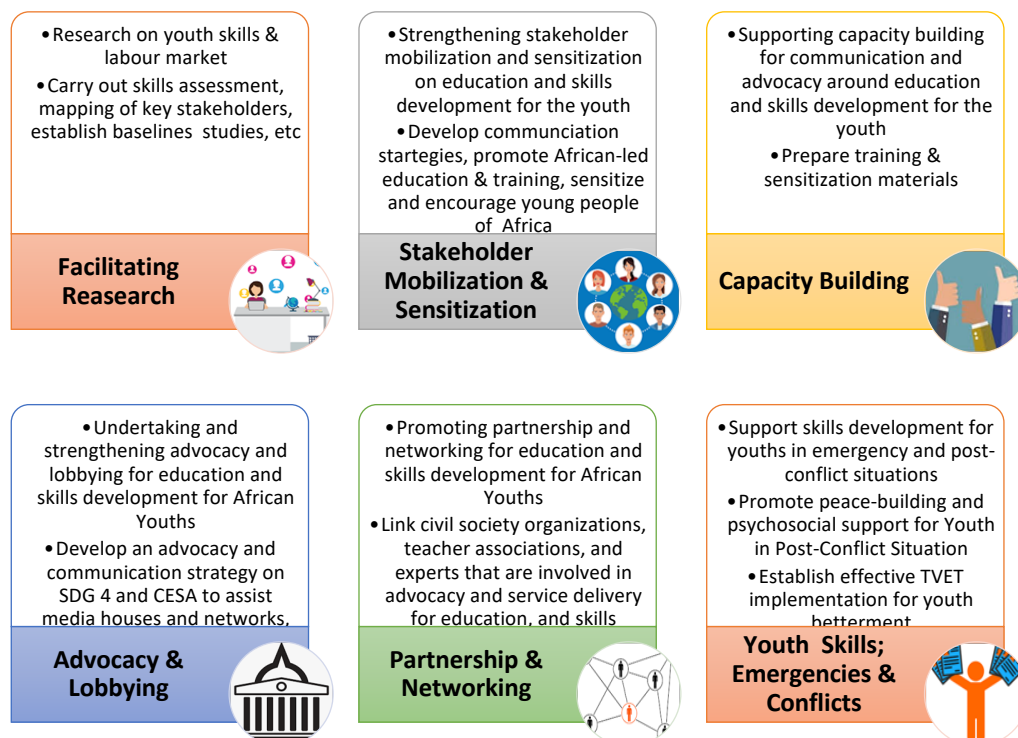


## Strategies

CAFOR seeks to achieve its objectives through a **six-pronged programme strategy** with the following strategic activities related to education and skills development for youths in Africa:

(i) *Facilitating research*; (ii) *strengthening stakeholder mobilization and sensitization*; (iii) *supporting capacity building initiatives*; (iv) *undertaking and strengthening advocacy and lobbying*; (v) *promoting partnership and networking* and (vi) *supporting skills development for youths in emergency and post-conflict situations*. The critical elements of these strategic activities are explained below.

### CAFOR STRATEGIES



#### *1) Facilitating action research on youth skills development and the labour market*

- Conduct studies on African media reporting on education and development;
- Conduct studies on the scale and impact of advocacy around education and skills development for youth in Africa;
- Conduct a mapping of key stakeholders and services in education and skills development for youth in Africa;
- Conduct international studies on processes and procedures for inter-sector (health, education, access to credit and technology and capital) integration of investments to combat youth unemployment and underemployment;

- e) Carry out skills assessments among communication professionals to establish baseline for capacity building for CAFOR members and other stakeholders;
- f) Undertake regional labour market assessment/analysis to inform policymakers in developing programmes that link skills training to the labour market;
- g) Conduct a study on the effects of youth migration on domestic economies in West Africa.

2) *Strengthening stakeholder mobilization and sensitization on education and skills development for the youth*

- a) Grow the membership of a network of communicators, development experts and advocates for youth empowerment at national, regional and international levels;
- b) Develop and propound communication strategies for the development of skills for youth for the African labour market;
- c) Identify and promote African-led education and training solutions to address national and regional needs for the youth ;
- d) Facilitate online and offline regional forums or platforms for countries to share experiences and develop skills for civil society groups to engage in communication-related activities to support education initiatives for young people;
- e) Sensitize and encourage young people in Africa to actively seek out mentoring opportunities themselves, as the lessons learned, and guidance received from such experiences are invaluable;
- f) Widely disseminate findings from studies conducted by CAFOR on education and skills development for young people using both traditional and new media platforms.

3) *Supporting capacity building for communication and advocacy around education and skills development for the youth*

- a) Use results of the skills and labour market assessment to develop a capacity building toolkit or manual and undertake training workshops for communication professionals with a particular focus on reporting on skills for youth in socio-economic development;
- b) Organize sensitization forums for communication professionals to develop a positive attitude towards the media as allies for the development of education and skills for young Africans;
- c) Prepare training and sensitization materials on communication for policy dialogue and action for use by African journalists, other media practitioners and activists;
- d) Facilitate training workshops for advocacy organizations on effective evidence-based advocacy and lobbying around education and skills development for youth in Africa;
- e) Introduce long-term strategies to stimulate the creativity of young people, providing them with a quality education geared towards the global market;
- f) Work in partnership with organizations that have similar concerns and aspirations to promote creative problem-solving skills for the youth through national mentorship and

internship programmes, as well as through national competitions targeting different age groups.

4) *Undertaking and strengthening **advocacy and lobbying** for education and skills development for African youth*

- a) Advocate for robust national policy frameworks for research and development as these are imperative for innovation;
- b) Advocate for African countries to come up with migration models and policies to formalize and regulate the overseas employment of their youth populations and some of their surplus labour;
- c) Develop an advocacy and communication strategy on SDG - 4 and CESA to assist media houses and networks, and work on supporting CSOs and communicators in reporting on advocacy projects;
- d) Facilitate regional and national forums that address the issues of integrating African youth into the labour market with decent and productive jobs as these remain a considerable challenge that needs regional and international partnerships, with practical and action-oriented recommendations;
- e) Use results of labour market assessments to advocate for reforming and redesigning education and training curriculum and programmes to ensure relevance for the economic needs of countries, regions and international markets;
- f) Promote development and sustainability of youth-oriented skills incubation centers in promising nations;
- g) Advocate for setting up of youth-dedicated funds to provide upcoming young innovators with seed money to help them realize their potential;
- h) Promote the use of community radio by African broadcasters to advance learning and sharing of information and expertise on education and development at the community level;
- i) Lobby African governments to ensure sustained growth of ICT infrastructure and financial support towards research and development in science and technology;
- j) Lobby African governments and other development partners to put in place mechanisms to support youth ventures through offering free vocational education, mentoring programmes and incentives on production and applications for the commercialization of innovations;
- k) Lobby African governments and development partners to train youth in critical areas such as those related to applying for funding and grants (locally or abroad), budgeting, forecasting and accounting.

5) *Promoting **partnership and networking** for education and skills development for African youths*

- (a) Create and sustain a database of communication experts, media professionals and education advocates at national, regional and continental levels;
- (b) Support the African Union in facilitating the establishment of the Coalition of Stakeholders for implementation of the CESA 2016-2025 and the SDGs in Africa;
- (c) Organize policy dialogue forums and colloquiums that debate current issues in education and development including jobs and skills training for young people;
- (d) Introduce an online and offline quarterly newsletter on communication for learning and development;
- (e) Support the establishment and review of a qualification and quality assurance framework for training institutions engaged in training journalists and communicators that report on education and skills development in Africa to ensure excellence in reporting on the education and development related news;
- (f) Link civil society organizations, teacher associations, and experts that are involved in advocacy and service delivery for education, and skills development for youth to influential regional and international media networks;
- (g) Support journalists to ensure comprehensive media coverage of youth education and skills development events organized by the African Union, the Regional Economic Communities and UN agencies;
- (h) Introduce CAFOR Education Journalist of the Year Award at regional and international levels in collaboration with the African Union, the private sector and media networks on the continent;
- (i) Compile and disseminate a community of practice documentary in the field of communication for education and development.

6) *Support skills development for youths in **emergency and post-conflict** situations*

- (a) Promote peace-building and psychosocial support for youth in post-conflict situations;
- (b) Support the need for hard and soft skills and holistic approaches;
- (c) Place young people at the centre of the peace process rather than as a target group to be consulted;
- (d) Conduct market studies that will bring in interventions with flexible programmes that can adapt to changing needs;
- (e) Support TVET programmes that are relevant, context-specific and demand-based;
- (f) Ensure through advocacy the involvement of local communities;
- (g) Ensure the targeting of girls by ensuring that girls and young women do not “disappear” and recognizing that the youth includes young men and young women, boys and girls.
- (h) Ensure that TVET receives long-term support;
- (i) Build a close relationship with governments to assist national stakeholders develop and implement national youth strategies and policies through an interactive process involving the youth;
- (j) Play an advocacy role with all partners to draw attention to the situation of young people as a factor in development, peace and security.

