

TECDEN

Tanzania Early Childhood Development Network

Strategic Plan 2014 - 2018

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ABBREVIATIONS

AGM	Annual General Meeting
BEST	Basic Education Statistics Tanzania
BvLF	Bernard van Leer Foundation
CSO	Civil Society Organization
ECD	Early Childhood Development
ECCD	Early Childhood Care and Development
ECCE	Early Childhood Care and Education
ECDVU	Early Childhood Development Virtual University
EFA	Education For All (2000)
ETP	Education and Training Policy
GoT	Government of Tanzania
IEC	Information, Education, Communication
IECD	Integrated Early Child Development
LGA	Local Government Authority
MMAM	Malezi Makuzi na Maendeleo ya Awali ya Mtoto
MDG	Millennium Development Goals
MCDGC	Ministry of Community Development, Gender and Children
MoEVT	Ministry of Education and Vocational Training
MoHSW	Ministry of Health and Social Welfare
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umaskini
MVC	Most Vulnerable Children
NSGRP	National Strategy for Growth and Reduction of Poverty - MKUKUTA (Swahili acronym)
NGO	Non Governmental Organization
PADEP	Participatory Agricultural Development Programme
PEDP II	Primary Education Development Plan II, 2007-2011
PPP	Public Private Partnership
RCH	Reproductive and Child Health
REPOA	Research on Poverty Alleviation
SABER	Systems Approach for Better Education Results
TASAF	Tanzania Social Action Fund
TDHS	Tanzania Demographic and Health Survey
TECDEN	Tanzania Early Childhood Development Network
TFNC	Tanzania Food and Nutrition Centre
TIE	Tanzanian Institute of Education
TTC	Teacher Training College
UNICEF	United Nations Children's Fund
URT	United Republic of Tanzania
WB	World Bank

ACKNOWLEDGEMENTS

This second strategic plan is an output of the collaborative and concerted efforts of members and ECD stakeholders in particular consultants and participants of the strategic planning meetings. TECDEN (Tanzania early Childhood Development Network) secretariat and the National steering committee are grateful for the cooperation and support provided by all in the development process of this plan. It is our hope that through this strategic plan, we can make an impact on the lives of young children for sustainable development.

FOREWORD

Over the past twelve years, TECDEN has seen tremendous growth and recognition at local, national and international levels in the Early Childhood Development in terms of research, advocacy and networking with the marginalized and impoverished communities. The network has witnessed growth in terms of increased network coverage in 14 regions and member organizations which have contributed to excellent implementation of programmes and increased support to children within the diversity of TECDEN member programs that has enabled the network to address issues of community awareness raising; child rights; access to quality ECD services to young children. This growth is a result of full commitment of TECDEN members and its partners in the struggle to improve the livelihoods of the most marginalized and impoverished communities in Tanzania. TECDEN is proud of its achievements and commitment towards addressing the rights and needs of young children especially those in rural under resourced communities. Despite these achievements, TECDEN still has a long way to go due to the increased demand of quality ECD services at all levels, increased poverty levels and the immense requirement of resources needed to address these emerging challenges.

In recognition of this challenge, TECDEN has positioned itself to be at the forefront, more dynamic, proactive and demand driven in addressing the core functions of the network. Quality holistic ECD services for all children shall remain a core focus of TECDEN as it implements this plan in the light of improved investments for young children through multi stakeholders' collaboration in the period of 2014 - 2018. It is through ECD, that we can break the vicious cycle of poverty that has stagnated social-economic growth of communities. This plan offers innovative ways for reaching out to the biggest population of young children that live in rural poor under resourced communities that are most impoverished and marginalized where more than 80% of the population live, by pulling resources to where they are needed most and involving every stakeholder to realize the importance of investing in young children at their early age. Through this plan, the entire network renews the commitment and collective efforts to mobilize broad-based partnerships to ensure that every child, girl and boy alike especially those from marginalized and impoverished communities are able to have a good start in life, complete and realize their full development potential.

By

TECDEN SECRETARIAT

EXECUTIVE SUMMARY

Tanzania Early Childhood Development Network (TECDEN) seeks to see Tanzania where all infants and young children have their rights and needs met to enable their development to full potential by the year 2025 and beyond. To achieve this, TECDEN has a mission to work in partnership with other networks, coalitions, institutions and like minded stakeholders to influence policies, programmes and practices related to Early Childhood Development (ECD) by sharing information, experiences and generating knowledge and understanding on ECD and influence change towards early investments in young children 0-8 years at all levels in Tanzania.

However TECDEN realizes that there is a tremendous knowledge gap among stakeholders at all levels amidst diverse cultures and practices that in one way or another affect child development. Most of the children live in rural under resourced communities where there are practically no adequate social services to cater for young children rights and needs as they grow. On the other hand there are no bylaws to effectively safeguard child rights. Therefore violation of child' rights has continued. Moreover communities have no voice to claim for their rights, and integrated quality ECD services provision that promote growth and development of young children are yet to be clearly understood, accepted and adopted.

The plan is the result of an in-depth assessment and review of TECDEN past accomplishments and extensive consultations with the staff, partners, donors, Steering committee members and member organizations. We believe it is a reflection of what TECDEN exists for and it addresses the gaps needs and rights of young children. In addition to this, we also believe it provides a bold and inspiring vision which TECDEN is committed to achieve and realize. In view of changing complex environments in which TECDEN and stakeholders work to meet multitude of needs and expectations, TECDEN has carefully analyzed and identified four key result areas which will be the focus for the next five years. The result areas include: **Research; Capacity Building; ECD awareness raising; and Management** with Strategic objectives that include:

- 1: To inform realities on issues and needs of young children through Quality Researches and documentation**
- 2: To Enhance TECDENs' capacity to effectively contribute to improving the situation of young children.**
- 3: To Influence and monitor policies and practices to better address the rights and needs of young children**

4: To strengthen Organizational and Institutional Capacity of the network

The aim (of focusing to these programmes areas) is to strengthen collective impact and reaffirm TECDEN commitment to improved access and quality ECD services and putting them in the rights perspectives. Achievements of the underlying strategic objectives depend entirely on shared commitment in addressing and causing desired change, securing resources required, accomplishing the strategy, ingenuity and accountability of TECDEN to ECD stakeholders.

TECDEN has reviewed this strategic plan for 2014 - 2019 as a way of realizing its vision of a Tanzania where all young children, from conception to 8 years old are treasured in such a way that their basic rights and needs are met and their rights to survive and to really thrive are realized through holistic approaches supporting their development. Thus the strategic plan shows the roadmap for the next 5 years as we endeavor to meet the strategic objectives that revolve around four key areas as earlier mentioned

This Strategic Plan intends to position the network as strong advocates for young children at all levels by fully engaging in ECD communications and advocacy - the role that will enable the network to change attitude ,practices and behavior of families and communities, decision makers and other stakeholders towards increased investments in young children at their early age.

TECDEN will fully engage in national wide communications and advocacy campaign that will increase knowledge; change minds and attitudes and practices of families and communities, decision makers, corporate and public sectors and other stakeholders. It will also reinvest in young children, promote communities engagement in budget development, track and hold the government accountable for providing quality ECD services at all levels. TECDEN members' engagement in effective communications and advocacy is fundamental in this regard to bring the desired shift towards early investment in young children

1.0 INTRODUCTION

Tanzania has seen the need to invest on Early Childhood Development (ECD) for improvement of future livelihoods and community welfare. However this needs multi stakeholder collaboration to bring desired results. In this case, integrated ECD services delivery is to be pursued in collaboration with the governments; Civil Society Organizations; the private sector; families and communities to contribute to the implementation of Government declarations on ECD **“Making ECD a National priority”**. Since ECD years are years from 0 to 8 then it means integrating basic services such as health, nutrition, emotional care, provision of opportunities for exploration and active learning. This implies provision of better opportunities for young children to develop to full potential. In order for this to happen, a huge task of advocacy for changing the current sectoral provision of ECD services and child rearing practices (integration of service delivery) and orienting communities on ECD concepts need to be done. TECDEN is better positioned in this regard by virtue of its presence at primary community levels, its structure and roles. Strategic repositioning is part of the efforts of the network to reflect and focus on critical issues that will bring change to the lives of young children 0-8 years in Tanzania. In this regard TECDEN wants to realize her vision to see Tanzania where all young children, from conception to 8 years old are treasured in such a way that their basic rights and needs are met and their rights to survive and to really thrive are realized through holistic approaches supporting their development.

The Constitution of TECDEN outlines several objectives. These include, mobilizing stakeholders on the importance of all actors adopting a participatory approach in the development of the child in the community, strengthen the capacity of members to mobilize resources to support the care and development of young children and to collect information and evidence to influence the development of favorable policies. Others are developing a culture of exchange of information on care and development of young children among stakeholders at all levels and in particular among TECDEN members and influencing the change of policies, and regulations on care and development of the young children through collaboration with other networks working with young children at local, national and international levels. TECDEN intends to work in partnership with other networks, coalitions, institutions and other stakeholders to influence policies, and practices related to Early Childhood Development (ECD) to implement their programs.

