



CAFOR



AFRICAN UNION

AFRICAN UNION COMMISSION

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CONCEPT NOTE

CAFOR Project

Strengthening Institutional Capacity for the Operationalization of CAFOR

1. Project Summary

This project will strengthen CAFOR's institutional capacity at headquarters and regional office levels to contribute to the formulation, implementation, monitoring and evaluation of effective and evidence based CAFOR programmes while ensuring social and economic integration and inclusion of young people's participation in these projects.

CAFOR staff and members will be actively engaged, as both agents and beneficiaries, in the two focus areas:

- (a) The translation and implementation of all African Union policies and programmes that CAFOR agreed to work on as per the MOU signed with the AU in January 2019.
- (b) The design of national plans and strategies from the AU instruments and protocols to create employment opportunities and including youth in the national labour markets.

Project activities will consist of a combination of analytical and operational capacity building work engaging national and international experts in conjunction with the African Union and other partners. The project's main participants and beneficiaries will be CAFOR staff at the headquarters and the regional offices and CAFOR partners, and representatives of youth organizations. Some of these will participate as both beneficiaries and resource persons for the project. Activities will further include delivery, in project countries, of comprehensive training on formulating and monitoring participatory evidence-based youth policies and programmes to achieve social inclusion and employment opportunities for youth. This project will support policymakers to work with and create space for the participation of young people and relevant civil society organizations. It will also engage stakeholders and members in all the implementation processes for national action plans, policies and measures, and a greater awareness of the needs of different categories of young people in national planning initiatives.

To realize the vision of the African Union Continental Agendas and Agenda 2030 of ensuring inclusive development, member states of the African Union countries will also need to provide more inclusive, accountable, and participatory policy-making and public service delivery. This issue requires, among other things, organizing government and related institutions engaged in the implementation of the various policy agendas and making them practical, inclusive, and accountable. It also calls for strengthening public servants' capacity to implement these agendas by developing new skills, attitudes, and behaviours through new ways of working together across organizational boundaries. Upon completion, the project will incorporate national programmes for CAFOR staff, partners, and young people into the regional and country-level CAFOR plans and programmes in the project countries.

2. Problem Relevance:

Education is at the centre of the development agenda, especially in ensuring the SDGs' achievement and the African Union's Agenda 2063 and other policy agendas related to education and development in Africa. There is, therefore, the need for CAFOR to focus on capacity issues. Social and human capitals are two critical components of organizations, and these might be crucial to the success of the actions they accomplish. Capacity issues are all-encompassing in the education sector. They positively contribute to better health, better climate protection, improved economic growth, better governance and management systems, and other improvements in people's lives. 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, due to limited capacity, the link between education and other developmental goals is often not well communicated and not clearly understood by many. Also, although making up the lion's share of national budgets, education is not sufficiently prioritized. Therefore, many education systems continue to suffer several challenges: a shortage of human resources (qualified and motivated teachers), teaching and learning materials, inadequate infrastructures such as classrooms, harmful cultural practices, emergencies, and conflict situations. Most of these challenges require adequate political will, financing, and capacity to implement the programmes.

CAFOR already has a team of experts numbering more than 50 individuals and relies a great deal on external experts and its networks of more than 1,600 journalists, communicators, and advocates in the field to implement 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 for youth and development. 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 more vital forces, and gain leadership. CAFOR seeks an energetic African professional corps that would support programmes within member states of the African Union.

3. Call to Action:

Capacity Building and Institutional Strengthening are integral parts of the technical support that CAFOR needs to provide to individuals, organizations, and institutions to implement its

programmes across the African continent. At an individual level, CAFOR must support services that build knowledge and skills, influence attitudes, and positively influence the participants' working practices.

At an institutional level, and beginning with CAFOR itself, the organization would engage the client in refocusing and streamlining the structure, processes, management resources, and abilities of their partner organization to better perform the assigned tasks. A fundamental and challenging aspect of this process is ensuring that the improvements made are absorbed and sustainable beyond the intervention's life. In this respect, many of the problems we encounter can be linked directly to a lack of sufficient revenue generation, which negatively impacts the institution's entire structure and activities. Therefore, if we are to make changes sustainable, we will build the link between revenue and sustainability. Thus, CAFOR will emphasize working with clients to seek new ways to generate income as part of our capacity-building services. Given the complex nature of institutional change-management, we will deliver much of CAFOR's efforts through longer-term formal and on-the-job training, coaching, consultative workshops, and information-sharing seminars.

(a) Main Capacity Building Issues:

Since doing business as usual will no longer be the norm, CAFOR will need to adapt and change to move towards healthier and deeper alliances that involve all actors. Increasingly these agencies are focusing on how institutions and organizations can contribute to promoting sustainable development and economic competitiveness in both rural and urban areas of member states of the African Union that have received less attention from authorities. For this reason, sound institutional and organizational analysis is critical to the design, implementation, and sustainability of CAFOR projects.

Recognizing the need to improve its analysis and development of in-country partner institutions and organizations, CAFOR will embark on a process to enhance its competencies, mainly with external support. CAFOR will work with its key partners and members to develop and adopt a framework for institutional and organizational analysis and development, with certain principal concepts in mind that would cover certain functional aspects of institutional and corporate research and development: (1) understanding and giving meaning to our lives, (2) control over individual behaviour and organizational culture, (3) action that is taken, and (4) associations made between individuals and organizations. In this respect, CAFOR will, as part of its capacity-building initiatives, embark on the following:

- Building relations (at all levels) with other organizations that could be involved in co-implementation and partnership-building with the private sector in delivering private goods.
- Proper assessment of non-state, in-country partners' potential to collaborate with CAFOR programmes and influence existing power relationships and imbalances.
- Analysis of informal rules and organizations and their implications for project delivery.
- Coordination of activities aimed at institutional and organizational development with other similar initiatives outside of CAFOR.
- Ensuring a strong capacity of service providers supporting institutional and organizational development.
- Promoting broader institutional and organizational change and the scaling up of institutional and organizational innovations through policy dialogue.