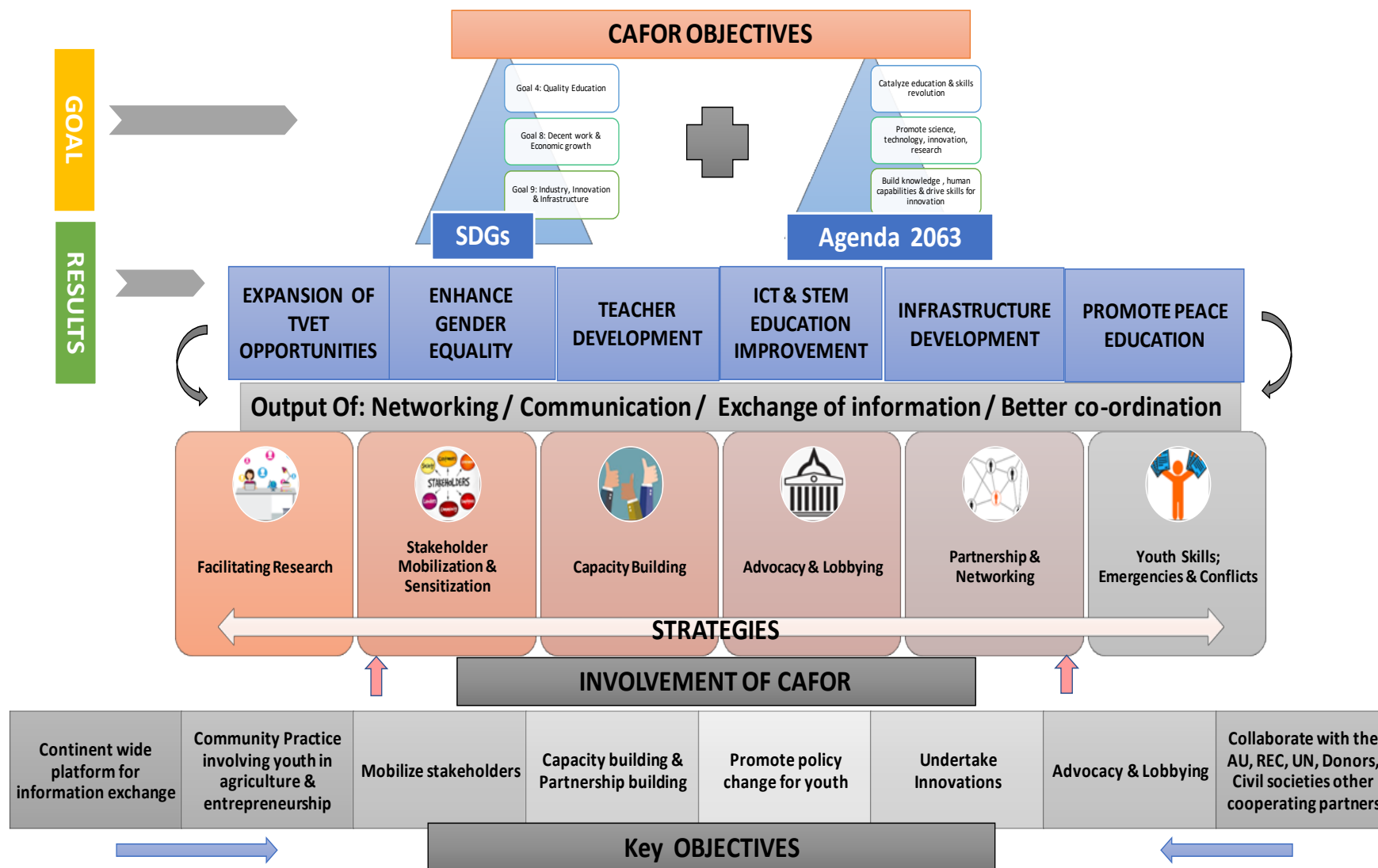
### **3.The strategic framework of CAFOR**

CAFOR seeks to have professionals be members of the organization that would support programmes within member states of the African Union. To operate strategically in a continually changing environment, CAFOR members will necessarily master the following:

- (a) understanding trends;
- (b) keeping abreast of opportunities and challenges at the global and continental levels;
- (c) knowing the local funding environment; and
- (d) providing important input to the global and continental analysis related to the SDGs and CESA;
- (e) TVET and STISA.

The above issues can be very challenging for CAFOR.

## CAFORs Strategic Framework





CAFOR's strategic framework incorporates robust support to the effective implementation of the SDGs and Agenda 2063 for the betterment of youth through education in the African continent. From the above figure, we understand that based on CAFOR's key objectives, which entail the collective objectives of Agenda 2063 and the global SDGs, CAFOR would enable research in all aspects of education, including in science and technology and technical and vocational education and training. This capacity strengthening would allow for innovations and an improved education system across the continent. It would also enable the mobilization of all stakeholders such as communities, civil society organizations and advocacy groups, the media, donors and all cooperating partners, as well as learning institutions to promote and deploy policy innovation through effective networking and partnerships. These collective efforts would contribute to enhancing youth skills development and employment opportunities across the continent.

CAFOR and the African Union have signed a Memorandum of Understanding (MOU) in which they agree to work together to enhance the integration of global and continental policy agendas. These include the Sustainable Development Goals (SDGs), Agenda 2063, the Science, Technology and Innovations Strategy for Africa (STISA 2024), the Continental Education Strategy for Africa (CESA 16-25), and the Continental Strategy for Technical and Vocational Education and Training (TVET) into country-level developmental and sectoral strategies for the development of the African continent.

### **3.2 The Sustainable Development Goals (SDGs):**

The Global Goals for Sustainable Development are a collection of 17 global goals set by the United Nations General Assembly in 2015. CAFOR will focus on Goal 4, and would also extend its works indirectly to achieve and contribute to other goals such as- Goal 8: Decent work & Economic growth.

Goal 4: Quality education constitutes the following: "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all." CAFOR would work to achieve this goal by concentrating on developing communication strategies and policies for primary and secondary education with a heavy concentration in the following areas:

- (a) Advocacy and social mobilization with civil society, teachers and their unions, regional organizations, the private sector and research institutions.
- (b) Undertake needs assessment research in the areas of training, ICT development and innovations, ensuring technological advancement, and develop a contingency plan with implementing policies that would contribute to achieving education for all.
- (c) Campaign to have adequate capacities in the form of well-trained teachers and related staff in educational institutions.

#### Goal 8: Decent work & Economic growth

The SDGs promote sustained economic growth through increased production and technological advancements and innovations. CAFOR would advocate for youth employment in different fields of industry. CAFOR would also support scholarship programmes for students across different universities and making them self-sufficient with their acquired skills.

## The Sustainable Development Goals at a glance



### **3.3 Agenda 2063:**

Agenda 2063 calls for the African continent to invest in skills, science, technology, engineering, and mathematics so that the African peoples can drive the continent's development agenda. In this respect, Agenda 2063 has set up pillars for the priority areas that would execute this vision into a reality.

One of the pillars of Agenda 2063 is the need to invest in the peoples of Africa as its most precious resource. These resources include their nutrition and health, their access to shelter, water and sanitation, expanding quality education and strengthening science, technology, innovation and research.

*Agenda 2063 purports to improve the continent's education systems needs through enhancing skills in traditional professions – such as teachers, nurses, doctors and lawyers – and in sciences, technology, engineering, and mathematics to support the rapidly changing demands of African economies. Agenda 2063 also demands an urgency to develop skills for micro, small and medium enterprises.*

### Agenda 2063 Aspirations and the related goals and priority areas at national level



### 3.4 The Continental Education Strategy for Africa - 2016-2025 (CESA 16-25)

CESA 16-25 aims to set up a "qualitative system of education and training to provide the African continent with efficient human resources adapted to African core values and therefore capable of achieving the vision and ambitions of the African Union."

The implementers of CESA 16-25 would be assigned to "reorient Africa's education and training systems to meet the knowledge, competencies, skills, innovation and creativity required to nurture African core values and promote sustainable development at national, sub-regional and continental levels".

CESA's goal is, therefore anchored on the creation of a new context favourable to the full inclusion of education among the priorities of the African Union, the Regional Economic Communities and the AU Member States.

The existing communication gaps for the implementation of education programmes on the continent have resulted in some negative repercussions. CAFOR would continue to play the supporting and facilitating role in policy dialogue, technical and institutional capacity development, sharing of knowledge and experiences, and advocacy and communication to promote CESA 16-25.

CESA would provide each stakeholder in education an opportunity to make the best contribution to education and training in Africa by capitalizing on players ready to mobilize funds, human capital and technical resources within national, regional and continental coalitions in the fields of education, science and technology.

### **3.5 The Continental Strategy for Technical and Vocational Education and Training (TVET)**

*Technical and Vocational Education and Training (TVET)* is receiving greater recognition as a practical path to secure easily employable skills for the world of work. The general awareness regarding the acquisition of vocational skills is a critical element to address poverty issues on the continent and that, at the national level, a skilled workforce is an essential conveyor of economic growth. Although foreign direct investment (FDI) can be attributed to a complex combination of internal and external factors, the availability of a skilled workforce constitutes a significant leverage factor for FDI. The African Union has prepared and ratified the Continental TVET Strategy to foster youth employment and established a TVET Expert Group to support the adoption and implementation of the TVET strategy by member states. CAFOR would advocate for this initiative as advanced by the African Union since it recognizes that well-functioning TVET systems are most essential for the training of the skilled workforce that the continent needs to address its socio-economic development challenges.

### **3.6 The Science Technology & Innovation Strategy for Africa -2024**

*The Science, Technology and Innovation Strategy for Africa (STISA-2024)* was developed during the critical period when the African Union was formulating its broader and long-term AU Agenda 2063. This strategy is to "accelerate the transition of African countries to innovation-led, and knowledge-based economies", by improving science, technology and innovation readiness in Africa and implementing specific policies and programmes in these areas which address societal needs holistically and sustainably.