This Strategic Plan is a road map that will guide members and other actors to effectively engage, communicate and advocate for improved quality ECD programs of young children's rights and needs at all levels. TECDEN envision use of this plan to strengthen quality of program planning and implementation at all levels. This strategy will target all stakeholders who have direct influence on policy decisions as well as those who can influence decision makers.

2.0 SITUATIONAL ANALYSIS

2.1 The National ECD context and environment

Tanzania with an estimated population of about 7.6 million young children aged between 0-6 years is still struggling to address major challenges facing young children among them being; poor quality ECD services (SABER, 2012). The challenges relate to the child and mother's health, nutrition, safety (before and after birth), protection from diseases (immunization), healthy environment, proper upbringing and playing facilities.

In a response to these challenges, the government has put in place various policy frameworks which guide different service providers (government, CSOs, private sector, individuals) to implement strategies and plans in addressing these problems. Key policies include Health policy(2005), Food and Nutrition policy(1992 with 2006 reviews), Education and training policy(1995), Child development policy(2008) , The law of the child act no 21 of 2009;the law of human trafficking no 21 of 2008; the law of people with disabilities no 9 of 2010 and integrated ECD draft policy. Among the requirements of having an enabling environment for ECD are the macroeconomic frameworks that address underlying economic, social services and governance issues. The Tanzania Demographic Health Survey (TDHS, 2010), provides an overview of the status and reality of life and development of young children. The Realities include the fact that life expectancy is low (44-45), Maternal Mortality Rate (MMR) is high (454 per 100,000), Infant Mortality Rate (IMR) is high (32 per 1000 live births) and more than 1 in 12 Tanzanian children die before they reach the age of 5.

2.1.1 The nutritional Status of Young Children

The nutritional status of young children in Tanzania is improving but the trend is not yet impressive: At the national level, 42% of children under 5 are stunted, 5% are wasted, and 16% have low weight-for-age, which reflects both chronic and acute under-nutrition. This trend reflects a mix in progress in nutritional status from the 2004-05 TDHS when these indicators were measured at 38%, 3%, and 22%, respectively (TDHS, 2010). Children in rural areas suffer significantly higher rates of malnutrition than urban children. At this pace, halving stunting rates to 22.3% which is the MDG target by 2015 for the mainland seems unrealistic.

There is inadequate knowledge and low awareness of the importance of nutrition, care, hygiene and sanitation to young children growth and development. Poor nutrition status of young children affects brain development, result in stunting which is irreversible if not addressed before two years of life and reduce the ability of the body to resist to infections. The observed under-nutrition in the country is mainly due to inadequate food consumption emanating from insufficient knowledge of proper child feeding at various age ranges; increased poverty levels among families and communities; inadequate care and support for pregnant mothers.

2.1.2 The Health Status of Young Children

Maternal mortality is still a serious problem although it has declined from 578 in 2004 to 454 per 100,000 births in 2010. The Millennium Development Goal (MDG) target by 2015 is 133 deaths per 100,000. Neonatal mortality rate has also declined to 26 per 1000 live births, compared to 29 in 2007/08. Infant mortality rate has declined by 42 % in the same period and moving closer to the MDG target of 38 by year 2015. The under-five mortality rate is also getting closer to the MDG goal of 64 by year 2015. HIV/AIDS epidemic has an enormous impact to the life of young children, where an estimated 1.4 million people are already infected with HIV, and each year an estimated 100,000 are newly infected. This calls for multi sector collaboration in trying to collectively address the challenges.

The key challenges in addressing child health related problems include low accessibility to facilities, insufficient knowledge on various ECD aspects among community members and weak link between traditional birth attendant and Reproductive Child Health Clinics (RCH).

2.1.3 Education

According to the Education and Training Policy (URT, 1995), early learning program covers the ages of 5 and 6 years where children are supposed to be in pre primary school for preparation to enter formal school class one as they reach 7 years. The earlier age from two to four years children are expected to be in early learning centres called day care centres mostly in urban areas and community based centres in rural and semi urban centres. However, some do not access these services which in reality affect the level of preparedness children have as they enter into formal school. The situation is worse in rural under resourced communities where it is even hard to have community based centres leave alone pre primary schools in the existing primary school. Long distance from home to school is yet another challenge that impact learning in rural communities.

One of the main challenges in learning is inadequate pre-primary and primary schools to cater for the increased number of children eligible for enrollment in pre and primary schools. This has a direct impact on the learning levels among children. Data indicates that only 42.4% of school going age children access pre primary education thus leaving 57.6% without accessing schools (BEST, 2011). In addition, even for those accessing pre-primary education, the quality of services provided is compromised by the low number of qualified teacher to pupil/class ratio. Currently it is 1: 115 against the recommended 1:25 for pre primary school and 1:45 for primary schools (BEST, 2011). Other challenges include unfriendly environments for children with disabilities whose enrollment in pre primary school is as low as 0.03% of all disabled children (BEST, 2011), teacher shortage (teachers with formal training) and inadequate teaching/learning tools.

2.1.4 Safety and protection

Safety and security of young children is an important element to foster their growth and development. At young age, children cannot defend themselves and are vulnerable to the actions of parents and community members. Findings of a study conducted in 2009 on Violence against Children in Tanzania revealed that, young children are subjected to various forms of abuses, violence and neglect

at home and at service provision institutions such as schools, madrasa, hospitals and other public utilities (URT, 2011).

Other challenges include poor registration of children at birth where it is reported that only 16% of children under 5 years have been registered and about 8% received birth certificates (TDHS 2010), child work-force exploitation and labour where about one in five children from 5 to 17 of age is engaged in child labor (UNICEF, 2012) . Child care and protection at household level is a challenge because unlike in the past, childcare is being delegated to house girls instead of parents and close family members (UNICEF, 2012).

2.1.5 Early Stimulation

Play and early stimulation is very important to children as it fosters growth physically, socially and mentally. Despite its importance there is inadequate understanding on the need to invest in early stimulation for young children at their early age in early learning centres, homes, schools and other social centres that include provision of play areas in both rural and urban setting. Most of the open grounds originally set aside as play areas have been sold to investors leaving children to play in dangerous locations such as along roads, hilly or rocky terrains (UNICEF, 2012). Children with disabilities are the most disadvantaged as they need special facilities to cater for their play which are expensive, making it inaccessible to most of the children.

2.2 Current Interventions to mitigate challenges

There are a number of interventions undertaken by government, CSOs and other stakeholders to mitigate some of the challenges that children face at homes, and in public institutions. The government is playing its part by setting policy framework to facilitate quality provision of ECD services, providing resource base for LGAs and other actors and building capacity of difference stakeholders. The government is also responsible for setting means and tools to facilitate engagement of actors and monitoring their performance at all levels.

The Civil Society Organizations (CSOs) are key partners in providing service for ECD. They are complementing and bridging gaps left out by government and the private sector through awareness raising and campaigns, building the capacity and enabling partners to engage and influence decision makers and provide ECD services to most disadvantaged children. The CSOs have also been active in monitoring, tracking public provision of ECD, including budget allocations and expenditure. They carry out evidence based information on young to inform policies decisions and practices.

The Private Sector (retail shop-keepers, vendors, whole sellers, importers and manufacturers etc) is another major player in providing services to young children. They facilitate easy access to all basic provisions needed by young children at various level and ages. Some of the private institutions and corporate provide resources (funds, materials or equipment) to complement the community and government efforts including establishment or running child related learning institutions like maternity homes, schools, pre-schools, ECD centres, recreational and play grounds etc. The corporate sector also have a role to play through the corporate social responsibility packages where resources are channeled to

support infrastructure development like schools, health facilities and in some instances scholastic materials and other humanitarian supplies.

The Media (both public and private) have a central role in facilitating information access, awareness and education related to the welfare of young children, parents and the public at large. The media also has been very active and instrumental in providing programs tailored to children needs (stimulation and learning). They are also used as a means to facilitate dialogue, influencing decision and monitoring the status of young children at all levels.

2.3 Major Areas of Concern for ECD

Despite the encouraging efforts demonstrated by government, CSOs, private sector and media (as detailed in section 2.2 above), there are still some major areas of concern that need to be addressed in order to guarantee a better situation of young children. The following key challenges cut across all actors, but with varying levels of magnitude and scale.

- a) Poor attention and low prioritization of children's rights and needs in programs, plans and budgets at family (household), community, public and government institutions at all levels.
- b) Low awareness of stakeholders and actors to realize how their attitude and behaviour (action and lack of action) impact on the life and wellbeing of young children.
- c) Slow pace of responsible governance institutions in setting up conducive policy framework, regulations and guidelines that facilitate effective provision of quality ECD services.
- d) Weak monitoring mechanism among different stakeholders.
- e) Low engagement of stakeholders (parents, communities, leaders and CSOs) for influencing change in attitudes, behavior, practices and decisions of families, different actors at community, local and national levels.

3.0 STAKEHOLDERS ANALYSIS

Participants in the strategic planning workshop identified a range of stakeholders who have varying interests on ECD taking into consideration the extent to which their interests are aligned to ECD and the level of influence they have on young children. In doing the stakeholder analysis, participants used the Alignment, Interest and Influence Matrix to identify institutions, groups and individual actors that TECDEN will need to target or collaborate with for an effective influence on policies and practices regarding the situation of young children in the country.

