



Office of the Executive Director

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

Resource Mobilization Strategy 2020 - 2024

July 2020



CAFOR



AFRICAN UNION

AFRICAN UNION COMMISSION

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OFFICE OF THE EXECUTIVE DIRECTOR

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

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Resource Mobilization Strategy 2020- 2024

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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



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 & Technology
ICT	: Information Communication Technology
IT	: Information Technology
KMS	: Knowledge Management System
M & E	: Monitoring & 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 & Vocational Education & Training
UN	: United Nations
UNDP	: United Nations Development Programme
UNESCO	: United Nations Educational, Scientific & Cultural Organisation
UNICEF	: United Nations International Children's Emergency Fund

1. Context

Education is at the centre of the development agenda, especially in ensuring the achievement of the SDGs and the African Union 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. African education 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 (qualified and motivated teachers), teaching and learning materials, and inadequate infrastructures such as classrooms, harmful cultural practices, emergencies and conflict situations. Most of these challenges require adequate political will and financing. UNESCO's 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\$17-27 billion due to its low-income status and high level of fragility.

As schools and other learning institutions in Africa close and reopen due to the current COVID - 19 pandemic, a large proportion of students will be prevented from attending school in the coming months, and even few years to come. As of now, more than one billion children and students have been forced out of schools and universities in more than 150 countries, with over 100 governments closing schools nationwide and 25 others imposing localized school closures. A vast majority of those – 700 million – are between preschool age and 18 years old. Those numbers can only continue to rise.

For education continuity which is essential for productivity and competitiveness, schools around the world, including many in African states, have been preparing to provide online instruction. However, even the best and most well-intentioned efforts would mean that students suffer. In Africa, technology is at a low level of development, and students from low-income families and rural students are unlikely to have access to the technology necessary for online learning. There is a high risk that most of the poverty-stricken, marginalized and refugee children in Africa will be left alone and in environments that are not at all ideal for education.

Besides, the technological deficiencies in Africa would suggest that not only that students generally learn less in online environments, compared with in person, but that disadvantaged students learn the least. This phenomenon is real even when online teachers have experience and training with online teaching. Under the current emergency, most teachers in Africa would not have any experience at all with this online approach. It can be a tough situation for everyone, but it is most likely to harm low-income and rural students. The risk of having a massive dropout of students from the schools' system in Africa, with severe consequences from the resulting deficiency that would ensue in the shortage of the human capital that the continent has strived to build over the past sixty years. Therefore, African governments and their citizens must take

extraordinary measures in the provision of the necessary resources to support new and innovative initiatives to ensure that learning continues and that the momentum continues in the nick of time.

Africa already has a significant deficiency of teachers, with more than 19 million teachers needed to curb this deficit, according to UNESCO's Institute of Statistics. While teacher shortages are one thing, the quality of existing teachers is another. Despite this deficiency, the available teachers must heed the call to continue teaching to help their students. Schools in Africa might have to take emergency measures to require teachers to participate. This matter is not the only step to take. Schools should be well equipped with resources for online teaching to enhance their online teaching capacity, which can be useful beyond emergencies such as this (and in preparing for other possible future emergencies). Teachers must continue to be paid during school closures to allow economic stability during the crisis and make them remain in the profession. We also must consider that many families count on schools to feed and provide other services for children, so closing schools removes a lot more than just academic learning.

It is clear from these issues that 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 agendas. For this reason, the African Union's 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, 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 learning. 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, and communication strategies help to provide support for education policies and their implementation among leaders, communities, civil society groups, the media, donors and cooperating partners, and other stakeholders. All of them 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. Background

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. It also relies a great deal on external experts and its networks of more than 1,500 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 to training for the youth and 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 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 up-stream 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 is seeking to have dependable African professionals be members of the organization 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.

3. CAFOR's vision and mission

(a) The 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 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.

(b) The 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.

4. Objectives and strategies of CAFOR

CAFOR is primarily a forum composed of 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 labour 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 will achieve its objectives through the following means:

- Having the Coalition owned by its members - early "Buy-In";
- Combining resources and working together and having the groups or parties accomplish more along than they would work on their own;
- Leadership becomes a shared activity;
- Accountability shifts from strictly individual to both individual and collective;
- The team develops its purpose and mission
- Problem-solving becomes a way of life, not a part-time exercise; and
- Measure effectiveness through the group's combined outcomes and products.

At the programmatic level, CAFOR intends to pursue its objectives and strategies as follows:

(a) 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. CAFOR will 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 the innovative enterprise 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 SDGs, with a stronger emphasis on youths.

(b) Strategies:

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

- *Facilitating **research**.*
- *Strengthening **stakeholder mobilization and sensitization**.*
- *Supporting **capacity building** initiatives.*
- *Undertaking and strengthening **advocacy and lobbying**.*
- *Promoting **partnership and networking**.*
- *Support **skills development for youths** in emergency and post-conflict situations.*

5. Governance and management of CAFOR

CAFOR has an Executive Board that plays a consultative role. This Board participates in significant decision-making that affects the organization as well as in agenda-setting. It ensures a broader impact of CAFOR's activities through involving expertise in education, journalism, communication, innovations in science and technology, and the more general economic and social development of the African continent. The Executive Board supports the enhancing of coordination, the establishment of guidelines and 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.

CAFOR has a Secretariat located in the African Union Commission Headquarters in Addis Ababa, responsible for the day- to- day management of the affairs of the Forum. The Secretariat has a small team of personnel comprising the Executive Director (ED), a Technical Officer for programmes, a Senior Advisor responsible for partnerships and fundraising, a Communication Officer and a Personal Assistant. As soon as the budget of CAFOR permits, CAFOR will open regional offices in Lilongwe, Malawi for Southern Africa, Nairobi, Kenya for East Africa, Abuja, Nigeria for West Africa, Rabat, Morocco for North Africa, and Kinshasa, Democratic Republic of Congo for Central Africa. Regional Representatives will lead these offices, and Technical Officers responsible for programmes Communication Officers will assist the head of the offices. An Information Technology Specialist based in Congo-Brazzaville is currently providing information technology support.

CAFOR's work requires adequate financial resources to achieve desired outcomes. The Forum will mobilize most of the resources needed to finance programmatic activities. CAFOR will institute a

financing plan and continually seek to raise external funds from all development cooperation agencies working in Africa and beyond, including the Diaspora. In the immediate term, CAFOR will need to raise at least US\$3m over 36 months from diverse sources for its activities, i.e. during 2020 through 2021. 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 Senior Advisor (Partnerships and Resource Mobilization) at CAFOR is developing an approach for significantly engaging donors, demonstrating the impact of CAFOR's contributions to education development for young people in Africa, increasing the partnership base, and growing the income base for the Forum's sustainability.

6. Memorandum of Understanding with the African Union

CAFOR and the African Union signed a Memorandum of Understanding (MOU) on 18th January 2019. Through the MOU, the two parties, CAFOR and the African Union, 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. The MOU will, therefore, enhance dialogue on policy issues as recommended by the African Union and promote a shared understanding of the problems in educational reforms for youth participation in their respective national labour force. They will also help build commitment and ownership of the policy agendas at the country level.