The STISA-2024 responds to the demand for science, technology and innovation to influence other critical sectors like agriculture, energy, environment, health, infrastructure development, mining, security and water among others. The strategy anchors firmly on six distinct priority areas that contribute to the achievement of the AU Vision. These priority areas are:

- (a) Eradication of Hunger and Achieving Food Security;
- (b) Prevention and Control of Diseases; Communication (Physical and Intellectual Mobility);
- (c) Protection of our Space;
- (d) Live Together;
- (e) Build the Society; and
- (f) Wealth Creation.

The strategy further defines four mutually reinforcing pillars which are prerequisite conditions for its success. These pillars are:

- (a) Building and upgrading research infrastructures.
- (b) Enhancing professional and technical competencies.
- (c) Promoting entrepreneurship and innovation.
- (d) Providing an enabling environment for STI development in the African continent.

The AU contends that STI would design, implement and synchronize continental, regional and national programmes to ensure that their strategic orientations and pillars are mutually reinforcing, to achieve the envisaged developmental impact as effectively as possible. CAFOR would integrate this strategy in its advocacy and social mobilization programmes to promote it at the continental level.

### **3.7 Conclusion:**

In conclusion, CAFOR supports the effective implementation of Agenda 2063 and all AU related policy instruments. In this regard, CAFOR would catalyze education and the skills revolution and actively promote science, technology, research and innovation. CAFOR would also support the management of knowledge, human capital capabilities and skills to drive innovations. CAFOR's support would revolve around the following areas:

- a) Conduct research on educational reforms for youth so that they can contribute to the national labour force.
- b) Strengthen the quality and value of education for everyone, including schools, colleges & universities in Africa.
- c) Help build commitment and deploy policy agendas at country level related to education, gender equality, innovations, science and research.
- d) Work closely with the HRST department and ensure fruitful and viable partnerships.
- e) Increase partnerships with African based organizations including youth led organizations for implementation of CESA.
- f) Participate in high level dialogues with different entities, donors on related issues like gender disparity and education for all.
- g) Enhanced focus on student and teacher mobility, cluster members and their work plans
- h) Reviewing teacher training materials and implementing their respective skills enhancing techniques.
- i) Work together with organizations which will contribute to curriculum development and assist education development in Africa.
- j) CAFOR will focus on improving ICT based education and innovation in all related fields that will impact the overall quality of education and training.



### 3.8 SWOT analysis:

CAFOR's key strengths position itself well to lead the overall reforms across the sector.

STRENGTHS	WEAKNESS
<ul style="list-style-type: none"> <li>• Having Linkages with African Union and other international and national entities they are now focusing on education -for youth development and employment activities.</li> <li>• Many donor agencies are funding on youth development issues related to capacity building, STEM education, enabling ICT environment, etc</li> <li>• Prominent normative and regulatory role involving policy, advocacy and technical assistance</li> <li>• Networks and members can be drawn from 55 member states of the African Union.</li> <li>• Strategically positioned as the only regional coalition of academics, communication experts and other networks dealing with innovations in education for Africa</li> <li>• Strategies for TVET and employment</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of information of appropriate funds provided by donor agencies</li> <li>• Inefficiencies in tracking and receiving funding for specific projects.</li> <li>• Competition for funds allocation</li> <li>• Lack of or limited incentives for staff and CAFOR members to engage in resource mobilization activities.</li> <li>• Inadequate knowledge, skills and/or experience in fundraising among staff and members of the Coalition.</li> <li>• Minimum coordinated efforts between the CAFOR structures – the Secretariat, the Executive Board and the General assembly of CAFOR members.</li> <li>• Inadequate communication strategies</li> <li>• Existing website needs more updating</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Enabling environment for policy driven approach in education sector by working with the education ministries</li> <li>• The growing youth population in Africa will enable for reforms and strategies for youth development</li> <li>• New emerging donors and wealthy foundations interested in youth development in Africa.</li> <li>• Links with international institutions devoted to youth development ( ex: the African Union Commission, UN agencies and other multilateral organizations and NGOs/CBOs)</li> <li>• Range of partners at all levels increasing.</li> <li>• Become a platform to pool financial resources to promote TVET in Africa</li> <li>• Strong support platform for education and youth priorities</li> <li>• Potential to be a resource center for youth skills development in relation to the labour market in Africa.</li> </ul>	<ul style="list-style-type: none"> <li>• Significant and increasing competition for resources from other youth institutions</li> <li>• Possibility of donor fatigue if CAFOR does not become more strategic in developing more proactive tactics</li> <li>• Perceived inefficient and lackluster CAFOR</li> <li>• Global financial crisis</li> </ul>

As evident from the above, CAFOR is uniquely positioned to address the key challenges facing youth in the continent and has numerous opportunities to play a catalyst role in reforming the



sector. CAFOR's principal activities are structured to assist the countries in implementing these reforms.

### 3.9 CAFOR's Key Activities

CAFOR will communicate evidence-based advocacy and will become the centre of excellence for communication to address the skill issues faced by the youth. CAFOR's works under a strategic framework are summarized below:



CAFOR will deploy multi-faceted strategies to ensure the youth in Africa are skilled and become more employable. The core tenants of the strategic framework are:

#### 1. The Memorandum of Understanding (MOU) with the Africa Union:

As already mentioned above, CAFOR has signed a strategic MOU with the AU at the beginning of 2019 with a duration of 5 years. As per the MOU, CAFOR will:

- Enhance integration of global and continental policy agendas including Sustainable Development Goals (SDGs), Agenda 2063, the Science, Technology and Innovations Strategy for Africa (STISA 2024), the Continental Education Strategy for Africa (CESA 16-25), and the Continental Strategy for Technical and Vocational Education and Training (TVET) into country-level developmental and sectoral strategies for the development of the African continent.
- Promote communication in support of education.
- Facilitate knowledge sharing.
- Stimulate and sustain public debate on education reform for youth across Africa and beyond.

Through the MOU, CAFOR is receiving vital support from the AU including hosting CAFOR's Executive Director, at the AU headquarters in Addis Ababa with the setting up of CAFOR's Secretariat including access to IT and emails. The AU is also supporting CAFOR in disseminating various initiatives and policies developed by the organization.

#### 2. Policy and regulatory support:

CAFOR will provide technical, strategic and advocacy support to establish a system to address the regulatory environment on issues on educational reforms for youth to ensure more employability.

### **3. Setting up a continent-wide forum:**

CAFOR will function as a broker of ideas and a set up a continent-wide forum for knowledge sharing. The group will provide a platform for exchanging information, experience and practices about new technologies and innovations among experts and government ministries, CSOs, NGOs, the media, youth and communities. Through the forum, CAFOR intends to mobilize and sensitize various experts from different countries for information exchange, creating awareness, and planning for education sector reforms.

### **4. Multi-stakeholder partnerships:**

Education development in any country should be a collaborative exposure. It should involve connections among the various stakeholders, including educators, researchers, policymakers, decision-makers, university heads, employers, industries, students or job seekers, as well as a partnership between universities and industry. CAFOR will assist by promoting such alliances to work on:

- a) *A Multidisciplinary model*: Partnership between academicians and researchers, between different universities, between various training institutions, to develop better curriculum and pedagogy methods.
- b) *A PPP model*: Partnership between public and private institutions to provide better access to facilities.
- c) *A partnership between industries* and firms with educational institutions and universities to map the demands and supply.

### **5. Donor collaboration:**

CAFOR will prepare a sector strategic report covering challenges, reforms undertaken, collaboration needed, and best practices from different countries and funding needed. CAFOR will engage key essential donors on these issues, which could provide critical inputs on their country strategies. CAFOR could act as a pivotal platform to engage donors in delivering data on country strategies, pool funding requirements, and design multi-donor programmes.

### **6. Support to the African Union's Agenda 2063:**

CAFOR and its networks will work closely with the various departments of the African Union Commission to popularize Agenda 2063 at the regional and country levels and will encourage the African Union to work with other African institutions such as the African Development Bank (AfDB) and the African Capacity Building Foundation (ACBF) to strengthen scientific research and innovation through African networks of excellence. CAFOR, through its extended networks will embark on new approaches that will focus on better education and better matching of supply and demand for skilled workers to address youth unemployment. CAFOR will ensure that these institutions will collectively help create dynamic, innovative systems with global links and develop mentorship programmes (with the diaspora) to equip the next generation of entrepreneurs. CAFOR in its role as knowledge broker will use its technical arms to collaborate with like-minded institutions on the continent and beyond to assist African governments and key stakeholders to promote skills in traditional fields as well as in such areas as engineering, research, and science

and technology to support the continent's fast changing political, social and economic landscape. Universities and regional vocational training institutions will be at the center of this effort.

#### **7. Support in implementing key continent-wide education strategy:**

CAFOR will provide technical, financial and advocacy support to implement the Continental Education Strategy for Africa (CESA) and the Continental Strategy for Technical and Vocational Education and Training (TVET).

- a) CESA is a ten-year strategy developed by the AU to “create” a new African citizen who will be an active change agent for the continent's sustainable development and its 2063 Agenda. While CAFOR will work towards achieving all the strategic objectives of CESA, it directly supports the establishment of a coalition of stakeholders to facilitate and support activities resulting from the implementation of CESA.
- b) The Continental TVET strategy aims to promote technical and professional skills for youth to make them more employable. CAFOR will assist the AU in implementing its crucial strategy by providing handholding support to countries for its implementation.