3.1 Stakeholder with a High Level of Influence on ECD

These include central and local governments, civil service organizations, faith based organizations and development partners. Academic institutions, research organizations and media houses are also under this category or group.

3.1.1 The Central Government Ministries¹

The Ministries responsible with ECD were identified as having a high influence and interest on ECD because they are the ultimate responsible organs to oversee that the rights and needs of young children are known, proved and safeguarded at all levels of the government machinery. They make decisions on the legal framework; allocate budgets for programs that support and monitor the achievements of ECD objectives.

3.1.2 Local Government Authorities

These are councilors and duty bearers and have a high influence because they supervise the implementation of the policy and legal framework, programs that target ECD in their areas and regulate activities of providers of ECD services in the government and private sector. They also have a high level of interest to ensure that young children's welfare is well taken care of through quality ECD service provision.

3.1.3 Parliament

Parliamentarians have been identified as key actors with a very high influence on ECD. The Parliament has the mandate to make decisions on the political and legal framework which can guide the prioritization of the allocation of budgets for programs that support the objectives of ECD. Apart from legislation, the parliamentarians have a key role to monitor the implementation of ECD programs and hold the government accountable. They are also well positioned to sensitize, create awareness and influence other decision makers at LGA and community levels.

3.1.4 FBOs and CBOs

¹ The Central Government Ministries include the Prime Minister's Office Regional Administration and Local Government (PMORALG), the Ministry of Community Development Gender and Children (MCDGC), the Ministry of Health Social Welfare (MOHSW), and the Ministry of Education and Vocational Training (MoEVT).

Religious, Community Based Organizations and traditional leaders have high influence over the community, including parents/guardians as well as government leaders at all levels. Due to their positions and roles in society, they are respected and listened to by politicians and the public at large. Religious and traditional leaders also need to be targeted by this strategy because of the high influence they have on some of the customs, norms, values and practices related to young children, community and individuals. On the other hand community based organizations are instrumental in influencing different stakeholders in their constituencies.

3.1.5 Development partners

Donors and other international development agencies have high level of interest to ECD but they can also influence government to conform to international protocols and conventions regarding young children's affairs. Donors and International Development Agencies can also be influenced to target their financial support to ECD priorities as defined by government, CSOs and other actors.

3.1.6 Media

The media has a critical role in influencing policies and practices through their endeavor to inform, sensitize and analyze issues. On the other hand, media has very high interests for doing business through adverts and selling news of interest to the public through which they can be swayed by the interest of high profit margin using information about young children. The media can thus be influenced to balance and rationalize their motive for the sake of supporting and protecting young children.

3.1.7 Academicians and consultants

Academic institutions, researchers and consultants have a dual role. On the one hand they have some influence on decision makers because of the advice that they provide through the evidence of realities on young children. On the other hand they are well positioned to inform the public on issues of young children through their research.

3.2. Stakeholders with high levels of Interest and alignment on ECD issues

Stakeholders identified as having high interest and alignments on issues of young children include parents, guardians, community leaders and CSOs. Police force, corporate and private sector also appear to be important somehow.

3.2.1 Parents and guardians

Parents have a very high interest to the development and welfare of their children since conception throughout to their youth age. They can sacrifice everything to provide and safeguard the lives of their children, but they have low influence on policy decisions. Parents, guardians and communities need to be sensitized to take responsive parenting by engaging in debates and taking actions aiming at improvement of welfare of young children. In this particular role they are in a better position to create pressure to duty bearers for quality ECD service provision as basic right for young children.

3.2.2 Community leaders

Community leader's interest to young children is seen from the fact that they look for an emerging workforce and productive age group. They are well positioned to influence the local and traditional, customs, values, norms and practices affecting young children as well as enforcing the implementation of the policies or enforcement of laws and by laws safeguarding the well being of young children.

3.2.3. CSOs

Civil Society Organizations as intermediary agencies on humanitarian grounds have high interest on issues of young children to ensure that they all access and enjoy quality services from parents, guardians and right givers. CSOs are also well positioned to influence policies or pressurize practices and enforcement of laws and by laws at their levels of operation.

The Police force including militia groups (Polisi jamii) and the Judiciary have a high interest to ensure the enforcement of customary measures, by laws and legislations on the development, welfare and safety of young children, but have very low influence on policies

The Corporate and the Private sector are interested in young children due to business stability and profit motives where quality resourceful humans are needed to take responsibility in the working force. Their services need to be well regulated and monitored to ensure that they are in line with quality parameters of young children's rights and needs and that they conform to the regulatory frameworks.

4.0 VISION, MISSION, KEY RESULT AREAS AND STRATEGIES

These define the future direction of TECDEN

4.1. Vision statement

Tanzania where all infants and young children realize their rights and needs to survive, grow and to develop to their full potential

4.2. Mission statement

TECDEN is determined to collaboratively work with other networks, coalitions, institutions; the private sector and other like minded stakeholders to influence policies, programmes and practices related to Early Childhood Development (ECD) by sharing information, experiences and generating knowledge and understanding on ECD and influence change towards early investments in young children 0-8 years at all levels in Tanzania

4.3. TECDEN Core Values and believes

4.3.1 Core Values

- The potential and dignity of every child;
- Supportive environments that recognize the uniqueness of the child
- Building on the strengths of traditional child rearing practices and recognise families and communities' vitally important roles in caring and educating their infants and young children;
- Significant impact of early care and education on infants and young children's current and future human development

4.3.2 TECDEN believes that...

- The foundation of human development is early childhood development;
- All infants and young children have the right to supportive environments; in their homes, communities, services, schools and up to roles of the local and central governments
- Working collaboratively with governments, service providers, and other key stakeholders is essential to ensure improved outcomes for infants and young children conception to eight years.
- Networking and information sharing increase our potent force to increase ECD knowledge among different stakeholders influence change for increased investments
- Communications and advocacy at all levels is the key pathway to increased investments and demand for quality ECD services for children at their early years

4.3.3 Shared Values in our Working Environments are:

- Respect amongst TECDEN members and value thoughtful contributions;

- Strong commitment to collaboration and equity, honesty, trust, transparency, innovation and competency;
- Effective and sustainable use of resources.
- Respect and value diversity;
- High standard of work
- Commitment to networking ,information sharing ;communications and advocacy .

4.4 Overall Goal of this Strategy: “Improved Access and Quality ECD Services for Young Children in Tanzania”.

4.5 Key Result Areas

These are areas in which TECDEN must achieve results in order to contribute significantly towards achieving the vision. The strategic plan has four key result areas (KRA) of which strategic objectives have been developed. These result areas include Research; Capacity Building; Advocacy and Management. Under these key result areas are strategic objectives which contributes to the overall objectives of this strategy.

KEY RESULT AREA 1: ECD RESEARCH

4.4.1 Strategic objective 1: To inform realities on issues and needs of young children through Quality Researches and documentation

Despite the fact that there are many issues for young children that need research, not much has been undertaken to enable different actors plan and implement interventions that are meant to improve the life and welfare of the child. TECDEN intends to embark on comprehensive ECD research that will enable the network to be a centre of researched data on ECD and at the same time support the network to develop advocacy messages, programs that are informed by research, learning from member’s work to influence change at all levels. Under KRA 1 two Objectives have been formulated to achieve the strategic objective as indicated below :

1.1 Realistic and up-to date information on issues of ECD affecting young children are known, innovatively and widely shared.

1.2 ECD policies, plans and programs are realistic and informed by research agenda

KEY RESULT AREA 2: ECD CAPACITY BUILDING

4.4.2 Strategic Objective 2: Enhance TECDENs’ capacity to effectively contribute to improving the situation of young children.

TECDEN is well placed to contribute to improving the situation of young children in Tanzania based on its structure that starts at the community level. It is therefore the strength of members that will make TECDEN strong and realize her potential to influence change. This key result area aims to strengthen TECDEN's capacity to effectively contribute to improving the situation of young children. This is to do with the external growth of the emerging and existing member organizations managed by chapters as an outcome of capacity strengthening and facilitation work. Training programs will be developed and beneficiaries will accrue based on the organizational ECD capacity needs assessment. Two Objectives have been formulated under this result area as indicated below:

- 2.1: Knowledge and skill gaps of TECDEN members on ECD are known and systematically addressed.
- 2.2: Quality of Networking, coordination and collaboration of partners has improved.

KEY RESULT AREA 3: ECD AWARENESS RAISING through COMMUNICATIONS AND ADVOCACY

4.4.3 Strategic Objective 3: Influence and monitor policies and practices to better address the rights and needs of infants and young children

Quality of ECD services is another priority area requiring emphasis. This key result area responds to existing gaps on ECD services provision; enforcement of laws and guidelines; cultural practices that are needed to foster holistic child development (health, nutrition, early learning, stimulation; safety and protection,) TECDEN intends to use existing members, coalitions, networks alliances, the media and other stakeholders to influence families, communities and decision makers at all levels to prioritize young children issues in all their constituents . Under this result area three Objectives have been formulated as follows:

- 3.1: Investment prioritization on ECD at central government, LGA and CSOs, family and community level has increased
- 3.2: Public Private Partnership (PPP) increase quality provision and support to ECD services at all levels
- 3.3: Policies and laws supporting young children are accessible and translated into actions

KEY RESULT AREA 4: ORGANISATION AND MANAGEMNT

4.4.4 Strategic Objective 4: To Strengthen Organizational and Institutional Capacity of the network

For TECDEN as an organization to grow in a sustainable manner strengthening of its governance and management is paramount. This will boost capacity to effectively contribute to improvement of situation of young children. This includes but not limited to having well seasoned resourceful humans, systems and structures that support its coordination role at National and regional level .