CAFOR will, therefore, work very closely with the Department of Human Resources, Science and Technology of the African Union Commission to ensure a fruitful and viable partnership where the two parties will also function with other organizations and entities in the African continent and beyond to ensure the implementation of this MOU coherently and consistently. CAFOR is working through its country representatives to promote a shared understanding of the problems in educational reforms for youth participation in the national labour force.

7. CAFOR's promise, results and expected outputs

CAFOR has emerged at a critical moment in response to the global and continental agendas, which put education at the centre stage of development. Translation and implementation of the international programme at the country level require a robust system of communication and information sharing so that education should remain relevant and be considered a priority by policymakers and implementers.

The following are CAFOR's promise, results and expected outputs during the five-year life-span of the MOU with the African Union: 5,500 African communicators actively involved in reporting for education and development across Africa (at least 100 per AU member state);

- a) 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);
- b) 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);
- c) 770,000 African youths in active employment on small to medium scale businesses;
- d) An enabling policy, curriculum and legal framework for advancing education and development targeting young people (14,000 per AU member state);
- e) Excellence and fairness in media reporting for African education and development;
- f) Quality and equity achieved in knowledge and skills (especially in science and technology) programmes for youths.

8. Objectives of the Resource Mobilization Strategy

a. The General Objective

The overall objective of the CAFOR Resource Mobilization Strategy is to ensure that there is a transparent, systematic, predictable and well-coordinated approach to soliciting, acquiring, and utilization, management, reporting, monitoring, and evaluating assistance from International Cooperating Partners and for expanding the resource base to ensure sustainable resource availability for implementation of CAFOR's programmes as stipulated in 2020-2024 strategic plan.

b. Specific Objectives

The specific objectives of the strategy are to:

1. Develop and improve relations and dialogue between CAFOR, the African Union Commission and all Technical and Financial Development Partners;
2. Mobilize adequate resources for CAFOR to implement all its activities as stipulated in the 2020-2024 strategic plan;
3. Establish a framework for resource mobilization.

9. Guiding Principles

CAFOR will produce and execute an effective resource mobilization strategy with a roadmap for the evolution of strategic partnerships and financial resource mobilization among financial sponsors, organizations providing grants that include individuals and organizations involved in participating financially to the education and training of young people in Africa. CAFOR will also develop a business case for financial support that would be sustained with relevant documentation of its policy impact and results since its inception in January 2018, for dissemination to key existing and potential donors.

The guiding principles of the Resource Mobilization Strategy are as follows:

Principle 1: Embracing One CAFOR

The recognition that CAFOR needs one corporate identity and approach in its interaction and relations with its donors and partners must be paramount. Embracing one CAFOR ensures that donors and partners get a consistent message regardless of the source.

Principle 2: Meeting Members' Needs

Governing the Coalition's interaction with donors and partners is the inviolable principle that the Coalition maintains its core mandate and role—supporting its members.

Principle 3: Creating an Enabling Environment for Mobilizing Resources

An enabling environment includes adequate support and other factors that directly or indirectly influence an individual's or the organization's ability to identify, mobilize, track, spend, monitor and report back on resources received. All these activities must take place within the parameters provided by CAFOR's General Assembly, the Executive Board and the Coalition's Secretariat. These include organizational structures; human resources; effective operational and managerial systems, tools, guidelines and practices.

Principle 4: Building the Capacity of Internal Human Resources:

Any significant and sustainable increase in the current levels of resource can only be achieved by building the capacity within the CAFOR Secretariat itself and strengthening the skills needed to generate such additional funding.

Staff members of the various categories in all the five regional offices and the Secretariat must possess the essential skills that will enable them to be successful. Initial skill-building sessions should focus on building the individuals' ability to identify and assess opportunities, to assess and determine the interests of external audiences through conversation, and to make conversation with the objective of sourcing information or soliciting advice. Proper skill-building sessions with an emphasis on improving negotiation skills, proposal writing skills and presentation skills should take place through pieces of training, workshops and working sessions using a variety of media, including the Internet and video-conferencing.

Principle 5: Results-based programming and implementation:

The significant increase in the number of players in the African Youth Skills Development and Employment architecture has resulted in high competition for resources. To remain relevant in this increasingly competitive landscape, the CAFOR 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.

CAFOR's unique position presents opportunities for meeting and identifying potential donors at international, regional and sub-regional levels. While CAFOR is not a governmental body, many of its members come from diverse backgrounds which include government, non-governmental

organization, and international organizations, and this blend of identity can make CAFOR attract resources from different sources. The initial efforts depict a resources mobilization framework. Implementing the resource mobilization strategy also requires a budget and a monitoring and evaluation system.

10. Framework for Resources Mobilization

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, brochures, and other forms of aid) to help address information gaps and improve awareness about its existence and operations.
- **Share Existing Information:** The CAFOR Secretariat 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 system.
- **Strengthen Communication Linkages at all levels:** A communication loop should allow the CAFOR Secretariat as well as the Executive Board to convey important information to the sub-regional focal points and beyond. Increased communication between the Executive Board and the Secretariat will allow the Executive Board better to represent the needs and priorities of the members.
- **Strengthen Communication with External Audiences:** A comprehensive package of information should be compiled and adapted to donor audiences. This package should be prepared jointly by the Regional programmes and the communication offices to reflect the programme reality and expectations.
- **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 website should have the proper training to communicate effectively with external audiences. More rigour should 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 further to enhance information sharing and open communication on resource mobilization. The staff meetings should also underscore the

importance of resource mobilization and create a culture of shared responsibility and pride in mobilizing the resources needed.

11. Framework for Dialogue with Cooperating Partners

Donor engagement is a crucial step in resource mobilization.

The strategy calls for:

- **Proactively Soliciting Information:** The CAFOR Secretariat and the Executive Board will organize a biannual working session 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 Team at all Levels:** To facilitate the development of this strategy, CAFOR will establish regional and sub-regional resource mobilization focal points and boards. The regional focal point will be the local advisor on resource mobilization. The five sub-regional offices operating at the level of the RECs will also require a resource mobilization and partnership focal point. The team established through this nomination will be formal with developed terms of reference. 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 not be underestimated. Opportunities for interacting with and ideally meeting with donor audiences throughout the year must be tracked and seized. There must be a consideration for tracking 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 activities 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 Roundtables (iii) annual or semi-annual meetings in donor capitals and (iv) capitalize on Regional Meetings.

12. Communicate Results

Communicating results are a critical element of getting noticed by donors. This element gives leverage for resources mobilization. CAFOR will:

Develop an Advocacy and Communication Strategy: As communication is a vital tool for resource mobilization, a formal advocacy and communication strategy will support resource mobilization.

13. Capacity for Resources Mobilization

There is an urgent necessity to build capacity at all levels on resource mobilization. This need includes the development of tools and skills. CAFOR will:

- **Clarify Roles and Responsibilities:**

It is first and foremost essential to articulate and describe the role and responsibilities for resource mobilization at various levels—the CAFOR Executive Board, the regional advisory Board, the sub-regional Board, and the Secretariat.