#### **8. Support to its members:**

Since its inception, CAFOR has made rapid progress in increasing the number of its members. Currently, CAFOR has a strong network of 23 participating countries with an additional 32 countries to be registered by the end of 2020, thus covering all the 55 member states of the African Union. The 23 participating countries are Benin, Botswana, Burundi, Cameroun, Congo Republic, Democratic Republic of Congo, Egypt, Ethiopia, Gambia, Ghana, Kenya, Libya, Madagascar, Malawi, Morocco, Nigeria, Rwanda, Senegal, South Africa, eSwatini, Tanzania, Uganda, and Zambia. Apart from this, CAFOR also has an extensive network of more than 1600 members comprising of the media and other communication professionals, which it intends to use to disseminate all the initiatives, and as well as other experts and professionals who work mainly in the development sector. Strategically, members of CAFOR can support the implementation of various policies through their active membership of the organization. CAFOR also independently supports all its members on multiple initiatives including policy, regulatory issues, capacity building, advocacy, developing and communicating strategies to increase youth employment.

#### **9. Support implementation of SDGs:**

By implementing its strategy, CAFOR will contribute to directly achieving the SDG 4 – quality education and indirectly assist in fulfilling other key SDGs including SDG 1 – No Poverty, SDG2 – Zero Hunger, SDG 3 – Good Health & Well Being, SDG 5 – Gender equality ( CESA Objective), SDG 8 - Decent work & Economic Growth ( another CESA objective), SDG 10 – Reduced Inequality.

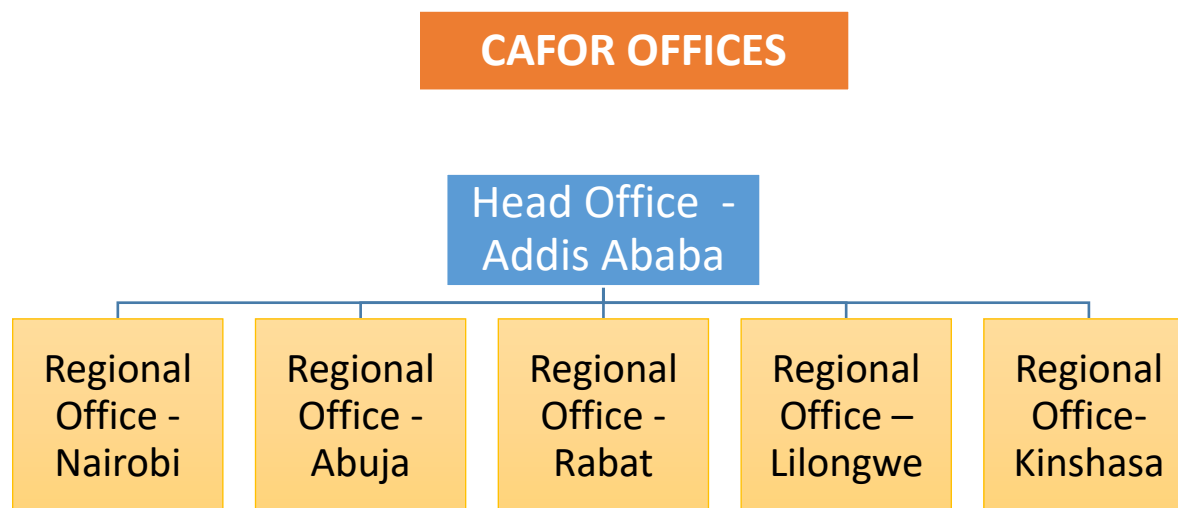
## **10. Testing Technological Innovations:**

CAFOR will promote new technological innovations that will assist teachers and students to explore more research, including:

- a) Equipping teachers with teaching aids.
- b) Installing educational software.
- c) Introducing social networking tools.
- d) Online courses.

## 4. Organizational structure

To implement the strategic objectives and to provide direct support to various governments, CAFOR will have a core central team located in Addis Ababa along with its regional offices across all the five regions of Africa. The following will be the organizational structure of CAFOR:



### 4.1 The Executive Board of CAFOR

The Executive Board of CAFOR plays a consultative role. The 12 member Board is led by a Chairperson. The Executive Board is well balanced in representation to reflect diversity on the continent in terms of gender, geographical coverage, and expertise and language groups. This Board participates in significant decision-making that affects the organization as well as in agenda setting and ensures a broader impact of CAFOR's activities through involving expertise in journalism, communication, education, youth, and economic and social development. The Executive Board supports the enhancing of coordination and the establishment of guidelines. It also provides strategic leadership and policy direction and guides all CAFOR-related programmes on budgets and activities, and, therefore, helps to chart the way forward. Members will play the role of 'Ambassadors for CAFOR' and support the mobilization of resources and partnerships. Each member of the Executive Board also acts as a 'sounding board' for CAFOR when requested. The Executive Board normally meets twice a year physically, to consider the work plan and budget for the following year submitted by the Executive Director and his staff. In the period between formal meetings, the CAFOR Executive Board members will engage in other forms of consultations and contact as needed. In consonance with CAFOR's mission, the Executive Board reflects on the various constituencies which are potential partners in CAFOR activities.

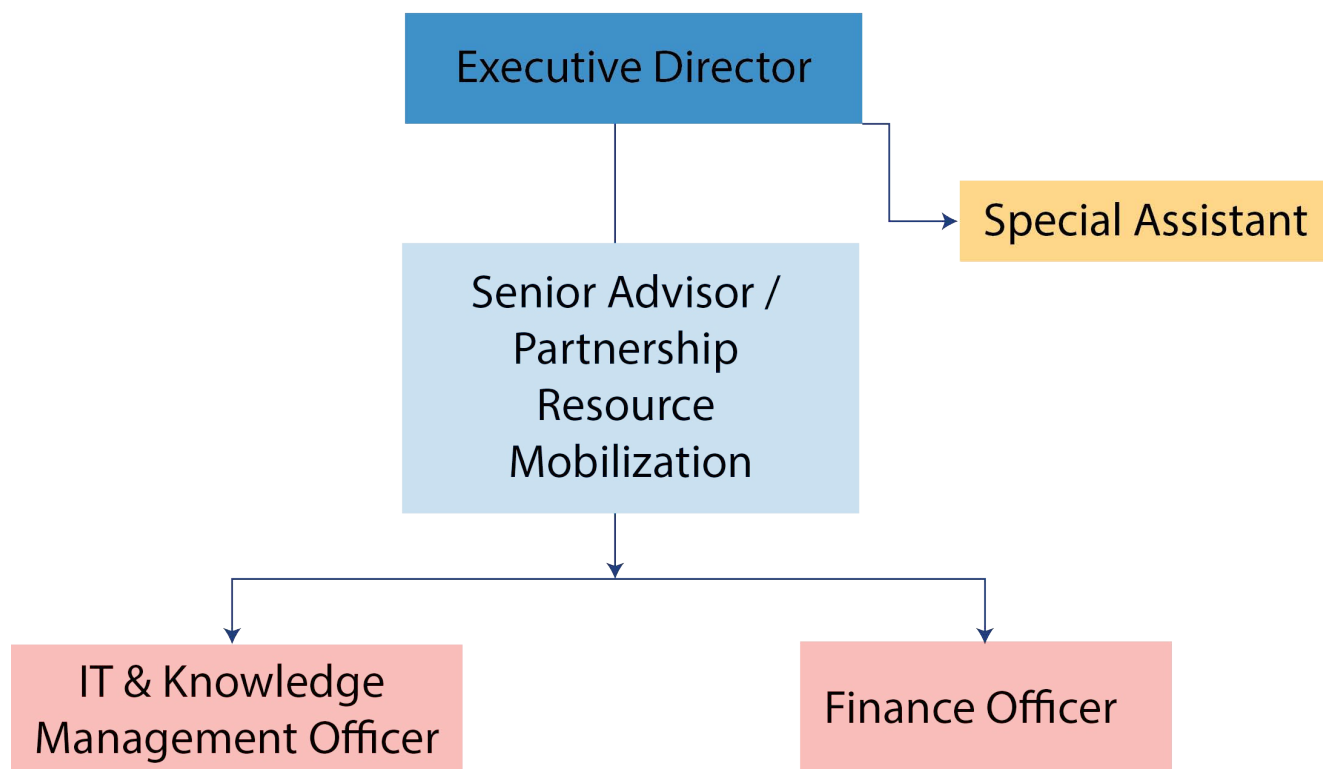
## 4.2 The CAFOR Secretariat:

The CAFOR Secretariat hosted by the African Union Commission in its Headquarters in Addis Ababa is led by an Executive Director who is the global chief of CAFOR's management. The Executive Director is supported by:

- a) *A Senior Advisor* (Partnerships and Resource Mobilization) who provides leadership in developing and implementing an effective resource mobilization strategy which provides a road map for creating strategic partnerships and mobilizing financial resources from donors, grantors and all individuals and organizations that are interested in contributing financially to the education and training of young people in Africa.
- b) *A Special Assistant* to the Executive Director who provides support to the Executive Director and Secretariat staff in the preparation of the annual work plans and budget as well as funding proposals, research and administrative support to the Executive Director in the preparation of reports, presentations and position papers at national and international forums, and serves as a focal point for CAFOR country-level projects. The Special Assistant also contributes to the day-to-day implementation of specific collaborative activities with the African Union Commission's HRST Department on youth programmes, and gathers, collate and transmit news-worthy information and ideas from CAFOR members in the field to the Communications Officers in the regions for publication.
- c) *An Information Technology and Knowledge Management Officer*, who will manage the CAFOR website and assume responsibility for all activities related to knowledge management.
- d) *Finance Officer*, who will manage all the accounts of the organization along with allocation for projects and their implementation.



