



TECDEN
TANZANIA EARLY CHILDHOOD
DEVELOPMENT NETWORK

STRATEGIC PLAN

2024 - 2028

December 2023

Message from Board Chairman

On behalf of the Board of Directors of the Tanzania Early Childhood Development Network (TECDEN), the Secretariat, members, and all stakeholders with an interest in Early Childhood Development, I express my deepest gratitude to the secretariat for their technical support provided in the development of this Strategic Plan for 2024 - 2028. I am grateful to our members and stakeholders for their comments and input, which have made the development of this strategic plan successful. I consider this a unique opportunity that deserves the attention it receives.

The focus of the Network for the next five years is to strengthen coordination and the capacity of ECD actors in promoting the ECD agenda in the country and beyond. The TECDEN Strategic Plan (2024-2028) serves as a pivotal point of direction to establish an optimistic foundation for successfully promoting the ECD agenda in the country to improve the welfare of children aged 0-8 years.

The board will continue to provide guidance to the secretariat to ensure that it fulfills the network's long-term objectives in a holistic manner. In line with this, it has approved TECDEN's five-year strategic plan

for 2024-2028, which aims to contribute to the main objectives of TECDEN.

Going forward, the board of directors will spearhead TECDEN's resource mobilization strategies, focusing on increasing the long-term financial sustainability of the network and its members at large.

In this regard, I would like to call on all stakeholders to support TECDEN both morally and financially in this long and challenging journey to see a society where all children are developmentally on track to reach their full potential.

A handwritten signature in blue ink, appearing to read 'Mohamed Nkide', on a white background.

Mohamed Nkide

Chairperson of the Board

ACKNOWLEDGEMENTS

We extend our heartfelt gratitude to all stakeholders whose contributions were instrumental in shaping this Strategic Plan. Foremost, we express our appreciation to TECDEN's Board of Directors, Secretariat, Members, and the Government of Tanzania (GoT), particularly ECD sectoral Ministries, Development partners, and other ECD collaborators for their invaluable input.

We specifically recognize the unwavering support from the Ministry of Community Development, Gender, Women, and Special Groups (MOCDGWSGs); the Ministry of Education, Science, and Technology (MOEST); the Prime Minister's Office (PMO); the President's Office Regional Administration and Local Government (PO-RALG); the Ministry of Home Affairs (MoHA); and the Ministry of Health (MoH). Additionally, we appreciate the contributions of Development partners, international organizations, and Academic Institutions, whose efforts have greatly influenced TECDEN's operations. Special acknowledgment is extended to Children in Crossfire (CiC) for their dedicated efforts in revitalizing TECDEN as the National ECD Network. We also extend our gratitude to Better Way Foundation for their generous funding, which supported TECDEN's transformation and the development of this Strategic Plan.

In addition to these stakeholders, we recognize and thank member organizations and ECD actors for their valuable contributions throughout the strategic planning process. Moving forward, TECDEN eagerly anticipates continued collaboration and support from all ECD partners in the successful implementation of the next five-year Strategic Plan (2024-2028). Together, we are committed to making a lasting impact on Early Childhood Development in Tanzania.

ABBREVIATIONS AND ACRONYMS

ACRWC	African Charter on the Rights and Welfare of the Child
ADA	Africa development Agenda
AGM	Annual General Meeting
BSC	Balance Scorecard
COVID -19	Corona Virus Disease of 2019
CSO	Civil Societies Organisation
DCMS	District Case Management System
DPs	Development Partners
EAC	East Africa commission
ECD	Early Childhood Development
ECDI	Early Childhood Development Index
GDP	Growth Domestic Product
KRA_s	Key Result Areas
LGA_s	Local Government Authorities
MDA_s	Ministries, Departments, and Agencies of the State
MEAL	Monitoring, Evaluation, Accountability and Learning`
MERL	Monitoring, Evaluation, Research, and learning
MoCDGWSG	Ministry of Community Development, Gender, Women and Special Groups
MOEST	Ministry of Education, Science and Technology
NBS	National Bureau of Statistics
NGO_s	Non-Governmental Organisations
NMECDP	National Multi-sectoral ECD Programme
NMNAP	National Multi-Sectoral Nutrition Action Plan
NPAVAWC	National Plan of Action to End Violence against Women and Children
PMO	Prime Minister's Office
PORALG	President's Office Regional Administration and Local Government
PPP	Private Public Partnership
RCU_s	Regional Coordination Units
SDG_s	Sustainable Development Goals
SES	Stakeholders' Engagement Strategy
SP	Strategic Plan
SWOC	Strength, Weakness, Opportunities and Challenges
TDHSMIS	Tanzania Demographic Health Survey- Malaria Indicator Survey
TECDEN	Tanzania Early Childhood Development Network
UPR	Universal Periodic Review
URT	United Republic of Tanzania

EXECUTIVE SUMMARY

This document unveils the strategic plan (2024-2028) for the Tanzania Early Childhood Development Network (TECDEN), a national entity dedicated to influencing Early Childhood Development (ECD) policies and practices. Established in 2000 and formally registered in 2004, TECDEN has recently undergone significant reforms, positioning itself as a national network with increased membership and organizational enhancements. The strategic plan is the outcome of a participatory process, reflecting TECDEN's commitment to adapting to the dynamic nature of ECD and collaboration with stakeholders.