- **Build the Resource Mobilization Case Internally:** First and foremost, it is essential to sensitize staff about the premise for mobilizing resources. Getting key individuals to understand and fully embrace the concept and the roles and responsibilities associated with Resource Mobilization is a critical first step.

- **Develop Resource Mobilization Manual:** There is adequate information available related to standard procedures and best practices from a plethora of initiatives at the Secretariat that will inform the development of a resource mobilization manual. A comprehensive resource mobilization manual should be developed, including standard operating procedures and processes. The manual should then define the direction of resource acquisition and utilization.

14. Strategy for Implementation of the Resource Mobilization Strategy

- **Introduce Incentives for external resource mobilization:** CAFOR could consider engaging a professional fundraiser to write award-winning proposals at a fee pegged on funding. This initiative could be explored further for its sensitivity and utility within the Secretariat.

- **Secure Senior Management buy-in:** Top-level management buy-in is required to facilitate and support the execution of this strategy. Senior management includes not only that of the Secretariat but also the Executive Board and the General Assembly of CAFOR members. CAFOR needs sensitization to determine why and how the Secretariat anticipates to mobilize resources. Even ideally if and how CAFOR may support and expand efforts beyond the Secretariat. Finally, the Secretariat's senior management must understand how the organization will allocate funding and which priorities and guidelines it will pursue or follow as unspecified financing becomes available. Prior planning and prioritization are critical.

- **Establish a Resource Mobilization Advisory Board:** CAFOR will establish a Resource Mobilization Advisory Board comprised of representatives of the donor community, the international development community, academia, civil society and the private sector. The Advisory Board will help to direct resource mobilization efforts and serve as ambassadors for the Secretariat and the institutions they represent. The taskforce should ideally meet a couple of times a year with a set agenda. The meetings of this task force can convene in conjunction with major stakeholder gatherings such as the African Union summits, and summits of the Regional Economic Communities.

15. Identify Opportunities:

It is essential to proactively identify funding opportunities, as soon as or ideally before they become public knowledge. There are many sources and resources available summarizing tender opportunities or cataloguing donors with a particular interest or focus. Continually scanning the horizon, networking and soliciting intelligence is the responsibility not only of one person but also of every staff member at the Secretariat, regardless of position. It is vital to take note of individual donor countries' financial year; often, there are opportunities for accessing unspent year-end funds a couple of months before they expire.

- **Donor intelligence gathering:** CAFOR must undertake donor intelligence and information shared to facilitate and encourage interaction. This work will be guided by and jointly executed by the entire Secretariat. Data should include donor profiles (policies, preferences, geographical focus), but also include a mapping of donor hubs on the continent and pooling of like-minded donors around thematic areas of attention. The Diaspora represents a growing and increasing donor potential, and such information should be part of the donor intelligence-gathering process.

16. Develop and Strengthen Partnership:

The donor landscape encourages partnership. Joint Proposal Writing (especially with credible organizations in the region) should be a central area of focus. Joint proposal development or reporting will facilitate not only a mutual understanding between CAFOR and its members but also increase CAFOR's credibility. The joint proposal could be vertical (joint proposal with one institution or a group of organizations at any level) or horizontal (with an institution outside the CAFOR structure). Establishing cross-organizational working groups around the achievement of the SDGs and other thematic approaches can leverage CAFOR and act as pedestals for attracting funds.

17. Manage and Report:

Institutional effectiveness is one of the essential requirements for donor partnership. CAFOR will:

- **Improve Partner Reporting Systems:** Donors are under increasing pressure to justify programmes and projects with their stakeholders and constituencies. The Secretariat should develop and deliver donor reports that assist donor agencies in substantiating investments in the promotion of relevant education for all and youth skills development by providing compelling results and evidence from the projects and programmes implemented.

- **Provide Additional Implementation Support:** There often are complexities and challenges associated with project start-up and implementation. Therefore, an initial "kick-off" meeting must take place before the commencement of any new initiative. The purpose of the meeting would be to bring staff together to make sure everyone understands the project and the type of support that colleagues may be able to provide.

18. CAFOR members contributions

As CAFOR is a membership and partnership organization, the Secretariat will be asking all members (defined here as natural persons or individuals, corporations, partnerships or any other legal entity) to make voluntary annual contributions to CAFOR. Although this contribution is termed here as "voluntary", all members should see this contribution as a duty to keep CAFOR going. Individual members can pay a modest donation of U.S. \$50.00 per annum, while Executive Board members may contribute up to U.S. \$100.00 per annum. There is no limit for corporations and partnerships, but they may contribute up to U.S. \$1,000.00 per annum to cover modest administrative and operational costs. Regarding the programme costs, CAFOR will engage in separate resource mobilization activities as depicted overall in this strategy.

19. Monitoring and Evaluation

Monitoring and evaluation of the impact of this resource mobilization strategy are of paramount importance. The most critical measure of success will be the Secretariat's ability to mobilize adequate resources to carry out all its planned activities in the strategic plan 2020-2024.

Monitoring and reporting are not new to CAFOR. The Secretariat already reports regularly on the implementation of programmes, and CAFOR will work further to refine the current system to include tracking of progress in the implementation of this strategy. This monitoring will require additional milestones and indicators.

Table 1 : Monitoring and Evaluation Framework - provides a summary of benchmarks and signs of progress towards the resource mobilization goal.

STRATEGY	Milestone	Milestone	Indicator	Indicator
Overcoming the information challenge	Streamline information sharing among CAFOR structures	Diversify information channels between CAFOR & partners	Officer in charge of resource mobilization in place	Knowledge Management system in place
Overcoming the communication challenge	Develop a communication strategy	Revamp the website	Communication strategy developed	A new website operational
Overcoming the lack of processes challenge	Develop SOPs	Develop Policies – Travel Policy Resource Mobilization Policy	Policies in Place	Standard Operating Procedures in place
Overcoming the challenge of Staff Motivation	Initiating Team Building activities	Avail resource materials	Team building activities held	Resource materials in place
Overcoming the challenge of Insufficient staff Capacity	Develop Staff Training Plan	Conduct Trainings each quarter	Staff trainings conducted	Staff specialization on various thematic areas
Overcoming the challenge of Lack of Donor & Partner Interaction Opportunities	Conduct Donor Mapping	Organize Donor round table meetings	Donor & Partner information gathered	Meetings with relevant donors held
Overcoming the challenge to produce results and evaluate impact	Develop M&E framework in all proposals	M&E officer in place	Project action plans	Project mid-term reviews

Proposed Budget

The execution of this plan requires the commitment of human and financial resources. However, given the current financial position of the secretariat, it might not be an option to simply just recruit additional staff.

Table 2: Expenditure and Income projections for 2020 -2024

	2020	2021	2022	2023	2024
TOTAL PROGRAMME (CORE) COSTS	10,121,841	9,838,667	9,545,231	9,228,924	8,887,008
TOTAL ADMINISTRATIVE (CORE) COSTS	4,878,159	5,161,333	5,454,769	5,771.076	6,112,992
TOTAL COSTS	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Less MEMBERSHIP FEES					
TO BE RAISED FROM DONATIONS, GRANTS, ETC.					