- Establish mechanisms of engaging with the target group and allow for more flexibility during implementation to cater to the diversity of needs.

(b) Implementation Issues:

- CAFOR's Strategic Plan contains analyses of strengths, weaknesses, opportunities, and threats (SWOT). These should be used to define project delivery mechanisms or establish which procedures, rules and competencies CAFOR will require to perform the functions it assigns itself.
- CAFOR should also adequately define its strategies for achieving desired capabilities. This action identifies indicators and benchmarks to monitor individuals and organizations' progress as CAFOR works with them to acquire new abilities.
- Although support to CAFOR's operational and organizational development is mainly aimed at enhancing individual capacity, CAFOR will, to a limited extent, be flexible in its activities related to changing administrative systems as it works internally with the African Union Commission (e.g. financial and procurement procedure, policy/rules of extension systems, internal/external coordination/ communication systems). Often the costs and delivery of capacity-building activities are scattered over several project components.
- CAFOR will develop a better understanding of how developing individual capacity contributes to achieving institutional and organizational change.
- CAFOR will equate capacity-building with training and make us understand it as a more complex set of institutional and organizational development tools.
- CAFOR will ensure that its capacity development activities incorporate a mix of supply- and demand-driven mechanisms.
- CAFOR will also ensure that support for capacity-building is project-specific, which rarely considers other in-country capacity development initiatives implemented by development partners that may support service delivery in the public and private sectors.
- CAFOR will also find ways to address specific contexts and not merely apply overarching methodologies.

(c) Sponsorship and Funding:

CAFOR is seeking sponsorship from partners and multilateral and bilateral agencies, and the private sector to support the management, implementation and monitoring and evaluation of this project in the following ways:

S. No.	SUMMARY BUDGET	Per Annum	Period (Yrs)	Personnel Deployed in 5 regions	Total (USD)
1	STAFF COSTS				
	Internal Staff Costs- Full Time Staff (2 % of total salary costs) for 5 regions	68636.63	1	4	343183
	Field Based Experts Costs - Project Period & Work (taking 2 experts in each region)	15000.00	1	10	150000
2	PROJECT IMPLEMENTATION COSTS				
	Capacity building workshops & Programmes	25000	1		25000

	Provision of technical support	30000	1		30000
	Organizational analysis & Organization development activities	20000	1		20000
	Developing project delivery mechanisms	20000	1		20000
	Developing policy making mechanisms	25000	1		25000
	Developing public service delivery systems	25000	1		25000
3	Other Costs				
	Communication Costs- Monthly Mobile Top-Ups, Printouts, Stationery, Shipping, Postage, etc (per annum per person)	3000	1	20	60000
	Monitoring ,Evaluation Costs & IT Costs in 5 regional offices	4000	1	5	20000
	Associated Costs (Supplies, Equipment Costs, etc)	50000	1	5	250000
	Operational Costs - Office Set-up Costs, Office Equipment, Etc	40000	1	5	200000
4	TRAVEL & TRANSPORTATION COSTS				
	Travel Insurance	1350	1	20	27000
	Per Diems per day for internal staff	260	1	4	1040
	Per Diems per day for international staff	200	1	20	4000
	Local Travel Costs per month	1000	1	20	20000
	International Travel Costs	600	1	16	9600
5	TOTAL AMOUNT				1229823
6	MISCELLANEOUS EXPENDITURE				
	Calculated at 15% of TOTAL Amount				184473.4725
7	GRAND TOTAL				1,414,297

Sponsors may expect recognition in a few ways:

- Sponsors may be included in a roll of honour, hosted on the CAFOR website www.cafor.org, with the African Union's recognition.
- Sponsors will be recognized in presentations at conferences and meetings as having supported education in Africa.
- Should a sponsor wish to remain anonymous, this will be respected by CAFOR.

4. Conclusion:

CAFOR defines capacity by the existence of resources, networks, leadership, and group process skills. It is a cyclical concept related to the development of human, organizational, institutional and social capital. It is necessary to take stock of the institutional and organizational landscape and cultivate ownership of project design and implementation processes early. Appropriate tools are required to do so. It is also essential to acquire an in-depth understanding of institutional and organizational development. Equally, a well-informed approach is needed to formulate strategies, implementation arrangements and flexible methods for achieving desired results.

Project design documents need to formulate explicit concepts of change that identify the extent to which capacity constraints at all levels impede institutional and organizational change in lead agencies, implementation partners and service providers. They should also demonstrate how the inputs, incentives, skills development activities and related activities they propose can lead to the projected reforms. A step-by-step approach is critical. Institutional and organizational development is a dynamic process, which is not easy to comprehend rapidly during the first years of implementation. Flexibility is necessary for project design, and a framework for institutional and organizational development should allow for a process of learning and adjusting to changing circumstances. It is essential to promote stronger vertical and horizontal institutional and organizational linkages to improve governance effectiveness. The best way to facilitate these linkages is to focus on the functional aspects of institutions and organizations. This focus will highlight the need for connections to promote information flow and exchange, the sharing of financial resources, and better decision-making, technical and managerial skills.