# CAFOR SECRETARIAT



## 4.3 The CAFOR Regional Representation Offices

CAFOR will set up regional offices across the five sub regions of the continent. They will be as follows: East Africa (Nairobi), Southern Africa (Lilongwe), West Africa (Abuja), North Africa (Rabat) and Central Africa (Kinshasa) and will be responsible for all activities across the region. The Regional Offices are professional entities which seek to address the challenges of youths in the areas of skills development and employment issues in African countries. They provide high level expertise in their sphere of operation in the form of cutting edge research and analytical work, technical assistance and training to countries, regional economic communities and the African Union. At least 40% of CAFOR's employees will be youths from 35 years and below, who will also receive mentoring from experienced personnel in the organization.

They carry out studies in emerging topics in anticipation of future challenges, coordinate strategic partnerships and mobilize resources for their work programmes. The overarching objective of all these interventions is to enhance the education policies and strategies as they affect young people in African countries.

A Regional Representative will lead each Regional Office and will be supported by Communication and Programme staff including a Programme Manager. Further, the management and the regional officers will use the CAFOR network and members of CAFOR to provide direct support to governments and stakeholders.

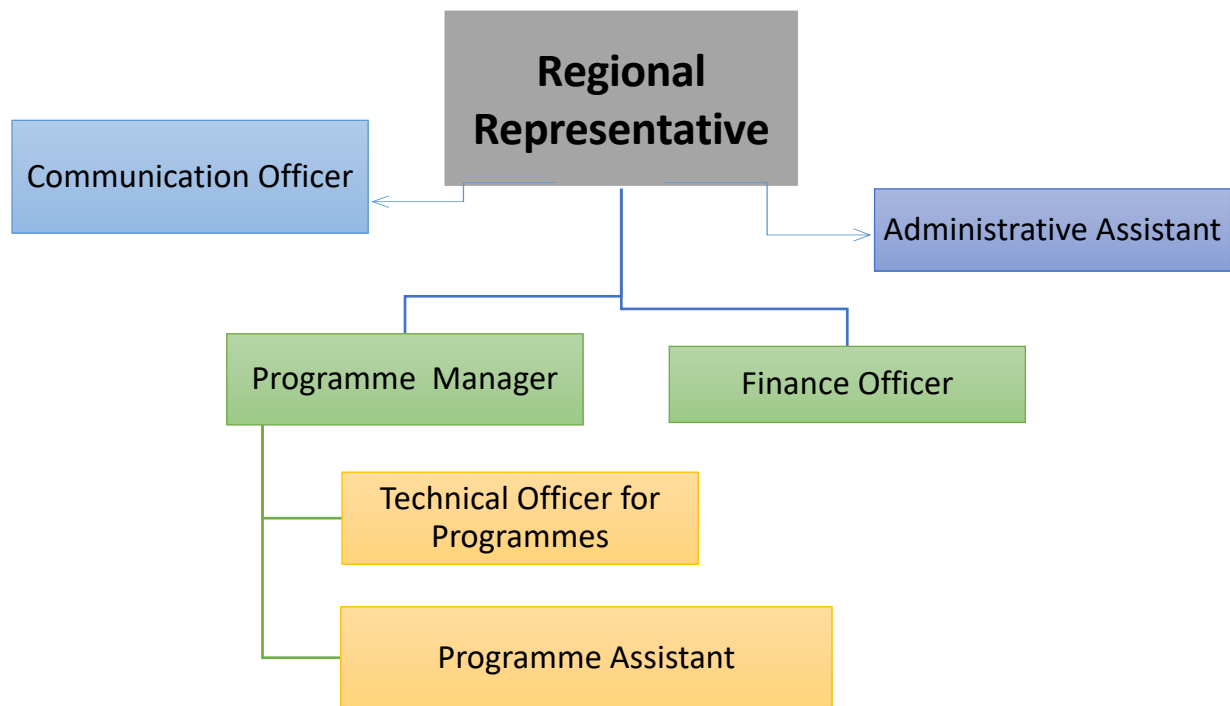
The Regional Representative will be responsible mainly for:

- a) Providing intellectual and managerial leadership in the conception, planning and implementation of the programmatic activities at the regional level in accordance with the strategic objectives of the CAFOR Strategic Plan;
- b) Developing and providing the CAFOR Secretariat with the regional annual work plan and budget for inclusion in the integrated CAFOR annual work plan and budget;
- c) Coordinating the effective and efficient implementation of the approved work programme and budget at both the Secretariat and the regional levels and guarantee that programme activities are carried out within the approved budget, policies and procedures of the organization;
- d) Communicating consistently with stakeholders involved in the work programme implementation in order to gain support and also continually secure resources and cooperation to achieve the desired results.

Each Regional Representative will be assisted by:

- a) *A Programme Manager* who will provide research assistance and programme management support to various governments and stakeholders within the region along with the regional programme implementation team.
- b) *A Communication officer* who will design strategies for governments and other stakeholders to ensure effective communication within their respective countries.
- c) *A Technical Officer* for Programmes who will be responsible for designing and implementing critical reforms across the sector.
- d) *A Finance Officer* to manage the accounts of the regional office.
- e) *A Programme Assistant* to support with research, programme management related support to the team.

## Organization Structure of the Regional Offices



## 5. Monitoring & Evaluation

A robust Monitoring and Evaluation framework is vital to achieving the overall progress and impact of CAFOR. CAFOR will develop the Monitoring and Evaluation framework in line with the analytical results targeted for the delivery of the strategic plan. The goal of the frame is to guide coordinated and efficient collection, analysis, use and provision of information that will enable the tracking of the progress made in the implementation of the strategy and enhance informed and sound decision making and lesson learning.

The implementation of the framework will involve the regular collection of information on how effectively CAFOR is performing and demonstrating whether the strategies and initiatives are achieving stated targets and goals. The development of the Monitoring and Evaluation framework will consider essential best practices for the development of results-based Monitoring and Evaluation plans.

The key pillars of this approach are summarized below:

The Monitoring and Evaluation approach of CAFOR will focus on impact, taking cognizance of the effects envisaged and the results of the strategy. The Monitoring and Evaluation of CAFOR will have:

- a) Comprehensive performance indicators – development of a set of metrics to measure progress toward ‘each result’ in the Results Framework.
- b) The buildup of a comprehensive monitoring and evaluation plan: This will constitute a management tool that outlines what data will be collected, how it will be collected, and who will collect the data.
- c) A baseline for all indicators to indicate the current situation. This baseline would show the strengths of past results. The benchmark is also useful in setting and agreeing on future targets for the respective result areas.
- d) A framework for scheduled and timely collection of performance data - Collecting data for the identified performance indicators is crucial to the success of the results-based process.
- e) Collaborative analysis of performance data – a recommendation that the leading group responsible for executing the Monitoring and Evaluation plan (e.g. the Monitoring and Evaluation Working Group) work together with the Monitoring and Evaluation function and team to analyze trends over time. Once the identification of patterns is ascertained, it will be of use to communicate the analysis to CAFOR.
- f) Explicit use of analysis and information to inform management decisions. The final step of the results-based management Monitoring and Evaluation approach consists of using the results of an analysis to inform decision-making, adjust strategy, or fine-tune the implementation of the plan.
- g) Impact evaluation – CAFOR will conduct at least two impact evaluation studies to assess the impact created by various components of the strategy. These studies would be undertaken during the mid-term review and towards the end of the strategy period.

## 5.1 Key results expected:

Through its strategic objectives and principal activities, CAFOR intends to achieve the following:

- a) Have 5,500 African communicators actively involved in reporting for education and development across Africa (at least 100 per AU member state);
- b) Have an active coalition of at least 6050 communicators, education professionals and advocates promoting SDGs, CESA, STISA and TVET in the 55 member states of the African Union (at least 110 per AU member state)
- c) Have 1,100,000 African youths empowered with science and technology and other relevant skills for jobs and entrepreneurship across the 55 AU member states (20,000 per AU member state)
- d) Have 770,000 African youths in active employment on small to medium scale businesses
- e) Ensure an enabling policy, curriculum and legal framework for advancing education and development targeting young people (14,000 per AU member state)
- f) Ensure excellence and fairness in media reporting for African education and development;
- g) Achieve quality and equity in education and skills (especially in science and technology) programmes for youths.