Annex 1

SUMMARY OF POINTS FOLLOWING THE VARIOUS VISITS BY CAFOR EXECUTIVE DIRECTOR AND STAFF TO EMBASSIES AND COOPERATION AGENCIES ACCREDITED TO THE AFRICAN UNION COMMISSION

Number	Embassy or Agency visited	Date of Visit	Person(s) seen and their rank	Main points of discussion	Agreements or conclusions reached	Pledges or commitments made	Follow-up and comments by CAFOR
1.	United Nations Population Fund, (UNFPA)	14/02/2019	Mr. Désiré Yetowou Assogbavi Resident Representative	Courtesy call for the introduction of CAFOR, Vision and Mission.	Deepen consultation and explore fields of cooperation, exchange of experiences, capacity-building in gender mainstreaming policy, reproduction health and healthcare, improving skills and competencies, and advocacy, data collection and analyses.	N/A	Second round of talk to be scheduled.
2.	United Nations Development Programme, (UNDP)	15 /02/2019	Mr. Lamin Momodou Manneh Regional Director	Presentation of CAFOR and request for financial support for the implementation of CAFOR activities, namely the holding of round table of partners.	To build strategic partnership with UNDP The Second Meeting held on 26 July 2019 agreed on the UNDP support to CAFOR to attend the Innovating Education in Africa, Gaborone, Botswana from 20 to 22 August 2019	In progress	Ongoing Process
3.	Economic Community of Western African States (ECOWAS)	26/03/2019	Dr. Nelson O. Magbagbeola Permanent Representative to the African Union	Briefing on CAFOR and prospects for cooperation between the two organizations.	Agreed to deepen the relationship in order to influence policies at national and regional levels with a view to the opening of the CAFOR Representation Office in Abuja, Nigeria.	N/A	Further consultations expected.
4.	United Nations Educational, Science and Cultural	16/04/2019	Ana Elisa De Santana Afonso Representative to Ethiopia and Liaison	Engage UNESCO in order to be granted an official status aimed at	Looking forward to strengthening the strategic partnership with CAFOR on the basis of concrete projects	N/A	Ongoing collaboration with CAFOR participation to at the World Freedom Day.

	Organization, (UNESCO)		Office Director to the African Union,(AU) and United Nations Economic Commission for Africa.(ECA)	strengthening the working relationship and information sharing, programs and activities, particularly in the fields of communication and education.	such as the training of journalists.		CAFOR also invited to Luanda Biennale on Pan African Forum for the culture of peace 18-22 /08/2019
5.	Embassy of Korea	13 /05/2019	.H.E Mr Lim Hoonmin, Ambassador of the Republic Korea to Ethiopia and the African Union	Introduction of CAFOR, prospects for cooperation with advocacy role to enhance the integration of global and continental policy agendas, handing over of CAFOR related documents including Addis Ababa Street Children Pilot Project.	Provide necessary contacts of the KOICA Regional Office and the Korea–Africa Foundation for eventual partnerships. Positive feedback on the proposed pilot Street Children Project for Addis Ababa.	N/A	Meetings with KOICA Regional Office & Korea Africa Foundation.
6.	European Union Mission to the African Union	20/05/2019	Ms. Anna Burylo Deputy Head of EU Delegation, to the African Union	Emphasize the importance of CAFOR to bridge the gap between advocacy and the AU Agendas at national, regional and	The two parties agreed to meet at a later date for further discussions after the EU team would have gone through the documents that the CAFOR team presented.	N/A	Build synergy, particularly in the area of communication that will target the domestication of the Continental Strategy for Education

				continental levels			
7.	Embassy of Japan	22/5/2019	HE. Fumio Shimizu Ambassador of Japan to the African Union	Introduction of Vision and mission of CAFOR Focus in youth education and skills of development.	Emphasized the need to begin examining the relationship with CAFOR with the view to improving basic and vocational education in Africa and in in sharing a common passion for the future.	N/A However CAFOR requested Japan's contribution for the round table.	Follow-up meeting after TICAD VII Summit to be held in the city of Okohama, Japan, in August 2019.
8.	Embassy of France	23/5/2019	Mr. Aymeric Lorthiois Second Counselor in charge of African Union	Presentation of CAFOR Vision and mission.	Advocate for possible cooperation of France in the fulfillment of the CAFOR objectives.	N/A	France is now positioning itself on education-related matters with the African Union, It is relying on multilateral agencies, such as the EU Delegation, La Francophonie and the French Development Agency.
9.	Embassy of Sweden	29/05/2019	Mrs Helena Badagard, The Programme Manager in charge for Democracy, Human Rights and Gender Equality,	Introduction of CAFOR and explore the fields of cooperation	Capacity building projects and skills development for women and youths	N/A	The two parties agreed to meet again to define their areas of future collaboration
10.	German Developm	31/05/2019	Dr Inge Baumgarten	Presentation of CAFOR, explore ways		N/A	

	ent Cooperatio n(GIZ)		Director, German Development Cooperation with the African Union	and means of entering into a strategic partnership with GIZ for access to financial support, skills initiative for Africa, and strengthening of the African partnership structure framework.	Finding common ground in seeking African solutions to African problems		Further sessions to be scheduled to define fields of cooperation.
11.	The League of Arab States	10/06/2019	HE. Saleh M.A Sahboun Permanent Diplomatic Mission to Ethiopia, African Union and United Nations Commission for Africa.	Introduction of CAFOR from its inception, vision and mission that aims at providing quality educational opportunities for young Africans.	Define future strategic cooperation with Arab League countries	N/A	Round of talk Will be scheduled in near future.
12.	Embassy of Germany	11/6/2019	HE. Brite Wagener German Ambassador to Ethiopia and to the African Union	Presentation of CAFOR and how best to improve dialogue with partners to find African solutions at field level.	Looking forward to strengthening a working relationship with CAFOR in the area of emergency education in post-conflict situations and countries emerging from natural disasters.	N/A	More consultation with the German Development Cooperation.
13.	United States AID Mission to the African	12/06/2019	Ms. Sonjai Reynolds Cooper Director, Education and Youth Office	CAFOR's advocacy role to ensure the enhancing of the integration of global and	Expressed interest on the CAFOR Initiative, vision and mission centered on communication in the education system.	N/A	Further consultations to be scheduled