This key result area has Objectives as indicated below:

- 4.1: TECDENs governance and management capacity has improved.

4.2: TECDEN management arrangements streamlined for increased institutional capacity performance;

4.5 Objectives and Strategies

The strategic plan has a total of four strategic Objectives which are result oriented statements of what TECDEN intends to achieve in the next 5 years. Along each strategic objective there are objectives the implementation of which will result in achieving the expected results in each area. A number of strategies have also been formulated that TECDEN will use in order to achieve the objectives abd effectively address the key results intended by this strategy. In this context, objectives, strategies and activities for each key result area have been formulated as follows:

4.5.1 Strategic Objective: One : To inform realities on issues and needs of young children through Quality Researches and documentation

Objective 1. Realistic and up-to date information on issues of ECD affecting young children are known, innovatively and widely shared

Target .1

Assessments of Critical issues affecting young children in Tanzania conducted.

Strategies

1. Commission /conduct needs assessments, action researches, PRAs for critical issues and needs affecting young children in Tanzania

Target.2

Critical issues affecting young children identified

Strategies

1. Analysis of ECD issues identified to single out researchable issues for further research to inform advocacy .

Target No.3

1-2 ECD Surveys/studies conducted per year

Strategies

2 1. Commissioning with researchers , to do research/surveys of specified ECD Issues as identified in the assessments

32 2. Partnership with other institutions , stakeholders to collaborate in the research agenda

Target No.4

15 Surveys/Research documents produced and used

Strategies

- i. Collating research results, learning, experiences, practices into useful ECD advocacy documents
- ii. Sensitize members to use research findings and messages to influence change in their constituencies

Targets No.5

10. Research results shared to different stakeholder

Strategies

- i. Conduct research sharing workshops/forum/sessions with different stakeholders to raise the awareness on issues and create alliances in addressing the results of the studies
- ii. Uploading research results to TECDEN website for wider sharing
- iii. Designing the user friendly versions of research findings for wider sharing of researched information
- iv. Producing adequate copies of critical research results in different forms/ designs depending on the target audience
- v. Developing advocacy messages from researches/surveys to address issues identified to influence change at all levels

Target 6

ECD Database at TECDEN Secretariat in place

Strategies

- i. Commissioning appropriate agency for designing TECDEN data base
- ii. Design and maintenance of website for dissemination of up to date ECD information
- iii. Equipping secretariat headquarter with adequate necessary facilities for data management and maintenance

Objective 2: ECD policies, plans and programs are realistic and informed by research agenda

Target No. 7

Realistic policies programs and plans in place

Strategies:

- i. Identification of policy gaps to be addressed in reviews and development of policies
- ii. Advocate and pressure for approval /review of policies related with ECD
- iii. Conduct Policy dialogues to influence wide stakeholders participation in reviews /development processes
- iv. Provision of evidences to support development and or review agenda (data for informing the process)

4.5.2 Strategic Objective 2: Enhance TECDENs' capacity to effectively contribute to improving the situation of young children.

Objective 1: Knowledge and skill gaps of TECDEN members on ECD are known and systematically addressed.

Target No.8

Assessment of training needs done

Strategies

- i. Inventory/survey of members' knowledge and skills re ECD and other required capacities for advocacy conducted countrywide

Target No. 9

Knowledge and skills on ECD and advocacy among members enhanced

Strategies

- i. Facilitate contextual capacity building / training programs on ECD and advocacy to members (ToT)
- ii. Build partnership with other actors for capacity building in various areas to enhance members work to influence change at all levels.

Objective 2: Quality of Networking, coordination and collaboration of members has improved

Target No. 10

Annual forums/dialogue for sharing experiences and learning conducted at all levels

Strategies:

- i. Advocate for wide sharing of ECD information at all levels
- ii. Collaboration among members and other stakeholders on ECD issues -(Building partnerships for ECD)
- iii. **To promote documentation of learning among members to inform national ECD data base**

Target 11

Increased ECD actors in TECDEN members' working areas and beyond

Strategy

Sensitize TECDEN members to influence other actors in their respective areas for increased investments for young children

Sensitize actors in different regions to stimulate debates and discussion forums on ECD re increased investments for young children

Target 12

Availability of TECDEN members' ECD advocacy work at National level

Strategy

To enforce members to periodically report their advocacy work to inform wide sharing and scaling up learning

4.5.3 Strategic Objective 3: Influence and monitor policies and practices to better address the rights and needs of young children

Objective 1: Investment prioritization on ECD at central government, LGA and CSOs family and community level has increased

Target No. 11

Increased investment prioritization on ECD at central government, LGA and CSOs levels

Strategies:

- i. Development of National advocacy roadmap(strategy) for ECD in Tanzania
- ii. Conduct ECD sensitization and awareness raising sessions among stakeholders at various levels on the importance of investing in young children
- iii. Conduct /organize public dialogues and debates with policy makers, youths, cooperates; religious leaders families and communities on issues of young children to promote ECD friendly practices
- iv. Public campaign to increase stakeholder investment in young children at their early age (nutrition, health, child rights; Child protection, parenting and care)
- v. Monitor and track ECD related budget allocations, expenditure at all levels
- vi. Track compliance to guidelines and minimum standards on ECD at National LGAs, Private sector and CSO levels
- vii. Organize annual ECD forums with different stakeholders to share experiences , lessons and learning for improvement of ECD services at all level

Objective 2: Public Private Partnership (PPP) increased (quality provision and support to ECD services)

Target No. 12

2+ Dialogues sessions held per year at all levels

Strategies

- i. Organize dialogues and debates with partners , private and corporate sector for increased investments on young children at their early age
- ii. Monitor quality of ECD services delivery in at all levels
- iii. Track compliance to guidelines and minimum standards on ECD at National LGAs, Private sector and CSO levels

Objective 3: To translate policies and laws supporting young children for easy accessibility and informing actions

Target No. 13

User friendly versions for relevant policies, laws and frameworks in place

Strategies

- i. Production/adoption of User friendly versions of ECD laws, policies, frameworks
- ii. Dissemination workshops/seminars/forums
- iii. Collaborate with other stakeholders; networks collisions to disseminate ECD policies; laws, frameworks

4.5.4 Strategic Objective 4: Management, Monitoring and Evaluation

Objective 1: TECDENs governance and management capacity has improved.

Target: 14

TECDEN governance instruments improved

Strategies

1. Review of TECDEN constitution to address weaknesses identified in governance issues that will improve the operations of the network to achieve her goals.
2. Review of TECDEN management structure to enable the network to have clear lines of authority for implementation of the strategy.
3. Development and or review of policies and guidelines in line with the reviewed constitution and management structure.

Target 15

Enhanced TECDEN Secretariat to implement the strategy

Strategies

1. Develop a resource mobilization strategy for the strategic plan

2. Development of TECDEN Behavioral Change Communication Strategy to improve coordination and TECDEN change strategy re investment in young children at their early age
3. Equip TECDEN with necessary office utilities to support implementation of the strategy
4. Conduct monitoring and Evaluation of TECDEN work among members and beyond

Target 16

4 TECDEN programme management staff in place

Strategy

1. Hire competent staff to cover core program management positions at National and regional Secretariats for implementation of the strategy
2. Mobilize resources to cover staff cost for implementation of the strategy.

2+network meetings /forums attended per year

Strategy 17

1. To participate in different network meetings/forums to share TECDEN work, and learning for increased visibility of TECDEN work at local /national /regional and international levels

Target 18

Constitutional General and Board meetings conducted

Strategies

1. Conduct annual general meetings for TECDEN members to review work done over a period of one year and set up plans for preceding years.
2. Conduct board meetings to monitor and oversee TECDEN work re setting/reviewing the direction

Target 19:

Trained Steering Committee members in Governance

Strategies

1. Conduct training to National Steering Committee on governance and management of networks

5.0 FIVE YEAR PLANS OF ACTION (2014 – 2018) AND FINANCING MECHANISM (to be completed)

KRAs, strategic objectives, targets, strategies and activities to be implemented in five years form the plan of action. The plan also presents performance indicators to be used to monitor performance of the planned activities. The budget estimates for each activity are also included.