## 5.2 Key performance indicators

### 5.1 Key performance indicators

Objectives	Strategy for MONITORING AND EVALUATION	Milestone	Implementation strategy	Key performance indicator	Key result area
Continent wide platform for information exchange	Information Exchange & Flow	<ul style="list-style-type: none"> <li>Streamline information sharing among CAFOR members and countries</li> <li>Diversify &amp; Streamline information channels between CAFOR &amp; key stakeholders</li> <li>Develop an effective communication strategy</li> <li>Revamp / create a new approachable website</li> </ul>	<ul style="list-style-type: none"> <li>Deployment of efficient information flow structure through newsletters, portal etc.</li> <li>Implementation of Communication strategy</li> <li>Provide access and platform to discuss key issues</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge Management system in place</li> <li>Sharing of best practices among the members and counties.</li> <li>A new operational and interactive website</li> <li>More contacts developed in target market, increased enquiry calls, conducting more roundtables with stakeholders to address the issue</li> </ul>	<ul style="list-style-type: none"> <li>Deployment &amp; Effective use of Knowledge Management System (KMS)</li> <li>Operational website with dashboard features</li> <li>Presence on Social Media,</li> <li>News Magazine.</li> </ul>
Community Practice involving youth in agriculture & entrepreneurship	Youth mobilization & Motivation	<ul style="list-style-type: none"> <li>Initiating Team Building activities</li> <li>Avail Resource Materials</li> </ul>	<ul style="list-style-type: none"> <li>Regular team building activities</li> <li>Researching best practices</li> <li>Implementing best practices in agriculture</li> <li>Knowledge sharing</li> </ul>	<ul style="list-style-type: none"> <li>Effective growth in the given sector of agriculture</li> <li>Enhanced youth employment</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced motivation to work efficiently</li> <li>Skilled workforce</li> <li>Skilled youth</li> </ul>



Mobilize stakeholders	Promote membership and partnership	<ul style="list-style-type: none"> <li>Increased partnerships with different stakeholders of society such as teachers, academicians, entrepreneurs, government, ministries</li> </ul>	<ul style="list-style-type: none"> <li>By conducting different roundtables and meetings and gatherings and sharing the knowledge of CAFOR</li> <li>Conducting research on various topics related to TVET and education sector and partner with them for deployment</li> </ul>	<ul style="list-style-type: none"> <li>Increased partnerships</li> <li>Increased stakeholders</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
Capacity Building	Building Staff Capacities	<ul style="list-style-type: none"> <li>Develop Staff Training Plan</li> <li>Conduct Trainings each quarter</li> </ul>	Continuous Training at regular intervals	Staff specialization on various thematic areas	Enhanced staff capabilities
Collaborate with the AU, REC, UN, Donors, Civil societies other cooperating partners	Increased Donor & Partner Interactions	<ul style="list-style-type: none"> <li>Conduct Donor Mapping</li> <li>Organize Donor round table meetings</li> </ul>	<p>Market scanning of donor agencies and their involvements and needs</p> <p>Donor &amp; Partner information gathered related to grants and fund allocations</p>	Meetings with relevant agencies and donors held	Donor roundtables Organizing grant related meetings for a common cause
Promote policy change for youth	Results and to evaluate impact	<ul style="list-style-type: none"> <li>Develop structured MONITORING AND EVALUATION framework in all proposals</li> <li>MONITORING AND EVALUATION officer in place</li> </ul>	Project action plans	<p>Project reviews at regular intervals</p> <p>Deployment of the M&amp; E</p>	Implementing effective and efficient M& E technique

		<ul style="list-style-type: none"> <li>Monitoring the deployed M&amp; E</li> </ul>			
	Standardizing Processes	<ul style="list-style-type: none"> <li>Develop SOPs for designing and implementing reforms and provide programme management support</li> <li>Develop Policies – Travel Policy Resource Mobilization Policy</li> </ul>	Developed SOPs and standardizing policies as per need	Implementing SOPs	Standard Operating Procedures in place
Advocacy & Lobbying	(pl mention these details)	<ul style="list-style-type: none"> <li></li> </ul>			

## 6. Resource Mobilization Strategy

CAFOR's work requires adequate financial resources to achieve desired outcomes. CAFOR will mobilize most of the resources needed to finance programmatic activities and will institute a financing plan that identifies sources to raise external funds from all development cooperation agencies working in Africa and beyond, including the diaspora.

CAFOR will need US\$75m over five years (2020 – 2024) to operationalize its activities. The funds will come mainly from both traditional and newer partners that are putting greater emphasis on communication, media, and economic and social development in Africa as they affect young people. CAFOR's Executive Board has set in place financial management policies and systems to ensure prudent use of resources and accountability of public funds.

The overall objective of CAFOR's resource mobilization strategy is to ensure that there is a transparent, systematic, predictable and well-coordinated approach to soliciting, acquiring, utilization, management, and reporting on donations from international cooperating partners. It would be imperative to also look into issues of monitoring and evaluating assistance to expand the resource base and ensure sustainable resource availability for the implementation of CAFOR's programmes. Specific objectives would include the following:

- a) Develop and improve relations and dialogue between CAFOR, the African Union Commission and all technical and financial development partners.
- b) Mobilize adequate resources for CAFOR to implement all its activities as stipulated in this strategic plan.
- c) Establish a framework for resource mobilization.

The resource mobilization strategy will have guiding principles that would include the following:

- Principle 1 - *Embracing One CAFOR*: CAFOR requires one corporate identity and approach in its interaction and relations with its donors and partners. Embracing one CAFOR ensures that donors and partners get a consistent message regardless of the source.
- Principle 2 - *Meeting Members' Needs*: CAFOR will assist all its members in designing and implementing critical reforms across the sector. Other crucial support will include technical assistance, resource mobilization support, training and capacity building, monitoring and evaluation.
- Principle 3 - *Create an Enabling Environment for Mobilizing Resources*: Such an environment would comprise the necessary support and other constituents that would have a direct or indirect impact on CAFOR's potentiality to identify, mobilize, track, spend, monitor and account for the resources received with valid justification. All these activities fall within the parameters provided by CAFOR General Assembly, the Executive Board and the Secretariat. In this respect, all of CAFOR's organizational structures that comprise

its human resources, and sound operational and managerial systems, tools, and guidelines and practices would be liable.

- **Principle 4 - *Strengthening Internal Human Resources Capacity*:** Significant and sustainable increase in the current levels of resources are achievable only with capacity strengthening within the CAFOR Secretariat and the boosting of the requisite skills needed to generate such additional funding. It is essential to equip staff members of the various categories in all the five regional offices and the Secretariat with necessary skills that would enable them to be successful. Initial skill-building sessions would focus on building individual capabilities to analyze and gauge favourable circumstances, to evaluate and ascertain the interests of external audiences through conversation, and to make conversation with the objective of sourcing information or soliciting advice. Proper skill-building sessions that emphasize improving negotiation skills, proposal writing skills and presentation skills would be established through training, workshops and working sessions using a variety of media, including the Internet and video-conferencing.
- **Principle 5 - *Results-based programming and implementation*:** The entire CAFOR monitoring and evaluation strategy would focus on impact. The significant rise in the number of players in the African Youth Skills Development and Employment framework brought about immense competition for resources. As CAFOR would remain relevant in this increasingly competitive landscape, the Secretariat must deliver high-quality services and assistance in a timely and appropriate manner. It is equally essential to deliver on promises made and to be accountable for results and impact through rigorous monitoring and evaluation of efforts.

## 6.1 Implementing the resource mobilization strategy:

### 1. Improve Communications and Information Flow:

The Resource Mobilization Strategy calls for improved communication and information flow through the following ways:

- **Develop an information package:** CAFOR will develop a basic information package (capability statement, case studies, and brochures) to help address information gaps and improve awareness about its existence and operations.
- **Share Existing Information:** CAFOR will develop donor mapping information and share with the CAFOR Executive Board and the CAFOR fundraising committee.
- **Establish a Knowledge Management System:** The system should have a repository with donor profiles, proposal templates and CAFOR information. Modules on proposal writing could also be part of this.

- **Strengthen Communication Linkages at all levels:** This Strategy recommends the establishment of a communication loop should be established that will allow the CAFOR Secretariat as well as the Executive Board to convey important information to the sub-regional officers and focal points and beyond. Increased communication between the Executive Board and the secretariat will allow the Executive Board to represent the needs and priorities of the members better.
- **Strengthen Communication with External Audiences:** The Strategy recommends that a comprehensive package of information is compiled and adapted to donor audiences. This kit should be prepared jointly by the Regional programmes and the communication offices so that programme reality and expectations would well inform the package.
- **Increased use of CAFOR's official Website:** CAFOR's website is a premier vehicle for communicating to external audiences, including potential donors. The website should provide services and tools to facilitate donor decision-making, and include contact details for senior regional office staff. The officer managing the site should receive adequate training to communicate effectively with external audiences. Besides, more rigor would be applied to develop and implement a standard operating procedure (SOP) for updating, posting and renewing information on the website.
- **Include Resource Mobilization Updates in staff meetings:** The secretariat already holds regular staff meetings, which could serve to enhance information sharing and open communication on resource mobilization further. The staff meetings should also be the platforms to underscore the importance of resource mobilization and create a culture of shared responsibility and pride in mobilizing the resources needed.

## 2. Donor engagement:

- **Solicit Information:** CAFOR will organize a biannual working session between the CAFOR Secretariat, the Regional Representation Offices and the Executive Board to determine the exact divisional and programmatic needs and discuss concrete opportunities for mobilizing resources and strategies for accessing funding.
- **Establish Resource Mobilization and Partnership Teams at all Levels:** To facilitate the development of this strategy, CAFOR will establish regional and sub-regional resource mobilization focal points. The regional focal point will be the Executive Board advisory committee on resource mobilization. The five sub-regional offices operating at the level of the RECs would also designate a resource mobilization and partnership focal point. The Strategy strongly recommends the formalization of the team established through a nomination process with terms of reference developed. The teams should meet at least semi-annually, and one of their primary objectives should be information sharing.
- **Encourage interpersonal relationships:** The need for healthy interpersonal relationships should become an utmost priority within CAFOR. Opportunities for interacting with and

ideally meeting with donor audiences throughout the year must be tracked and seized. Consideration should be given to monitoring fund solicitation meetings or courtesy visits to potential or new donors. A system will be put in place to track these interactions and follow up on any leads they generate.