	Union(US AID)			continental policy agendas			
14.	Korea International Cooperation Agency(KOICA)	14/06/2019	Mr. Dong Ho Kim, Country Director, Korea International Cooperation Agency to Ethiopia.	Presentation of CAFOR including its vision and mission that includes encouraging science and technology, as well as skills development as an essential component of the education curricula in Africa	Expressed the need to jointly mobilize several local experts for the implementation of KOICA country programs that may necessitate the signing of an agreement with the National Education Ministry, to pave the way for CAFOR's full participation in surveys for project formulation as well as in national conferences. CAFOR should also participate in activities like the training of trainers scheduled to start in 2020.	N/A	Consultative meeting will be called to deepen cooperation between the two parties.
15.	Embassy of State of Qatar	18/06/2019	HE. Hamad Al-Dosari Ambassador of the State of Qatar to Ethiopia and Permanent Representative to the African union.	Introduction of CAFOR's mission and vision. Explore fields of cooperation and the ways and means to finance flagship project of Addis Ababa Street Children Pilot Project.	Qatar always supports education processes in Africa in that respect arrangements will be made to allow a CAFOR delegation to undertake a visit on the ground in Doha to allow for the deepening of cooperation with Qatari stakeholders.	Government of the State of Qatar pledged for financial support of US\$ 3Million.	The Visit to Doha which was initially scheduled for 8 September 2019 have been cancelled.
16.	Embassy of United Arab Emirates(UAE)	19/6/2019	HE. Mohamed Al Rashedi Ambassador of the United Arab Emirates to Ethiopia	Presentation of CAFOR and exploration of fields of cooperation. Also discussed the initiative	The two delegations decided to maintain contact to follow-up on the reinforcement of cooperation between the United Arab Emirates and CAFOR. Ms Muna Ahmed/Adem, Political	UAE pledged for the country's contribution of	Follow up to be initiated in days to come

		15/01/2020	Mr. Tala Abdulla Alazeezi Head of the African Union Section	<p>aimed to clean up the city of Addis Ababa of increasing number of children.</p> <p>Second round of talks took place on 19 November 2019 between the two parties.</p> <p>Second round of talks between CAFOR and Embassy of UAE</p>	<p>Analyst was appointed to be the focal person on the matter.</p> <p>The two delegations reiterated their previous commitment.</p> <p>Mr. Talal a newly appointed Head of African Union Section welcomed the CAFOR Delegation and exchanged views on ongoing discussions for the concretization of UAE e pledging in support of CAFOR programmes.</p>	<p>US\$ 2 million to support the project No new pledging</p> <p>The meeting concluded that the UAE Embassy will refer the subject matter to their MOFA with immediate effect. The response may be expected by the next week.</p>	<p>The follow-up action to be initiated with the capital regarding the UAE pledging in support of CAFOR</p> <p>Tangible outcomes of the meeting The meeting Is expected soon.</p>
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						The two parties also discussed the possibility of having audience with UAE Minister of Foreign Affairs during the forthcoming AU Summit	
17.	Ethiopian Sky Light Hotel	20/06/2019	Ms. Seblewongel Degefa General Manager	The Executive Director briefed the General Manager on CAFOR's vision and mission for the improvement of Education system in Africa.	The Sky light General Manager expressed the necessity for CAFOR to make more efforts in order to be on spotlight and recommended that the CAFOR delegation write an article for large dissemination in Ethiopian Airlines Magazine Salamta.	No pledging	No Follow-up
18.	Embassy of Kuwait	3/07/2019	Mr. Abdullah Safran Al-Rashidi 3 rd Secretary and Consulate Affairs Officer	CAFOR's initiatives in the areas of advocacy for the continental policy agendas and their	Provided the 3 rd Secretary with a copy of project proposal which will be transmitted to the government of Kuwait for possible support noting that sustainable development will not be	N/A	Follow-up action to be initiated.

				domestication by the member states of the African Union, including the Street Children Pilot Project.	possible without skills development for the youth		
19.	The United Nations c Children's Fund (UNICEF)	5/07/2019	Ms. Zeinab Adam, Senior Advisor on Coordination, Development and Strategic Planning, United Nations Children's Fund, New York, United States of America.	Presentation of the vision and mission CAFOR.	Ms. Adam suggested introducing CAFOR to UNICEF National Coordinator with whom it could exchange views to obtain relevant information for their acceleration facility and for the education cluster in NY on issues related to the achievement of the SDG's.	N/A	Follow up action to be initiated.
20.	Embassy of the Republic of China	8/07/2019	Mr. Lin Zhiyong Economic and Commercial Counsellor China Embassy to the African Union (HE. Liu Yuxi Amb. to African Union)	Introducing CAFOR to address education related challenges in Africa. Promotion of AY Policy and Instruments. The Addis Ababa Street Children Pilot Project was also	The meeting recognized the role played by China in the different social, cultural and socio-economic development in Africa: agriculture, trade and industry, commerce, infrastructure, innovation and technology Regarding the Street Children project, this could be discussed at the national China Representation Mission to Ethiopia as the mission to the African Union is devoted for	N/A	No prospect of another round of talk.

				on the table for discussion.	cooperation programs at continental level.		
21.	NHY	17/07/2019	Mr. Nurhussen Yassin Chief Executive Officer	The Senior Advisor introduced to NHY the objectives of CAFOR and exchanged views on possible participation of private sector on CAFOR programmes.	The NHY CEO expressed his willingness to provide at a later stage food for the CAFOR Pilot Street Children project.	N/A	Follow –up to be initiate
22.	The Korea-Africa Foundation	10/7/2019	Ms. Giyoun Kim Vice President The Korea Africa Foundation	First Institution to pay courtesy call on the CAFOR Secretariat at AU HQ. Discussed the way forward to define viable partnership with CAFOR.	Defining field of cooperation and exchange for dialogue Express the willingness to strengthen partnership	N/A	More meeting to be scheduled to define scope of partnership
23.	Embassy of India	13/08/2019	H.E Mr. Anurag Srivastava Ambassador of India to Ethiopia, Djibouti and to the African Union	Briefing on CAFOR from its inception until the signing of the MOU with the AU. Willingness to exchange experience with Indian professionals in	The country is determined to enhance skills through training and other capacity-building activities in Africa	N/A	Knowledge Sharing and Best practices.

				areas related to science, technology and innovations			
24	Commonwealth Association of Technical Universities and Polytechnics in Africa (CAPA)	9/12/2019	Ms. Jahou Bah Faal Secretary General	The CAPA Delegation led the Secretary General Ms. Jahou Bah Faal paid a courtesy call to CAFOR Secretariat and discussed among other things, Introduction of CAFOR Vision and Mission, as well as , future partnership, technical advice, skills improvement through TVET Workshops, development of toolkit for training of communicators .	The two parties agreed to consolidate cooperation in field of TVET, participation of each other meetings. In that regard the Executive Director of CAFOR was Invited as Keynote Speaker in Kigali CAPA meeting.	N/A	Follow-up on Signing of CAFOR CAPA agreement
25.	Embassy of Turkey	26/09/2019	Her Excellency Yaprak Alp, Ambassador of Turkey to Ethiopia.	Promotion of CAFOR, share experience in the field of Education.	It was agreed that Turkey may provide training and that can be concretized after its participation at the Roundtable.	N/A	Not yet ready For commitment.