5.1 To inform realities on issues and needs of young children through Quality Researches and documentation

Strategic Objective 1.1. Realistic and up-to date information on issues of ECD affecting young children are known, innovatively and widely shared

5.2

Target	Strategies	Activities	Performance indicator	Time frame				
				Y 1	Y 2	Y 3	Y 4	Y 5
Target .1 Assessments of Critical issues affecting young children in Tanzania conducted.	Commission /conduct needs assessments, action researches, PRAs for critical issues and needs affecting young children in Tanzania	<ol style="list-style-type: none"> 1. Collaborate with research institutions to conduct researches , assessments PRAs re identification of Key ECD issues for further research 2. Conduct need assessments, researches, PRAs through members to identify research issues 3. Conduct assessment of ECD programs and learning among members to inform advocacy and wider sharing 	<ol style="list-style-type: none"> 1. Number of collaborating institutions 2. Number of members engaged in ECD researches and assessments 3. ECD researches ; assessment reports 					
Target.2 Critical issues affecting young	Analysis of ECD issues identified to single out researchable issues for further research to inform advocacy	<ol style="list-style-type: none"> 1. Collate existing information on ECD to identify issues that need further research to inform 3. Number of ECD issues for research 	<ol style="list-style-type: none"> 3. Number of ECD issues for research 					

children identified	Documentation and earning among members	2. advocacy 2. Identification of learning and documentations among members and other stakeholders for advocacy and scaling up ECD programs	identified 4. Number learning and documentations identified for sharing and use for advocacy			
Target No.3 1-2 ECD Surveys/studies conducted per year	Facilitate researches/surveys on critical ECD issues to inform advocacy and learning.	1. Contracting researchers or research institutions to conduct research on critical ECD issues 2. Facilitate TECDEN members to conduct researches on issues in their constituents	1. Number of researchers and research institutions working with TECDEN 2. Number of researches; surveys , PRAs; documentations conducted 3. Number of TECDEN members engaged in ECD research, documentations and learning			
	Partner with other institutions; networks coalitions for improvement of TECDEN research agenda	1. Map and identify institutions for partnership in research on ECD 2. Development of Collaborative agreements with research institutions for research work	3. Number of institutions linking with TECDEN on research 4. Number of researches conducted			
Target No.4	Collating research results, learning,	1. Conduct up to 15 surveys;	6. Number of survey;			

15 Surveys/Research documents produced and used	experiences, practices into useful ECD advocacy documents	<p>researches; PRAs on ECD over the period of 5 years</p> <ol style="list-style-type: none"> 2. Conduct desktop reviews to identify issues for advocacy 3. Collation of learning practices from different stakeholders to inform advocacy 4. Develop ECD advocacy documents based on research evidences 5. Conduct research sharing workshops/meetings with stakeholders 	<p>research and PRAs documents</p> <ol style="list-style-type: none"> 7. Number of advocacy documents developed 8. Number and type of IEC materials developed 9. Number of programs (radio; TV etc developed 			
	Sensitize members to use research findings and messages to influence change in their constituencies	<ol style="list-style-type: none"> 1. Develop IEC materials /programs for advocacy based on research evidence (print and mass media) 2. Conduct sensitization workshops in 17 regional forums on ECD advocacy using messages developed based on research evidences 3. Facilitate TECDEN members to use IEC Materials in their constituents 4. Facilitate Regional forums to conduct regional ; district advocacy campaigns using local media and other advocacy platforms 	<ol style="list-style-type: none"> 5. Number of programs/IEC materials developed 6. Number of workshops /meetings conducted 7. Number of IEC materials disseminated to TECDEN members and other stakeholders 8. Number of campaigns conducted at National; regional .district ; ward and community levels 			

Targets No.5 10 Research results shared to different stakeholder	Conduct research sharing workshops/forum/sessions with different stakeholders to raise the awareness on issues and create alliances in addressing the results of the studies	<ol style="list-style-type: none"> 1. Conduct 10 forums to share research findings at National regional levels 2. Identify key alliances and areas for further work and collaboration re research results to inform advocacy 	<ol style="list-style-type: none"> 3. Number of research findings shared 4. Number of stakeholders attended the workshops 5. Number of workshops conducted 6. Number of organization agreed to collaborate on further research 			
	.Facilitate TECDEN to share research findings with larger audience	<ol style="list-style-type: none"> 1. Upload the research results/finding in the TECDEN website for wider sharing 2. Collate feedback from different stakeholders on issues of young children through web based system 	<ol style="list-style-type: none"> 7. Number of researches; documents uploaded on website 8. Number of people accessing TECDEN website 9. Number of comments/issues /suggestions received and analyzed through TECDEN websites 			
	Designing the user friendly versions of research findings for wider sharing of researched information	<ol style="list-style-type: none"> 1. Design and print up to 10 research papers for dissemination to wider publics 2. Design and print IEC materials (print and multimedia) on ECD issues identified in different researches 	<ol style="list-style-type: none"> 10. Number of friendly versions of ECD research documents developed 11. Number of IEC materials/programs 			

			developed based on research evidences				
	Producing adequate copies of critical research results in different forms/ designs depending on the target audience	1. Produce copies of critical research issues for dissemination 2. Produce IEC Materials for dissemination to wider publics	3. Number of copies printed and disseminated for each research 4. Number of programs/IEC materials disseminated through different media				
	Developing advocacy messages from researches/surveys to address issues identified to influence change at all levels	1. Develop advocacy messages (print, Audio, Visual, Audiovisual, and Electronic) from identified key ECD issues.	2. Number of messages (print and multimedia) developed from research evidences on critical ECD issues.				
Target 6 Database at TECDEN Secretariat in place	Establish a user-friendly database system including website for effective documentation and retrieval system on various ECD policies, publications; IEC materials and research findings	1. Commissioning/contracting appropriate agency for designing/development of TECDEN data base capturing all Key ECD information needed 2. Equip TECDEN National secretariat with database infrastructure including technical staff to manage and maintain the data base.	3. TECDEN ECD data base in place and operating 4. Data base a technical staff employed				
	Design and maintenance of website for dissemination of up to date ECD information	1. Design and Customize TECDEN website for ECD Communications and advocacy 2. Recruit IT personnel for data	3. Active TECDEN website in place and regularly updated				

		maintenance and management					
	Equipping secretariat headquarter with adequate necessary facilities for data management and maintenance	<ul style="list-style-type: none"> 1. Procurement of data base software 2. Procurement of Computer server for data storage 3. Procure documentation equipments (Digital and video cameras; Projector; Audio recorders ;projector screen ;TV , DVD player ; Printers and Copiers 	<ul style="list-style-type: none"> 4. TECDEN website software in place 5. TECDEN sever in place and regularly backed up 6. IEC equipments in place 				

Strategic Objective 2: ECD policies, plans and programs are realistic and informed by research agenda

Target No. 7 Realistic policies programs and plans in place	Identification of policy gaps to be addressed in reviews and development of policies	<ul style="list-style-type: none"> 1. Conduct desktop review of policies to identify gaps on ECD 2. Analysis of the gaps to inform advocacy 3. Design advocacy messages based on the gaps identified 	<ul style="list-style-type: none"> 1. Number of ECD policy gaps identified 2. Number of advocacy messages developed 				
	Advocate and pressure for approval /review of policies related with ECD addressing policy issues and gaps identified	<ul style="list-style-type: none"> 1. Conduct dialogues and campaigns/debates with policy makers to address ECD the gaps 2. Organize policy awareness forums at National and local levels to create demand for policy development and or reviews addressing ECD issues/gaps 3. Develop and disseminate policy briefs at national, local and community levels to create awareness to the general public 4. Conduct national wide 	<ul style="list-style-type: none"> 1. Number of consultation meetings with the government conducted re addressing the gaps 2. Number of forums at National ; local and community levels 3. Number of policy briefs developed and disseminated 				

		campaigns through media to raise the awareness among different stakeholders on ECD issues and gaps	4. Number of campaigns conducted				
	Conduct Policy dialogues to influence wide stakeholders participation in reviews /development processes	<ol style="list-style-type: none"> 1. Conduct forums /dialogues at National levels with different stakeholders to influence participation in policy development/review processes 2. Facilitate members to conduct forums, dialogues and debates at local to influence stakeholder engagement in policy reviews and or development 	Number of meetings and dialogues conducted at National; local and community levels				
	Provision of evidences to support development and or review agenda (data for informing the process)	<ol style="list-style-type: none"> 1. Develop user friendly versions of key policy gaps and opportunities available to inform policy reviews and or development 	Number of policy briefs developed and disseminated				

4.5.2 KRA 2: Enhance TECDENs' capacity to effectively contribute to improving the situation of young children.

Strategic objective 1: Knowledge and skill gaps of TECDEN members on ECD are known and systematically addressed.