- **Capitalize on International Meetings and Events:** CAFOR would develop a calendar to map all significant donor and partner meetings and events on the continent and beyond. With proper mapping and preparation, it is possible to turn a variety of functions into communication, advocacy and resource mobilization platforms. Such opportunities include the summit meetings of Heads of State and Government of the African Union, other international education and youth conferences, and regional education and training forums.
- **Organize Resource Mobilization Events:** These may include (i) an Annual Signature Events (ii) Donor Round Tables (iii) annual and semi-annual meetings in donor capitals and (iv) Regional Meetings
- **Communicate results:** Results are a critical element of getting noticed by sponsors and cooperating partners. This recognition gives leverage for resources mobilization. CAFOR will develop an Advocacy and Communication Strategy for resource mobilization, and design a formal advocacy and communication strategy to support resource mobilization.

## 6.2 Resource Mobilization Strategy Implementation

STREAMLINE INFORMATION FLOW	DONOR ENGAGEMENT	COMMUNICATING RESULTS
<ul style="list-style-type: none"> <li>•Develop information package</li> <li>•Share existing information</li> <li>•Establish knowledge management system</li> <li>•Strengthen communication linkages</li> <li>•Extend communication with external audiences</li> <li>•Increase usage of CAFOR website</li> <li>•Increase resource mobilisation staff meetings</li> </ul>	<ul style="list-style-type: none"> <li>•Capitalise on international meetings &amp; events</li> <li>•Encourage interpersonal relationships</li> <li>•Organise resource mobilization events like: Donor round tables, annual- semi annual meetings, capitalize on regional meetings</li> <li>•Invite donors for conferences related to TVET implementation , grants meetings, aid discussions , etc</li> </ul>	<ul style="list-style-type: none"> <li>•It gives leverages to resource mobilization</li> <li>•Develop advocacy and communications strategy</li> </ul>

## 7. Proposed Budget

The execution of this plan requires the commitment of human and financial resources. However, given the current financial position of the secretariat. The proposed budget for CAFOR for this strategic plan is:

	2020	2021	2022	2023	2024
Total programme (core) costs	<b>10,121,841</b>	<b>9,838,667</b>	<b>9,545,231</b>	<b>9,228,924</b>	<b>8,887,008</b>
Total administrative cost	<b>4,878,159</b>	<b>5,161,333</b>	<b>5,454,769</b>	<b>5,771,076</b>	<b>6,112,992</b>
<b>Grand total</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>
Less membership fees					
Resource mobilized from grants, donations etc.					



## 7.1 CAFOR Detailed Budget

CAFOR Strategic Draft Budget 2020-2024	Financial Year (All fig in USD)						
Budget per annum	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000		
Costs Details	2020	2021	2022	2023	2024		
Running Costs	5,136,259	5,445,243	5,767,070	6,114,608	6,490,876		
Anticipated total expenditure							
Total Income							
Total Fund To Raise							
CAFOR Strategic Plan Detailed Budget Framework							
Proposed Indicators							
% Income International partners (Pledged)							
Running costs growth (10%)	513,626	544,524	576,707	611,461	649,088		
Total number of staffs							
Growth (10%)							
Sub-total for travels and miscellaneous expenses							
CAFOR Secretariat							
Operating Budget							
STAFF COSTS (including mission costs)							
Full time staff	2,853,159	2,933,833	3,004,519	3,075,801	3,148,189		
Consultants	600,000	660,000	726,000	798,600	878,460		

<b>SUB TOTAL STAFF COSTS</b>	<b>3,453,159</b>	<b>3,593,833</b>	<b>3,730,519</b>	<b>3,874,401</b>	<b>4,026,649</b>		
<b>MEETINGS</b>							
Meetings, events and PR	<b>150,000</b>	<b>165,000</b>	<b>181,500</b>	<b>199,650</b>	<b>219,615</b>		
<b>OVERHEADS</b>							
Utilities (rent, maintenance, insurance ...)	375,000	412,500	453,750	499,125	549,038		
Communications (telephone, postage...)	175,000	192,500	211,750	232,925	256,218		
Stationery, supplies, and other bank charges...)							
<b>SUB-TOTAL OVERHEADS</b>	<b>550,000</b>	<b>605,000</b>	<b>665,500</b>	<b>732,050</b>	<b>805,255</b>		
<b>INFRASTRUCTURE</b>							
Building and improvement to premises	375,000	412,500	453,750	499,125	549,038		
<b>SUB-TOTAL INFRASTRUCTURE</b>	<b>375,000</b>	<b>412,500</b>	<b>453,750</b>	<b>499,125</b>	<b>549,038</b>		
<b>EQUIPMENT</b>							
Office Equipment	950,000	1,045,000	1,149,500	1,264,450	1,390,895		
<b>SUB TOTAL EQUIPMENT</b>	<b>950,000</b>	<b>1,045,000</b>	<b>1,149,500</b>	<b>1,264,450</b>	<b>1,390,895</b>		
<b>SUB TOTAL OPERATING BUDGET</b>	<b>5,478,159</b>	<b>5,821,333</b>	<b>6,180,769</b>	<b>6,569,676</b>	<b>6,991,452</b>		
<b>Proposed Budget For East Africa- Nairobi</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>		

Budget per annum	1,000,000	1,500,000	2,000,000	2,500,000	3,000,000		
						Per diem per day	Return tkt
Admin staff cos (including top-up)	482,453	494,517	506,581	518,762	531,136	(As per RT doc)	
Programme staff cost (including tickets and accommodation) per head per trip for 5 days	1,350	1,485	1,634	1,797	1,977	200	350
Consultants costs	100,000	110,000	121,000	133,100	146,410	10%	
Programmatic activities costs	175,000	192,500	211,750	232,925	256,218	10%	
Events, PR and meetings	50,000	55,000	60,500	66,550	73,205	10%	
Overheads (Utilities, maintenance, communications, supplies, bank charges...)	50,000	55,000	60,500	66,550	73,205	10%	
Infrastructure (buildings rent and improvements)	75,000	82,500	90,750	99,825	109,808	10%	
Equipment (Office, vehicle rent, research facilities...)	200,000	220,000	242,000	266,200	292,820	10%	
<b>SUB TOTAL NAIROBI REGIONAL OFFICE</b>	<b>1,133,803</b>	<b>1,211,002</b>	<b>1,294,714</b>	<b>1,385,709</b>	<b>1,484,777</b>		
<b>Proposed Budget For South Africa- Lilongwe</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>		
Budget per annum	1,000,000	1,500,000	2,000,000	2,500,000	3,000,000		
						Per diem per day	Return tkt

Admin staff cos (including top-up)	476,523	488,175	499,827	511,598	523,559		
Programme staff cost (including tickets and accommodation) per head per trip for 5 days	1,350	1,485	1,634	1,797	1,977	200	350
Consultants costs	100,000	110,000	121,000	133,100	146,410	10%	
Programmatic activities costs	150,000	165,000	181,500	199,650	219,615	10%	
Events, PR and meetings	25,000	27,500	30,250	33,275	36,603	10%	
Overheads (Utilities, maintenance, communications, supplies, bank charges...)	25,000	27,500	30,250	33,275	36,603	10%	
Infrastructure (buildings rent and improvements)	75,000	82,500	90,750	99,825	109,808	10%	
Equipment (Office rent, vehicle rent, research facilities...)	150,000	165,000	181,500	199,650	219,615	10%	
<b>SUB TOTAL LILONGWE REGIONAL OFFICE</b>	<b>1,002,873</b>	<b>1,067,160</b>	<b>1,136,710</b>	<b>1,212,170</b>	<b>1,294,188</b>		
<b>Proposed Budget For West Africa- Abuja</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>		
Budget per annum	<b>1,000,000</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>2,500,000</b>	<b>3,000,000</b>		
						Per diem per day	Return tkt
Admin staff cos (including top-up)	484,867	496,874	508,879	521,003	533,318		
Programme staff cost (including tickets and accommodation) per head per trip for 5 days	1,350	1,485	1,634	1,797	1,977	200	350
Consultants costs	100,000	110,000	121,000	133,100	146,410	<b>10%</b>	

Programmatic activities costs	150,000	165,000	181,500	199,650	219,615	10%	
Events, PR and meetings	25,000	27,500	30,250	33,275	36,603	10%	
Overheads (Utilities, maintenance, communications, supplies, bank charges...)	25,000	27,500	30,250	33,275	36,603	10%	
Infrastructure (buildings rent and improvements)	75,000	82,500	90,750	99,825	109,808	10%	
Equipment (Office rent, vehicle rent, research facilities...)	150,000	165,000	181,500	199,650	219,615	10%	
<b>SUB TOTAL ABUJA REGIONAL OFFICE</b>	<b>1,011,217</b>	<b>1,075,859</b>	<b>1,145,763</b>	<b>1,221,575</b>	<b>1,303,947</b>		
<b>Proposed Budget For Central Africa- Kinshasa</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>		
<b>Budget per annum</b>	<b>1,000,000</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>2,500,000</b>	<b>3,000,000</b>		
						Per diem per day	Return tkt
Admin staff cos (including top-up)	478,688	500,904	513,142	525,498	538,047		
Programme staff cost (including tickets and accommodation) per head per trip for 5 days	1,350	1,485	1,634	1,797	1,977	200	350
Consultants costs	100,000	110,000	121,000	133,100	146,410	10%	
Programmatic activities costs	150,000	165,000	181,500	199,650	219,615	10%	
Events, PR and meetings	25,000	27,500	30,250	33,275	36,603	10%	
Overheads (Utilities, maintenance, communications, supplies, bank charges...)	25,000	27,500	30,250	33,275	36,603	10%	