26.	The United Nations Children's Fund (UNICEF) Representation to the African Union & ECA	17/10/2019	Dr. Edward Addai UNICEF Representative to the African Union and UNECA	Introduction of CAFOR and explore the potential fields of cooperation.	Facilitate linkage with Country UNICEF Mission Invitation to attend round table Assess the possibility of using CAFOR network for the promotion of UNICEF related activities.	N/A	
27.	Embassy of Denmark	23/10 2019	Ms. Trine Louise Magard Hansen 1 st Secretary on Governance and Climate	Introduction of CAFOR and search of fields of cooperation.	Danish representative expressed the need to partner with CAFOR to avoid duplication Efforts to be devoted in media capacity building to accelerate reform for free media, to safeguard socio political issues. Deepen understanding of CAFOR for possible engagement.	N/A	Closely work in support of Africa's programmes to design new projects.
28.	Embassy of Brazil	23/10/2019	H.E Ambassador Luiz Eduardo Villarinho Pedroso	Promotion of CAFOR visibility and exploration of cooperation prospects.	Exchange of experience noting that Brazil experienced similar socio-economic challenges that Africa is confronted with today.	N/A	Expecting feedback On Street Children pilot project
29.	Embassy of Hungary	12/11/2019	HE.Mr. Attila Koppány Ambassador of Hungary to Ethiopia and to African Union	Introduction of CAFOR, and explore fields of cooperation between CAFOR and Hungary.	It was agreed that Hungary and CAFOR would sign a cooperation agreement on Scholarship provision to African students at Master and Doctorial level in the fields of Science and Technology.	Ongoing process	Expecting feedback
30.	Embassy of Belgium	13/11/2019	HE. Mr. Francois	Presentation of CAFOR	Requested some detailed information on CAFOR round	No specific	Follow-up action ongoing.

			Dumont Ambassador of Kingdom of Belgium to Ethiopia, Djibouti, IGAD, UNECA & AU	especially its aims to invest in education as Africa's moral responsibility to future generation. To seek the Belgium financial support for the organization of the round table.	table conference for possible contribution.	commit ment was made at this stage	
31.	Embassy of Australia	26/11/2019	HE. Mr. Peter Doyle Australia Ambassador to Ethiopia, UNECA and to African Union	Introduction of CAFOR's vision and mission. Explore cooperation fields.	Envisaged possible support on training in order to reinforce capacity through skills development.	No specific commit ment was made at this stage.	To pursue the consultation in the future.
32.	Embassy of Finland	26/11/2019	HE Mr. Marko Laine Deputy Head of Mission (HE Helena Airksinen, Ambassador of Finland to Ethiopia and to African Union)	Exchanged views on CAFOR in general and on the willingness to forge cooperation relation with Finland which is presently providing support in the field of mediation to the African Union Peace and Security Department.	Expressed availability of Finland to closely work with CAFOR in engaging Finland Technical expertise to build capacity of African youth.	No pledges were made on the occasio n. Executi ve Directo r extende d CAFO R Invitati on to	Ongoing discussion to be scheduled.

						Finland to participate in the Roundtable.	
33.	Embassy of Poland	10/12/2019	HE.Mr. Aleksander Kropiwnicki Ambassador of the Republic of Poland to Ethiopia	Introduction of CAFOR, its vision and mission. Explore fields of cooperation	Poland Ambassador expressed his willingness to collaborate with CAFOR, but he would like to be familiar with the issues.	No commitment made at this stage.	Follow-up action to be initiated.
34.	Embassy of the Nederland	17.12/2019	HE. Mr. Bengt van Loosdrecht Ambassador and Permanent Representative to the African Union, IGAD & UNECA	Presentation of CAFOR for its visibility within the international community and to explore ways and means to strengthen cooperation relations.	Ambassador Bengt reaffirmed his willingness and commitment to work closely with CAFOR.	More discussions could take place in the future after better understanding of CAFOR.	Follow up action to be initiate.
35..	Embassy of Norway	9/01/2020	HE. Mr. Morten von Hanno Aasland Ambassador and Permanent Representative to the African Union.	Comprehensive briefing on CAFOR mission and vision and to examine the possibility of establishing cooperation between	Norway Ambassador took note of the CAFOR Executive Director presentation and expressed his willingness to examine ways and means to include CAFOR programmes within the existing cooperation framework	Norway did not make any Commitment	Follow-up action to be undertaken.

			Ms. Vigdis Aaslund Cristofoli Councillor	Norway and CAFOR.	between Norway and the African Union.	at this stage.	
36.	Embassy of Great Britain	9/01/2020	Mr. Joel Webb Senior Policy Advisor	CAFOR Delegation exchanged views with British Advisor on CAFOR	It was agreed to schedule another meeting in order to deepen relationship between the two parties on capacity building, and communication, particularly a joint approach on education, homeless children project and youth and communication, as well as on youth and climate change. CAFOR promised to share its strategic plan with the British representative.	No Commitments were made.	Follow-up to be initiated
37.	Embassy of Spain	30/01/2020	H E Mr. Borja Montesino Ambassador of Spain	Dr. Cole made an exhaustive presentation of CAFOR to the Spanish Ambassador in the presence of Mr. Jorge Avila Liceranzu, First Secretary and Head of Multilateral and Cultural Affairs.	The Executive Director put on the spotlight CAFOR's vision and mission. He also informed the ambassador on CAFOR's activities particularly the ongoing preparatory process of the round table of partners to generate CAFOR funding.	No resources commitment was made.	CAFOR called upon He Excellence to participate on the forthcoming round Table.
38.	Embassy of Italy	30/01/2020	H E. Giuseppe Berlendi	The two parties exchanged views on CAFOR and the Italian	Introduction of CAFOR, and the Italian Ambassador informed the CAFOR delegation about the Agreement signed between	No pledging was made.	Follow-up Action to be initiate.

				Representative to the African Union	ACCRI with HRST Department, and the Italy Initiative to hold at AU a workshop on Science for Democracy by Italian NGO from 25 to 26 February 2020.		
39.	Embassy of Grand Duchy of Luxembourg	24/02/2020	Mr. Dominique Chevolet Chargé d’Affaires	Mr.. Chevolet was received in audience in CAFOR Office by the Executive Director of CAFOR, Dr. Lawalley Cole in the presence of the Senior Advisor, Mr. Tshimanga Mukadi-Mutoke. The CAFOR Executive Director introduced CAFOR, Vision and Mission. He also expressed CAFOR readiness to partner with the Grand Duchy of Luxembourg especially in the implementations of the African Union and global agendas.	During the meeting the two parties spoke on the role of CAFOR to advance the AU agendas and exchanged views on the possible participation of Luxembourg in CAFOR activities. However, Mr. Chevolet indicated that his country normally works through the UN as for example providing support to the UN mission to Mali, and is playing a decisive role in the AU in the fields of ICT and Peace and Security. The Chargé D’Affaires.	No financial commitment was made. .	Possible follow-up After the Round Table.