Target No.8 Assessment of training needs done	Take Inventory/survey of members' knowledge and skills re ECD and other required capacities to inform members' participation in ECD advocacy conducted countrywide	<ol style="list-style-type: none"> 1. Conduct inventory/ survey of TECDEN members' capacity/gaps on ECD and advocacy 2. Develop training program to address the identified needs 	Checklist of ECD and advocacy training needs among members Capacity building program				
Target No. 9 Knowledge and skills on ECD and advocacy among members enhanced	Facilitate contextual capacity building /training programs on ECD and Advocacy to members Facilitate capacity building programs on Organization Development for TECDEN	<ol style="list-style-type: none"> 1. Conduct at least 3 capacity building training workshops in different areas (ECD, Advocacy; M&E; Resource mobilizations etc) as identified in the 	Number of training workshops conducted Workshop reports Number of organizations				

	<p>members to strengthen their capacity to improve their ECD programs</p> <p>Build partnership with other actors for capacity building in various areas to enhance members work to influence change at all levels.</p>	<p>assessment to at least 40 active TECDEN members per region in the 17 regional Chapters.</p> <p>2. Conduct training workshops to TECDEN members in 14 regional chapters in different areas as identified in the assessments to strengthen their capacity in program planning and implementation</p> <p>1. Linking TECDEN members with capacity development opportunities offered by different institutions</p>	<p>participating in the training</p> <p>Number of Training sessions conducted</p> <p>Number of Organizations trained</p>				
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Strategic objective 2: Quality of Networking, Coordination and collaboration of members has improved

Target No. 10 Annual forums/dialogue for sharing experiences and learning conducted at all levels	Advocate for wide sharing of ECD information at all levels	<p>1. Organize and conduct National forum on ECD to bring together ECD stakeholders for sharing experiences and learning on ECD</p> <p>2. Organize and conduct Regional/district ECD forums for sharing experiences and learning</p> <p>3. Conduct ECD awareness sessions among members to enable them to conduct ECD advocacy in their constituents</p> <p>4.</p>	<p>Number of organizations; networks participating in the forum;</p> <p>Changed attitudes and practices re ECD among stakeholders (families and communities)</p> <p>Increase in number of ECD programs</p>				
	Collaboration among members and other stakeholders on ECD issues –(Building partnerships for ECD)	<p>1. Identify networks, alliances ,partners etc for collaboration in young children issues at National</p>	<p>Increase no. of partners; alliances; networks supporting ECD</p>				

		<p>and local levels</p> <p>2. Build partnerships, links and collaborations with identified stakeholders</p>	<p>interventions.</p> <p>Number of joint ECD intentions with other stakeholders</p>				
	To promote documentation of learning and practices among members as evidences for advocacy to inform national ECD data base	<p>1. To document TECDEN members' learning ; practices and experiences</p> <p>2. Collate , analysis and share documentation to the wider publics</p> <p>3. Update TECDEN database informed by documentations</p>	<p>Number of comprehensive ECD practices and learning documented.</p> <p>Number of documentation and learning shared widely</p> <p>Up to date ECD data base at TECDEN</p>				
Target 11 Increased ECD actors in TECDEN members' working areas and beyond	Facilitate TECDEN members to influence other actors in their respective areas for increased investments for young children	<p>1. Conduct sensitization workshops in 14 regions to TECDEN members and other stakeholders at regional level on the importance of Investing in young children to stimulate debates and discussions on ECD for improved outcomes for young children</p> <p>2. To train TECDEN members in 14 regions on advocacy skills to enable them advocate for increased investments at families and community levels through their existing programs and available forums</p>	<p>Number of workshop conducted in TECDEN regional chapters.</p> <p>Number of TECDEN member trained</p> <p>Number of TECDEN members advocating for ECD in their programs</p>				
	Sensitize actors in different regions to stimulate debates and discussion forums on ECD re increased investments for young children	<p>1. Conduct forums/debates /dialogue in 14 regions and at National level with different stakeholders on the importance of early investments on young</p>	<p>Number of stakeholders reached</p> <p>Number forums; debates; dialogue conducted</p>				

		children at their early age	Increase in ECD service provision Increase in ECD support from the private sector				
Target 12 Availability of TECDEN members' ECD advocacy work at National level	Facilitate TECDEN members to communicate their learning documentations and practices with the National secretariat to inform development of advocacy messages and for wider sharing To enforce members to periodically report their advocacy work to inform wide sharing and scaling up learning	<ol style="list-style-type: none"> 1. Develop TECDEN communication strategy that will guide and commit , members to informed networking and communications 2. Document TECDEN members' advocacy work; learning and experiences to inform National level data base. 3. Sharing of TECDEN advocacy work with wider stakeholders for scaling up. 	TECDEN communication strategy in place Number of TECDEN members conducting ECD advocacy in their programs Number of advocacy materials developed and used by members				

4.5.3 KRA 3: Influence and monitor policies and practices to better address the rights and needs of young children

Strategic objective 1: Investment prioritization on ECD at central government, LGA and CSOs family and community level has increased

Target No. 13 Increased investment prioritization on ECD at central government, LGA and CSOs levels	Development of National advocacy roadmap(strategy) for ECD in Tanzania	<ol style="list-style-type: none"> 1. Conduct mapping of key ECD issues for advocacy in Tanzania 2. Develop National ECD advocacy strategy that take into consideration of the National context in ECD 	Checklist of Key ECD issues for advocacy identified Advocacy strategy in place				
	Facilitate ECD sensitization and awareness raising sessions among different stakeholders at various levels on the importance of investing in young children	<ol style="list-style-type: none"> 1. Conduct Sensitization meetings to different stakeholders including the private sector on the importance of Holistic ECD service provision and need for increased investments in young children at their early age 	Number of meetings conducted in 14 regions Number of stakeholders interested in investing in ECD				

		2. Conduct dialogue meetings with the private sector for increased support for ECD	Increase in ECD support from the private sector			
	Facilitate public dialogues and debates with policy makers, youths, cooperates; religious leaders families and communities on issues of young children to promote ECD friendly practices	1. To Organize and conduct public debates/ dialogue with policy makers, youths, cooperates; religious leaders families and communities at National level and in 14 regions to promote ECD friendly practices for increased investments in ECD	Number of dialogues, debates conducted at National and in 14 regions			
	Facilitate Public campaigns at National , Regional and Local level to increase stakeholder awareness on the importance of investment in young children at their early age addressing critical ECD issues (nutrition, health, early education, parenting and child rights and protection)	1. Organize and conduct TV/Radios talk shows etc at local and National levels to address critical ECD issues 2. Develop advocacy (IEC) materials like T-shirts; billboards, Posters, flyers etc to promote and address critical ECD issues for increase investments and support for young children. 3. Engage with Media houses to conduct ECD advocacy through their radio and TV programs on critical ECD issues 4. Engage with Communication companies to conduct awareness sessions through push messages on critical ECD issues etc 5. Organize ECD awareness campaigns on the importance of early investments in young children through National	Number of National; regional an district level Campaigns conducted through different media Number of Radio and TV programs developed and shared Number of IEC materials developed and disseminated Number of communication companies in collaborating with TECDEN in ECD advocacy and awareness raising Change in attitudes and practices on ECD among families and communities			

		<p>events at National and local levels</p> <p>6. Facilitate TECDEN members to sensitize families and communities' participation in budget planning sessions at community, and ward levels</p>	Increase in reported and attended cases of Child , neglect, abuse and abandonment			
	Monitor and track ECD related budget allocations, expenditure at all levels	<p>1. Facilitate TECDEN members to participate in local government planning meetings to influence increase in ECD budget allocations</p> <p>2. To conduct ECD budget tracking at local and National level to create evidence to advocate for increased allocations for ECD at National and local level investment in ECD</p>	<p>Increase in budget allocations for ECD</p> <p>Budget tracking reports</p>			
	Track compliance to guidelines and minimum standards on ECD at National LGAs, Private sector and CSO levels	<p>3. Conduct base line survey in 14 regions identify ECD service providers(government and private) using approved guidelines and minimum standards for ECD service provision</p> <p>4. Assessment of ECD service providers on compliance to the minimum standards ECD service provision</p> <p>5. Disseminate guidelines and minimum standards for ECD service provision to all service providers in 14 regions for improvement of service provided to young children</p> <p>6. Conduct in collaboration with</p>	<p>Number and type of ECD service provided to young children in 14 regions</p> <p>Number of service providers in compliance with the guidelines and standards</p> <p>Number of Guidelines disseminated and in use</p>			

		the LGAs participatory monitoring and evaluation among service providers for ECD quality assurance in 14 regions					
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Strategic objective 2: Public Private Partnership (PPP) increased (quality provision and support to ECD services)

Target No. 12 2+ Dialogues/debates sessions held per year at all levels	Facilitate dialogues and debates with private service providers, the corporate sector and other stakeholders for increased investments on young children at their early age addressing critical ECD issues	Organize and conduct forums/ meetings at National ,Regional and district levels in 14 regions with private service providers; the corporate sector and other stakeholder on the importance of ECD for National development and need for increased investments on ECD	Number of organizations attended Number of organizations; corporate supporting ECD interventions Number of organizations directly investing in ECD				
	Monitor quality of ECD services delivery at all levels	Conduct assessment of private ECD service providers on the quality of services provided to young children in 14 regions.					
	Track compliance to guidelines and minimum standards on ECD at National LGAs, Private sector and CSO levels						
	Enhance collaboration among stakeholders to increase ECD resources and improve services for young children	Organize annual ECD forums with different stakeholders to share experiences , lessons and learning for improvement of ECD resources and services for young children at all level	Number of stakeholders participating in the forums Number of programs developed % increase in ECD resource allocations in different sectors				

Strategic objective 3: To translate policies and laws supporting young children for easy accessibility and informing actions

Target No. 13 User friendly versions for relevant policies, laws and frameworks in place	Production of User friendly versions of laws, policies, frameworks	Identification of key documents for dissemination Designing and printing of documents for dissemination to ECD stakeholders	Number of documents to be disseminated Number of copies disseminated				
	Dissemination workshops/seminars/ forums	Conduct National level and regional level dissemination workshop for key ECD documents	Number of organizations participating in the worships Number of copies disseminated				
	Collaborate with other stakeholders; networks collisions to disseminate ECD policies; laws, frameworks	Arrange meetings with different stakeholders to seek alliances and collaborations in ECD awareness raising	Number of collaborators with TECDEN				

4.5.4 KRA 4 Management, Monitoring and Evaluation

Strategic Objective 1 TECDENs governance and management capacity has improved.