Infrastructure (buildings rent and improvements)	75,000	82,500	90,750	99,825	109,808	10%	
Equipment (Office rent, vehicle rent, research facilities...)	150,000	165,000	181,500	199,650	219,615	10%	
<b>SUB TOTAL KINSHASA REGIONAL OFFICE</b>	<b>1,005,038</b>	<b>1,079,889</b>	<b>1,150,026</b>	<b>1,226,070</b>	<b>1,308,676</b>		
<b>Proposed Budget For North Africa- Rabat</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>		
Budget per annum	<b>1,000,000</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>2,500,000</b>	<b>3,000,000</b>		
						Per diem per day	Return tkt
Admin staff cos (including top-up)	485,452	497,540	509,625	521,828	534,253		
Programme staff cost (including tickets and accommodation) per head per trip for 5 days	1,350	1,485	1,634	1,797	1,977	200	350
Consultants costs	100,000	110,000	121,000	133,100	146,410	10%	
Programmatic activities costs	150,000	165,000	181,500	199,650	219,615	10%	
Events, PR and meetings	25,000	27,500	30,250	33,275	36,603	10%	
Overheads (Utilities, maintenance, communications, supplies, bank charges...)	25,000	27,500	30,250	33,275	36,603	10%	
Infrastructure (buildings rent and improvements)	75,000	82,500	90,750	99,825	109,808	10%	
Equipment (Office rent, vehicle rent, research facilities...)	150,000	165,000	181,500	199,650	219,615	10%	
<b>SUB TOTAL RABAT REGIONAL OFFICE</b>	<b>1,011,802</b>	<b>1,076,525</b>	<b>1,146,509</b>	<b>1,222,400</b>	<b>1,304,882</b>		

<b>Proposed Budget For Ethiopia - Addis</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>		
<b>Budget per annum</b>	<b>1,000,000</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>2,500,000</b>	<b>3,000,000</b>		
						<b>Per diem per day</b>	<b>Return tkt</b>
Admin staff cos (including top-up)	445,176	455,823	466,465	477,113	487,876		
Programme staff cost (including tickets and accommodation) per head per trip for 5 days	1,350	1,485	1,634	1,797	1,977	200	350
Consultants costs	100,000	110,000	121,000	133,100	146,410	10%	
Programmatic activities costs	200,000	220,000	242,000	266,200	292,820	10%	
Events, PR and meetings	25,000	27,500	30,250	33,275	36,603	10%	
Overheads (Utilities, maintenance, communications, supplies, bank charges...)	25,000	27,500	30,250	33,275	36,603	10%	
Infrastructure (buildings rent and improvements)						10%	
Equipment (Office rent, vehicle rent, research facilities...)	150,000	165,000	181,500	199,650	219,615	10%	
<b>SUB TOTAL ADDIS REGIONAL OFFICE</b>	<b>946,526</b>	<b>1,007,308</b>	<b>1,073,099</b>	<b>1,144,410</b>	<b>1,221,903</b>		
<b>SUB TOTAL FOR ALL REGIONAL OFFICES</b>	<b>6,111,259</b>	<b>6,517,743</b>	<b>6,946,820</b>	<b>7,412,333</b>	<b>7,918,374</b>		
<b>Total Budget per annum for 5 regional offices &amp; 1 head office</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>		



<b>Total Admin Staff Cost</b>	<b>4,878,159</b>	<b>5,161,333</b>	<b>5,454,769</b>	<b>5,771,076</b>	<b>6,112,992</b>		
<b>% Admin Staff Cost</b>	<b>33%</b>	<b>34%</b>	<b>36%</b>	<b>38%</b>	<b>41%</b>		
<b>Total Programme Cost</b>	<b>10,121,841</b>	<b>9,838,667</b>	<b>9,545,231</b>	<b>9,228,924</b>	<b>8,887,008</b>		
<b>% Programme Cost</b>	<b>67%</b>	<b>66%</b>	<b>64%</b>	<b>62%</b>	<b>59%</b>		
<b>TOTAL ADMIN &amp; PRG COST</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>	<b>15,000,000</b>		

**Note:**

*For the Ethiopia Office: The salaries have been considered @ ED- D2-Step3 rates; SA-P5-Step2 rates, IT-P2-step2 rates, Sp Asst-P1-Step2 rates; FO-P3-Step 2 rates*

*For the rest of the Regional Offices: (P1, P2, P3 - Step 2); P4 & P5 - Step 3 rates ( and another P3 position for FO )*

*Miscellaneous Expenditure are @15% per year*



## **Coalition on Media and Education for Development Africa Forum**

The Coalition on Media and Education for Development Africa Forum (CAFOR) is first and foremost a forum with various organizations, experts and individuals who are committed to ensuring that education systems in Africa are relevant to young Africans with newly acquired skills that correspond with what obtains in the labor market within the African continent. The primary reason for forming, joining or building this coalition is to gain maximum influence and potential that an individual organization would otherwise not be able to have.

### ***CAFOR's Vision***

The Vision of CAFOR is to place communication at the center of education focusing on youth skills development and the labor market in Africa. CAFOR will become the Leading African Centre of Excellence for Communication in the area of Youth Skills Development and will be the SUSTAINABLE independent, continental reference and facilitating agency for excellent communication practices in the field of education for development.

### ***CAFOR's Mission***

CAFOR's mission is to promote Communication as a Core Element of Education and Youth Development that will focus on Youth Labor Force Participation with a focus on reform in the agricultural sector in Africa as a start. CAFOR will place Communication at the heart of education and youth development in Africa.



This domain will include advocacy, capacity building, analysis, research, and documenting best practices. CAFOR will mainly focus on the concept of work and training in those areas that equip young people with exceptional skills to meet modern-day challenges.

### ***It's Strategic Orientation***

CAFOR will rotate its strategy very much around the concept of work and training that gives skills to young people. More attention will, therefore, be given to technical and vocational education rather than formal university education that awards degrees to individuals that may not be useful in the circumstances and the environment that obtains in Africa.

### ***CAFOR's Expected activities***

CAFOR has a network that consists of more than 1,500 journalists, communication experts, and members of NGOs and civil society organizations from all the 55-member states of the African Union. These networks will be instrumental in knowledge sharing and stimulating and sustaining a public debate on education and development issues in many countries. CAFOR also recognizes that African economies are heterogeneous with varying demographic profiles, economic structures and youth development policies. The Forum believes that youth policies will need to be context-specific for them to achieve favorable and sustainable outcomes.

CAFOR will focus much of its attention on this aspect using more than 1,500 communicators in all the 55-member countries of the African Union.

## ***Innovation CAFOR is supporting***

With African fortunes and prospects looking up and the continent making strides in its efforts to achieve its transformation agenda, there is an urgent need to introduce or intensify the use of science and technologies in traditional innovation.

To successfully realize the African transformation agenda, Governments in Africa must capitalize on the potential of Africa's youth to accomplish the African transformation agenda. With the changing times, young Africans are now growing up in an increasingly free and fair continent. They are becoming dynamic, forward-looking and best positioned to find innovative solutions to local challenges using science and technology. The conditions must, therefore, be suitable for this.

### ***Current challenges for young people in Africa that CAFOR needs to address urgently?***

CAFOR sees Education as a challenge that links closely with the youth bulge. In Northern and Southern Africa there has been 'an obvious and growing quantitative overproduction of higher education graduates compared to what the labor market can absorb' according to the African Development Bank. Governments have increased the number of higher education providers but not focused on the educational curricula and the needs and realities of the productive sectors of the economy.



Encouragement of self-employment and Small and Medium Enterprises (SMEs) through business development training and skills upgrading could help, but also access to microfinance services and empowerment programs for women.

African governments must ensure that young people engage in technology and innovation, as advances in technology, particularly ICT, have resulted in global interconnectedness and increased opportunities for self-actualization.

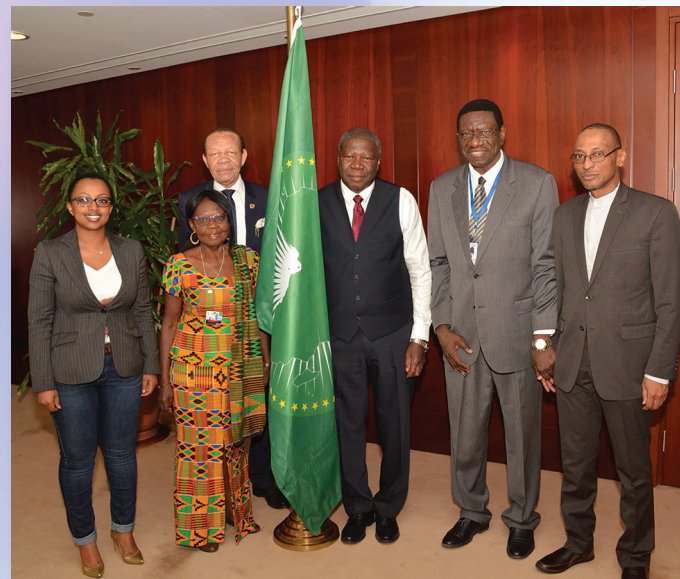
If harnessed correctly, technology and innovation, especially in agriculture, can offer opportunities for dealing with the challenge of youth unemployment, while a growing economy provides fertile ground for innovation and risk-taking by Governments and citizens.

Africa is currently pursuing a transformation agenda under the recognition of the African Union's vision of "an integrated, prosperous and peaceful Africa, driven by its citizens and representing a dynamic force in the global arena".



*Dr. Lawalley Cole; Executive Director of CAFOR*

For More Information Please Visit Our Website at [www.cafor.org](http://www.cafor.org)



*MOU Signing between African Union Commission and CAFOR, Jan.18,2019*