40.	Ethiopian Airlines	25/02/2020	Mr. Mengistu Adelahe Manager Passenger Sales Mr. Abel Yfru Sales Representative	Introduction of CAFOR as well as exploration of fields of cooperation.	The two parties agreed to reinforce their relationship with possible signing of privileged partnership on Air ticket fare reduction for CAFOR members and to benefit from reduced hotel tariffs. Also to collaborate in the field of training in Science and Technology at the Ethiopian Airlines Academy in Addis Ababa.	No financial Commitment.	Follow-up to initiated with the Ethiopian Airlines Hotel Manager, and the Ethiopian Airlines Academy.
41.	City Government of Addis Ababa	4/03/2020	Mr. Abraham Seyoum Gonfa Executive Director Socail Trust Fund	The Executive Director of Social Trust Fund of City Government of Addis Ababa paid a courtesy Call to the CAFOR Secretariat during which the Addis Ababa Street Children Pilot Project was introduced with an exchange of views on ways and means to jointly promote the project for fund mobilization, acquisition of land for the construction of a Center of Excellence for	The two delegations agreed to hold regular consultative meetings to promote and fund-raise for the Addis Ababa Street Children Pilot Project and steer the way forward for its implementation.	N/A	The Executive Director of CAFOR will formalize the relationship between CAFOR and the City Government of Addis Ababa by sending an official communication on the outcome of today meeting.

				alternative education training, namely vocational skills development for the integration of underprivileged young people in development.			
42.	Embassy of New Zealand	12/03/2020	H E. Mr. Mark Ramsden Ambassador to Ethiopia & to the African Union	The CAFOR Executive Director introduced CAFOR to his Excellency The New Zealand Ambassador and expressed the willingness of CAFOR to build constructive cooperation relations with the Government of the New Zealand in fields of Education in particular.	The New Zealand Ambassador expressed the view to deepen the partnership with CAFOR, and welcomed the request of CAFOR to be included in other partnership programmes and be included in the future African Union Hand Book published by the New Zealand Ministry of Foreign Affairs and Trade in partnership with the African Union Information Directorate.	N/A	Request for inclusion In Hand Book to be presented to the AU Information Directorate.

Annex II

CAFOR SWOT Analysis Matrix

Strengths	Weaknesses
<ul style="list-style-type: none"> • The African Union and other international and National entities are now focusing on education for youth development and employment activities. • Funding on youth issues to Sub-Saharan's is popular with many donors. • Prominent normative and regulatory role. • Members can be drawn from all 55 member states of the African Union. • Strategic position as the only regional coalition of academics, communication experts and other networks dealing with innovations in education for Africa 	<ul style="list-style-type: none"> • Competition for funds with other specialized bodies on the continent. • Inefficiencies in tracking and receiving funding for specific projects. • Few incentives for staff and CAFOR members to engage in resource mobilization activities. • Inadequate knowledge, skills and/or experience in fundraising among staff and members of the Coalition. • Lack of coordinated efforts between the CAFOR structures – the Secretariat, the Executive Board and the General assembly of CAFOR members. • Poor communication strategies. • Non interactive website.
Opportunities	Threats
<ul style="list-style-type: none"> • Interest in youth development and the youth employability sector is growing in Africa, due to the youth bulge on the continent. • New emerging donors and wealthy foundations. • Links with international institutions devoted to youth development (ex:) • Range of partners at all levels increasing. • Strong platform for support to education and youth priorities • Potential to be a resource center for youth skills development in relation to the labour market in Africa. 	<ul style="list-style-type: none"> • Significant and increasing competition for resources from other youth institutions • Possibility of donor fatigue if CAFOR does not develop more proactive tactics • Perceived inefficient and lackluster CAFOR • Global financial crisis.

Annex III – Resource Mobilization Plan

Objectives	Action Steps	Persons Responsible	TA/Support desired	Priority level	Deadline
Expand support by xx donors	1. Research information on donors 2. Submit at least xx proposals to donors	Snr Advisor (P&RM) Regional Reps Regional P.O.	To be determined	To be determined	
Expand support by US dollars	2,000,000	Snr Advisor	To be determined	To be determined	
Identify expected opportunities	Research on Upcoming funding opportunities	Snr Advisor (P&RM)	To be determined	To be determined	
Develop and /or compile all template documents for developing proposals	Update corporate capability statements Develop CV template and Update CVs Develop past performance references template Develop budget and budget note templates Update Audit reports Develop Management plan organogram M&E – develop template, document approach (framework)	Exec. Dir Snr Advisor (P&RM) Regional Reps	To be determined	To be determined	
Develop fundraising systems to support resources mobilization	Develop prospective donor list with contact and background information, and	Snr Advisor (P&RM)	To be determined	To be determined	

	<p>notes on their strategies.</p> <p>Secure soft copies of all donor templates</p> <p>Assign roles and responsibilities for cultivation of exiting donors.</p> <p>Develop process for assigning proposal development coordinator role.</p> <p>Establish a list of possible editors for proposal documentation.</p>				
Assign roles and responsibilities for resources mobilization staff	<p>Develop a process for proposal coordination and follow-up</p> <p>3. Assign responsibilities for new donor research</p>	Exec. Dir	To be determined	To be determined	
Documentation for Resource Mobilization	<p>Develop and disseminate a basic information pack (organization, case studies, programme results, success stories).</p>	Comm Officer	To be determined	To be determined	

Annex IV: Resource Mobilization Steps – Some Initial Practical Steps

	Activities	Responsible	Time frame
Identify		Develop a matrix of resource partners, mapping their interest and CAFOR's strategy	
Use tools to identify			
Engage		Develop concept notes and programme/project proposal	
Refine the resources partners matrix, matched to specific concept notes/proposals			
Develop a communication plan detailing how each resource partner identified will be engaged			
Develop promotional materials and update website to communicate key priority programmes and projects			
Engage resources partners through field visits/Workshops/Meetings			
Negotiate		Ensure that the resource partner is acceptable to CAFOR	
Manage and Report		Ensure the reporting is conducted in a timely fashion, and as agreed with the resource partner	
Communicate Results		Develop information pack (Project Sheets) to widely communicate the success of programmes and projects	

Annex V - Tools

Tool 1: Resource Mobilization (RM) Strategy & Action Plan Template

Practical steps	Activities	Responsible		Timeframe
Identify	<input type="checkbox"/> Develop a matrix of partners/clients, mapping their interests to the Organizational or Unit's Strategic Directions Framework; <input type="checkbox"/> Refine and match the partner/client matrix to specific concept	Snr Advisor (P&RM) Regional Reps Regional P.O.		

	<p>notes/proposals/service lines;</p> <p><input type="checkbox"/> Use tools for identifying partners/clients such as websites and other knowledge;</p> <p><input type="checkbox"/> Ensure each partner/client listed is an acceptable funding source/customer.</p>			
Engage	<p><input type="checkbox"/> Nominate RM lead person; assign partner/client liaison roles;</p> <p><input type="checkbox"/> Develop a plan indicating how each partner/client identified will be engaged;</p> <p><input type="checkbox"/> Engage potential partners/client early. Seek their collaboration in the development of concept notes and/or project proposals and their interest in your service offerings;</p> <p><input type="checkbox"/> Develop key messages and communication materials for potential projects and service offerings;</p> <p><input type="checkbox"/> Ensure the Organisation's or Unit's participation in local donor coordination groups and other events to show your comparative</p>	<p>Snr Advisor (P&RM)</p> <p>Regional Reps</p> <p>Regional P.O.</p> <p>Comm. Officers</p>		