Target: 14 TECDEN governance instruments improved	Review of TECDEN constitution to address weaknesses identified in governance issues that will improve the operations of the network to achieve her goals.	Conduct TECDEN constitution review meetings with the board Conduct constitutional review meeting with TECDEN members for approval;	Draft constitution Reviewed constitution				
	Review of TECDEN management structure to enable the network have clear lines of authority for implementation of the strategy	Conduct TECDEN constitution review meetings with the board Conduct constitutional review meeting with TECDEN members for	Reviewed constitution; Agreed management and governance structure				

		approval;					
	Development and or review of policies and guidelines in line with the reviewed constitution and management structure	Contract experts to support TECDEN review policies and guidelines in line with reviewed constitution and management structures	TECDEN policies and guidelines reviewed .				
Target 15 Enhanced TECDEN Secretariat to implement the strategy	Develop a resource mobilization strategy for the strategic plan	Commission resource mobilization experts to support the network develop a resource mobilization strategy for their strategy	Resource mobilization strategy # of projects/programs funded				
	Development of TECDEN Behavioral Change Communication Strategy to improve coordination and the TECDEN change strategy re investment in young children	Commission experts to develop a participatory BCC	BCC strategy developed and in place Number of members using the BCC; MoU and Contract with consultant				
	Equip TECDEN with necessary office utilities to support implementation of the strategy	1. Purchase projector, video and digital cameras 2. Purchase a vehicle	1. Office equipped with utilities 2. Vehicle				
	Conduct monitoring and evaluation of TECDEN work among members and beyond	1. Conduct Monitoring of TECDEN work at all levels 2. Conduct program evaluation at the end of each year	Number of quarterly visits conducted per year; Quarterly monitoring reports prepared for year; Number of end of year evaluation conducted; Number of evaluation reports produced				

Target 16 4 TECDEN programme management staff in place	Hire competent staff to cover core program management positions for implementation of the strategy	1. Recruit a research officer 2. Recruit an advocacy officer 3. Recruit an IT personnel	Number of staff recruited				
	Mobilize resources to over staff cost for implementation of the strategy	1. Create and submit proposals on specific strategies of the strategy	Number of proposals submitted per year Number of proposals funded per year				
Target 17 2+network meetings /forums attended per year	To participate in different network meetings/forums to share TECDEN work and learning for increased visibility at local /national /regional and international levels	1. Track and attend two international meetings	Number of meetings attended per year ; number Meeting/forum reports prepared				
Target 18 Constitutional General and Board meetings conducted	Conduct annual general meetings for TECDEN members to review work done over a period of one year and set up plans for preceding years.	1. Plan and convene Annual General Meetings	Number of meetings conducted per year ; Workshop proceedings and report; Participants Registration forms				
	Conduct board meetings to monitor and oversee TECDEN work re setting/reviewing the direction	2. Plan and convene 1/3 annual SC meetings (one after every four months)	Number of Board meetings conducted; Board meeting reports and resolutions per year				
Target 19: Trained Steering Committee members on Governance	Conduct training to National Steering Committee on governance and management of networks	Facilitate Training on governance to Steering Committee members	Number of training session conducted per year				

6.0 IMPLEMENTATION ARRANGEMENTS

6.1 Implementation Strategy

TECDEN believes that changes occur when people who are mostly affected take the lead in the struggle. The guiding implementation approach/strategy under the proposed strategy will be based on **participation and empowerment for effective networking and formation of Strategic Alliances**. TECDEN will remain as a facilitating agent to ensure that stakeholders and the people are able to access information and are knowledgeable on laws governing the rights and obligations of young children. TECDEN will work through strategies which build on:

- i. strengthening the capacity of members, actors and other ECD stakeholders to gain confidence, to communicate, taking actions to fulfill expectations and responsibilities (on emerging opportunities)
- ii. stimulating active engagement of actors and actions to establish strong voices,

6.2 TECDEN's Institutional Governance

The governance structure of TECDEN is defined in the constitution. It is organized into two layers that reflect the national and chapter levels. Starting with the national level, there is the Annual General Meeting (AGM) which is the highest decision making body. Next to the AGM is the National Steering Committee which effectively functions as the Board of Directors and its members are elected by the General meeting. The National Steering Committee members serve to provide policy directives and guide the implementation of TECDEN strategies. The second layer is that of Chapter level that has the same structure as a National level with the General Meeting and democratically elected Steering committee. At all these levels, TECDEN has secretariats that serve on the day to day implementation of its strategies. The mandate, responsibilities and limits of each level in the structure have been outlined in the constitution and in the job descriptions of the respective staff members

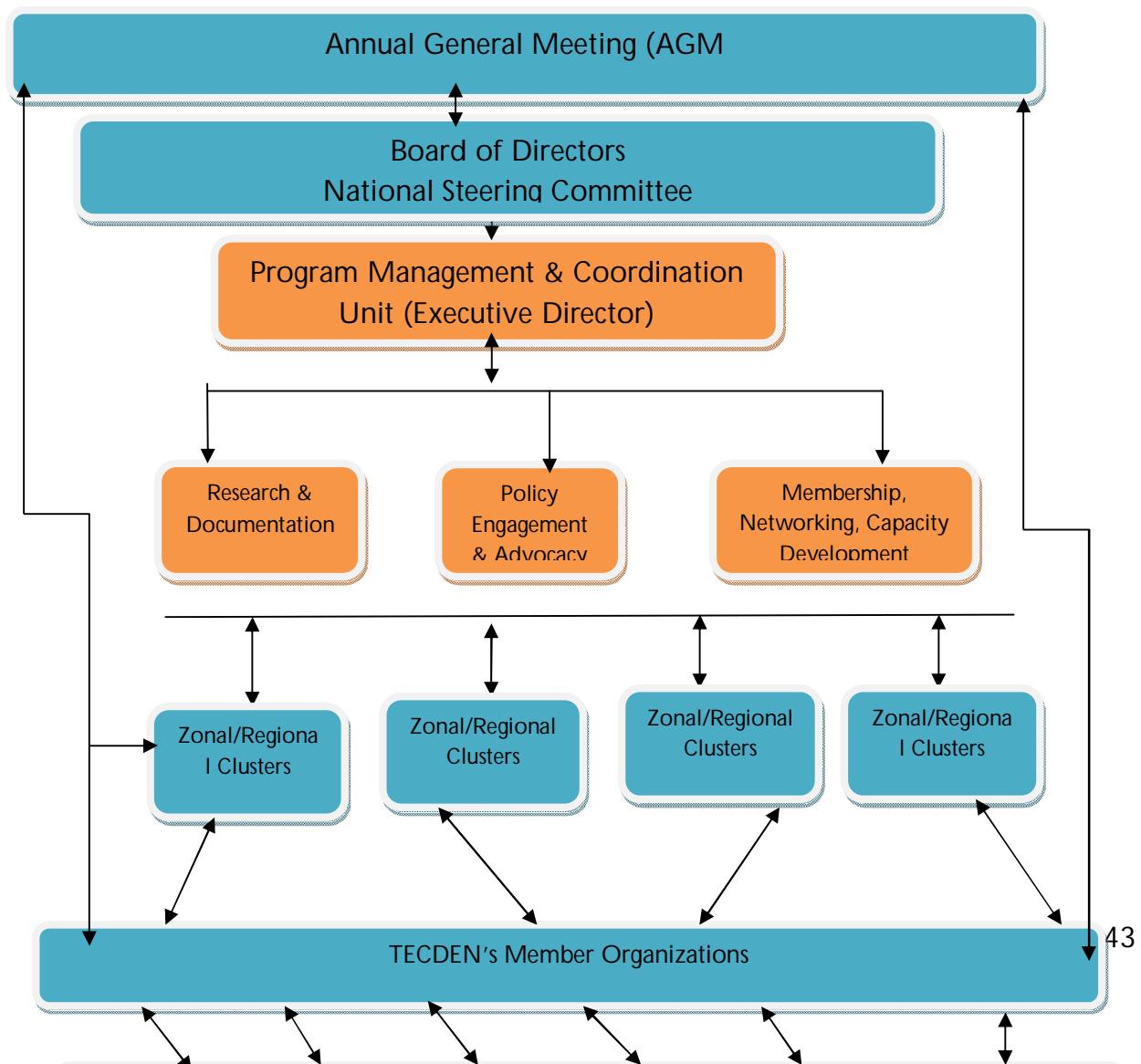
6.3 Program Management Structure

The success of this strategic plan requires a committed and competent team of actors to oversee the management and implementation of planned activities as outlined in the structure below. The following are the proposed roles and functions of each level of the program management:

- a) Annual General Meeting: Make and/or endorse decisions related to overall strategic direction and visionary focus of TECDEN, approve overall plan and budget and appointment of the auditors.
- b) The Board of Directors: Approve all policies and all operational procedures; provide guidance on the development of the strategic planning process, oversee the performance of the management team, approve the recruitment of senior program staff members, initiate/engage in fund raising for the program, financial oversight, set mechanisms to allow member's active participation and supervise evaluation and learning processes.

- c) The Management Team (Secretariat): Oversees the daily functioning and implementation of the strategic plan; planning, budgeting, financial control, documentation and reporting, recruitment, operationalize the capacity development plans for the members and staff respectively and set mechanism for monitoring and evaluation.
- d) Heads of the Program Units: Responsible for overseeing the implementation of activities in their units- planning, budgeting, financial control, routine monitoring and evaluation, documentation and reporting.
- e) **The Members:** Active participation in ECD programs according to their areas of focus and specialization, documentation and timely sharing of practices, experiences/lessons, engaging in active dialogue or debates about young children's affairs at their respective levels, tracking all promises and performance of service providers (duty bearers) and pressuring for compliance to policies and laws governing the welfare of young children.

The following diagram illustrates the Governance Structure of TECDEN



6.4 The Human Resource Capacity (Staff requirement)

	Department	Required	Recruitment Plan				Remarks
			2015	2016	2017	2018	
1	Program Administration (Executive Director's Office)						
1.1	Executive Director	1	1	-	-	-	
1.2	Secretary/Program Assistant (Coordination unit)	1	-	1	-	-	
1.3	Administration/Finance Manager	1	1	-	-	-	
1.4	Cashier/Administrative Assistant	1	1	-	-	-	
Total Program Administration		4	3	1	-	-	
2	Program Implementation Team (staff)						
	Program Officer, Research and Documentation	1	1	-	-	-	
	Program Officer, Policy Engagement and Advocacy	1	1	-	-	-	
	Program Officesr, Membership, Networking and Capacity Development	2	1	1	-	-	
	Total staff members in the Programs	4	3	1	-	-	
				-	-	-	
3	Interns and Volunteers			-	-	-	
3.1	Interns pursuing academic completion (local & abroad)- <i>to be linked/posted to members with relevant needs</i>			-	-	-	Depends on program needs
3.2	Interns (young graduates) pursuing practical experiences- <i>to be linked/posted to members with relevant needs</i>						Set minimum budget to support at least 3 per year
3.3	Volunteers with interest to support agenda for young children (retired academicians, researchers on sabbatical leave, activists, etc) <i>to be linked/posted to members with relevant needs</i>						Depends on space and interest

7.0 PROGRAM MANAGEMENT AND IMPLEMENTATION

7.1 Planning Processes

- a) **Annual reviews and planning processes:** TECDEN's planning process follows the calendar year, i.e. January to December. The planning process will start with a systematic review of performance of the year's activities. The purpose of the review is to provide opportunity to program staff and other stakeholders to reflect on how the implementation of the activities was

carried out. The review will be conducted in a participatory manner to ensure that all key stakeholders are informed and actively provide input in the planning process. The review process is expected to draw out key achievements, challenges and key lessons emerging from the implementation process.

- b) **Quarterly progress review:** TECDEN will adapt a quarterly reflection process to allow for an internal assessment on how each program has implemented its activities planned at each quarter of the calendar year. The purpose of the quarterly review is to get a picture of how progress is made in the implementation of activities as well as assessing the use of funds and other resources. The findings from the reviews will be used for making necessary adjustments both on the activities and resource allocation on subsequent plans in the year.
- c) **Financial Management and Accountability:** TECDEN believes that transparency in the utilization of resources including finances is the foundation for building its credibility and reputation to its constituency. Principles of strict accountability and transparency will be stressed, and steps will be taken to develop a shared ethics of the organization regarding the responsible use of resources.
 - TECDEN will thus revise its policies and procedures of the financial systems to conform to International Financial Standards (IFS) and ethical standards. The policies and procedures will be packaged into a user-friendly manual to enable easy access and usability by staff.
 - TECDEN will adapt a user-friendly financial reporting software package with capacity to generate powerful analytical financial reports. The software is meant to produce timely reports to allow the management and Board of Directors to track incomes and expenditures in relation to budgets and activities.
 - TECDEN recognizes that auditing is a key component of financial accountability and management for, and it serves as framework for measuring the integrity of the management of funds and assets, and to outline ways in which gaps in financial management systems can be improved. As a normal standard, TECDEN accounts will be audited annually by a reputable independent auditing firm to be confirmed and the audited accounts will be presented to the Board of Directors for approval before they are shared with other partners, donors, and relevant government agencies. As a way of increasing transparency, a summary of the audit report will be posted on TECDEN's website as part of the annual report.

7.2 Monitoring and Evaluation

TECDEN recognises monitoring as a crosscutting issue and an instrument to assist all actors to track, and assess the progress of their work. The accountability functions are outlined in the Monitoring and Evaluation system (To be prepared and attach to the main document)

7.3 Reporting To Stakeholders-Members, Development Partners and Government

TECDEN is determined to demonstrate credibility and integrity at all level of its operation. This will be done by ensuring that there is a transparent, simple and user-friendly communication and information sharing system. TECDEN intends to produce one narrative and one financial reports on a biannual and annual basis to be shared to all key stakeholders (Board, Partners, Donors, and Government etc). In order to minimize number of reports and reporting frequencies, the narrative reports will provide a comprehensive account of progress made in relation the program proposal and annual work plan to accommodate specific donor requirements. The general outline of the report (table of contents) shall be shared with donors who wish to enter in cooperation in order to establish a common understanding, and incorporating key requirements of the reporting formats.

7.4 RISK MANAGEMENT

TECDEN is aware that success of her advocacy work largely depends on having good relationship and support from all stakeholders, most notably with the government. Maintaining the existing good will and cooperation between TECDEN and the various government departments and agencies is therefore a prime priority.

TECDEN recognises the fact that previous opportunities for accessing external funding of CSO work is diminishing at higher rate (globally), and thus creating stiff competition over the few resources made available for advocacy work. It is therefore important for TECDEN members to set a realistic and strong agenda for changing the life of young children. It is our strategies which shall demonstrate the differences of the outcomes/results we intend to show_TECDEN enjoys the current competitive political ground which is shifting the political agenda into improving the quality of service delivery and accountability. However, it is important for TECDEN members to stay neutral and avoid the possibility of being perceived to take political affiliation or positions.

TECDEN respects professionalism and experience of its staff members as the pillars of effectiveness, but we are also aware of the inevitable speed of staff movement (turn over) within organizations. It is therefore important to consider innovative attractions or incentives for retaining good staff and leaders in their positions for a considerable timeframe.

7.5 SUSTAINABILITY OF THE ADVOCACY AGENDA

TECDEN takes sustainability in it broader perspective than looking at the financial aspects alone. We shall therefore strive to develop and maintain the following strategies:

- Attracting and maintaining committed members and partners who wish to make a change to the life of young children in Tanzania. We believe that having strong members will result into a strong TECDEN

- TECDEN aspires to establish a competent team of experienced staff in order to ensure that all programs are professionally managed with focus to our vision and mission. Greater focus is therefore directed to ensure that a strong institutional base is established through developing relevant competencies at all levels. We expect that potential development partner will recognize this need and give TECDEN the needed support to realize this objective.
- Solicit (broaden) reliable internal sources of funding or support to minimize over dependency on external donor support.
- Establish a positive “TECDEN’s status quo” as a credible organization able to demonstrate changes/results no matter how small they may appear to be.
- Striving to develop a long term and integrated advocacy program for young children than operating short term and isolated project. Advocacy is never ending, it is a life-long agenda as along children are in place

7.6 Budget Estimates for the Strategic Plan (2015-2018)

S/N	KRA/OBJECTIVES	2015	2016	2017	2018	Total
1	To inform realities on issues and needs of young children through Quality Researches and documentation					
1.1	Realistic and up-to date information on issues of ECD affecting young children are known, innovatively and widely shared.	-	xx	xxx	xx	
1.2	ECD policies, plans and programs are realistic and informed by research agenda					
	Subtotal					
2	Enhance TECDENs' capacity to effectively contribute to improving the situation of young children					
2.1	Knowledge and skill gaps of TECDEN members on ECD are known and systematically addressed.					
2.2	Quality of Networking, coordination and collaboration of partners has improved					
	Sub total					
3	Influence and monitor policies and practices to better address the rights and needs of young children					
3.1	Investment prioritization on ECD at central government, LGA and CSOs family and community level has increased					
3.2	Public Private Partnership (PPP) increase quality provision and support to ECD services					
	Policies and laws supporting young children are accessible and translated into actions					
	Sub total					
4	Management, Monitoring and Evaluation					
4.1	TECDENs governance and management capacity					

	has improved					
4.2	TECDEN management arrangement streamlined for increased institutional capacity performance;					
	Sub Total					
	Total					

8.0 POTENTIAL SOURCES OF FUNDS

TECDEN will mobilize resources to support the implementation of this strategic plan from the following sources;

- a) Member's contribution (financial and human capital)
 - Obligatory contributions-fees, and other joint fund raising initiatives take by members
 - Voluntary actions to take on some assignments on behalf of other members
- b) Link and build on government programs and processes (PEDP, PADEP, TASAF, MMAM)
- c) Philanthropy and Diaspora
- d) Corporate and private sector- explore potential of tapping into the social responsibility
- e) Donors and development agencies.