	<p>advantage to deliver services;</p>			
	<p><input type="checkbox"/> Set up regular engagement channels with partners/clients, such as field visits / workshops / meetings, to foster relationships and build trust.</p>			
Negotiate	<p><input type="checkbox"/> Ensure the partner/client's rules and regulations are compatible with those of the organisation or unit;</p> <p><input type="checkbox"/> Review and use standard MoU agreements and</p>	<p>Exec. Dir</p> <p>Snr Advisor (P&RM)</p> <p>Regional Reps</p>		

	contracts as appropriate.			
Manage and Report	<input type="checkbox"/> Ensure reporting is conducted in a timely fashion, both via organizational reporting mechanisms and as agreed with the partner/client.	Snr Advisor (P&RM) Regional Reps		
Communicate Results	<input type="checkbox"/> Create a communication plan to build visibility and respect for the Organisation or Unit and its work overall among target audiences; <input type="checkbox"/> Develop specific communication plans for those programmes/projects for which resources must be mobilized and to establish your position as service provider; <input type="checkbox"/> As part of the above, develop communication tools to widely communicate the success of the Organisation's or Unit's projects and service provision.	Comm. Officer		
Reflect	<input type="checkbox"/> Monitor funding approvals to keep track of meeting the RM target;	Snr Advisor (P&RM)		

	<input type="checkbox"/> Identify lessons learned; <input type="checkbox"/> Refocus efforts where needed through further outreach to partners.			
Institutionalize RM as a key function	<input type="checkbox"/> Strengthen a team approach to RM by having regular meetings, information sharing, updating knowledge through training and developing contacts with local expert consultants; <input type="checkbox"/> Integrate RM activities into the Organizational or Unit's work plan.	Exec. Dir		

Annex VI: Existing/Potential Funding Partner Matrix Template

Partner agency	Sectors relating to Organization or Unit's mandate	Period of current funding or (country) strategy	Organizational or Unit projects funded in last five years	Total contribution in past five years	Potential for future cooperation / lessons learned	Potential amount of resources to be mobilized	Deadlines for submission	Any other comments	Contact at partner
Existing or potential resource partner.	List the partners' stated priorities that match the Organization or Unit's mandate/	E.g. 2016 – 2020.	List the projects.	Add up total contributions to Organisation or Unit [specify between brackets to which entity the information is relevant, e.g.	List any issues which are relevant for future cooperation.	Estimate potential resources mobilized from this partner. Include the potential of in-kind contributions.	Does the partner require that proposals be submitted at a	Make notes that may require follow up action.	Email of contact at partner agency.

	strategy [specify between brackets to which entity the information is relevant, e.g. food security (Organisation); agriculture (Organisation); M&E (Unit)].			USD 300,000 (Organization); USD 25,000 (Unit)].			certain time?		

Annex VII: Existing/Potential Client Matrix Template

Client	Sectors relating to Organizational or Unit's mandate	Service provided to client by Organization or Unit in last five years	Total amount received in past five years	Potential for future cooperation / lessons learned	Potential amount of resources to be mobilized	Any other comments
Existing or potential client.	List the clients' stated priorities that match the Organisational or Unit's mandate/strategy [specify between brackets to which entity the	List the service provided to client [specify between brackets to which entity the information is relevant, e.g. policy scan (Organization);	Add up total income for Organization / Unit received from client [specify	List any issues which are relevant for future cooperation.	Estimate potential resources mobilized from this client.	Make notes that may require follow up action.

	<i>information is relevant, e.g. food security (Organization); agriculture (Organization); M&E (Unit)].</i>	<i>data collection (Unit); M&E training (Unit)].</i>	<i>between brackets to which entity the information is relevant, e.g. USD 20,000 (Organization); USD 5,000 (Unit)].</i>			

Annex IX: Stakeholder Matrices for an Expert Workshop

Experts/workshop participants are requested to mention stakeholders, describe their relevance (in terms of their interest in the objectives you have and their influence towards being able to achieve them) and rate their influence and interest on a scale of 1-3 (where 1 is low and 3 is high). These values can be summed to get an absolute value and then the stakeholders can be ranked in order. The organizations with the highest ranking/scoring are regarded as the ones with the highest likelihood of resource mobilization opportunity or partnership depending on the category. It must be noted that certain stakeholders can either be categorized as partner or client depending on the nature of the potential relationship. The ranking will help to determine the focus of resource mobilization (RM) and partnership development under different parts of an outreach strategy.

NAME OF ORGANIZATION	RELEVANCE	INTEREST	INFLUENCE

Table 1: Monitoring and Evaluation Framework - provides a summary of benchmarks and signs of progress towards the resource mobilization goal.

Table 2: Expenditure and Income projections for 2020 -2024

- Annex I: SUMMARY OF POINTS FOLLOWING THE VARIOUS VISITS BY CAFOR
EXECUTIVE DIRECTOR AND STAFF TO EMBASSIES AND
COOPERATION AGENCIES ACCREDITED TO THE AFRICAN UNION
COMMISSION
- Annex II: CAFOR SWOT Analysis Matrix
- Annex III: Resource Mobilization Plan
- Annex IV: Resource Mobilization Steps – Some Initial Practical Steps
- Annex V: Tools
- Annex VI: Existing/Potential Funding Partner Matrix Template
- Annex VII: Existing/Potential Client Matrix Template
- Annex IX: Stakeholder Matrices for an Expert Workshop



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.

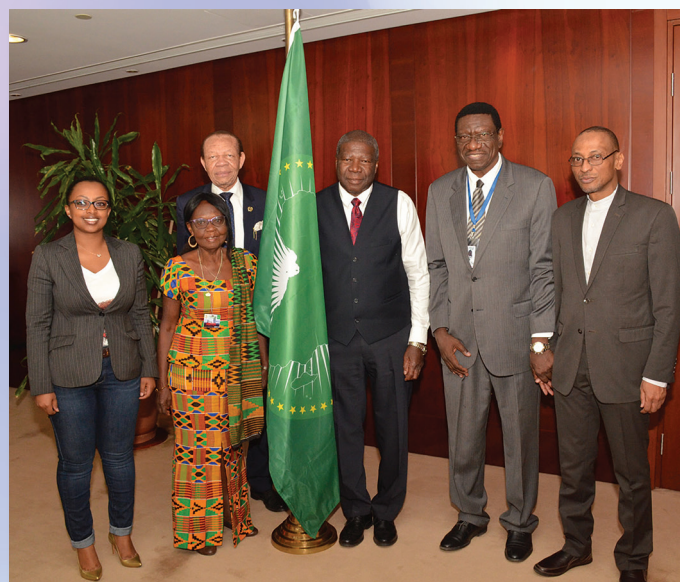
If harnessed correctly, technology and innovation, especially in agriculture, can offer opportunities for dealing with the challenge of youth unemployment, while a growing economy provides fertile ground for innovation and risk-taking by Governments and citizens.

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



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



DONATE

COMMERCIAL BANK OF ETHIOPIA

AFRICAN UNION BRANCH

ACCOUNT NAME :AU-CAFOR

FOREIGN CURRENCY ACCOUNT (FC'Y ACCOUNT)

USD A/C No: 1000280153358

LOCAL CURRENCY ACCOUNT NT (BIRR) A/C No: 1000280153889

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