Despite gaining political support, ECD faces challenges in public financing at both national and sub-national levels in Tanzania. The allocated budget tends to prioritize older age groups, hindering progress for children aged 0-8 years. The ECD landscape is influenced by a growing child population, constituting 27.1% of Tanzania's inhabitants. The National Multisectoral Early Childhood Development Program (NM-ECDP), launched in 2021, aims to address developmental needs comprehensively. However, challenges such as inadequate public funding persist, necessitating strategic interventions.

TECDEN's strategic plan focuses on three main objectives: data-driven advocacy, strengthening members' capacity, and institutional capacity strengthening. These objectives aim to influence policies, empower members, and enhance TECDEN's internal capacity. Funding diversification, including member fees, fundraising, consultancy services, and collaboration with development partners and the private sector, is a key strategy. A robust Monitoring and Evaluation system will track plan implementation, ensuring timely adjustments for effective outcomes. TECDEN envisions contributing significantly to ECD advancements in Tanzania through these strategic initiatives.

The budget cost is 11,418,103,538/= (\$4,567,241) is strategically designed to realize key strategic objectives expected to be financed from internal sources (i.e., Members' fees and Fundraising) and external sources (Donors and Development partners' grants). Despite these sources, the organization is still seeking more options to expand its capital base. The budget allocation aligns with TECDEN's vision of a society where all children, aged 0-8 years, are developmentally on track to reach their full potential, contributing to broader national and global developmental goals.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This document presents a five-year strategic plan (2024-2028) for the Tanzania Early Childhood Development Network (TECDEN). This is the third strategic plan since the official registration of the network in 2004. The present strategic plan is the result of a participatory process involving consultations with TECDEN's Board, secretariat, Member organizations, the Government of Tanzania, Development partners, and other ECD stakeholders. This five-year Strategic Plan serves as a roadmap, outlining milestones for TECDEN over the five-year period starting from 2024-2028. It provides TECDEN's Board, Secretariat, Member organizations, stakeholders, Development partners, and other benefactors with insights on how to address future ECD strategic issues. The current strategic plan also emphasizes the dynamic nature of the ECD concept and calls for policies and programs that are sensitive to changing needs and priorities embraced within the concept of ECD at the national, regional, and global levels.

The Tanzania Early Childhood Development Network (TECDEN), formerly known as Mtandao wa Malezi, Makuzi na Maendeleo ya Watoto wadogo Tanzania, was established in December 2000 and formally registered in 2004 under the Society Ordinance Act. It was re-registered in 2015 to comply with the NGO Act 2002 to operate in Tanzania mainland only. In 2023, TECDEN re-registered with a name change to resemble the longer English version of TECDEN. Recently, TECDEN has undergone several reforms to reposition itself as a national network, including amending the 2014 Constitution, which revitalized membership portfolios, organization structures, and systems.

TECDEN is a national umbrella network of Early Childhood Development organizations working in partnership to influence policies, programs, and practices related to Early Childhood Development (ECD). TECDEN is determined to collaborate with the government, other networks, coalitions, institutions, the private sector, development partners, and other potential stakeholders to influence policies, programs, and practices related to Early Childhood Development. This mission is achieved through sharing information and experience, generating new knowledge, and working towards early investments in young children aged 0-8 years.

Currently, TECDEN has 108 member organizations working on different ECD thematic areas in all 26 administrative regions of Tanzania Mainland, with 54 being regular members, 43 affiliate members, and 11 strategic members. To facilitate easier coordination, TECDEN has established Regional ECD Coordination Units (RCUs) in each region of Mainland Tanzania. The RCUs' key role is to coordinate other civil society organizations to implement ECD interventions in their respective regions under the supervision of the TECDEN secretariat. Recruitment and selection of RCUs are done every three years, and members can be eligible for re-election for two consecutive terms (refers to Article 37 of TECDEN Constitution).

Despite the reforms TECDEN has undergone, the overall goal since its establishment back in 2004 remains the same: to coordinate and empower ECD non-state actors in promoting the ECD agenda in the country. This goal is to be realized through strengthening efforts and sustaining gains for the next five years (2024-2028), with modified approaches and strategies.

1.2 Overview of ECD Landscape in Tanzania

Tanzania is one of the world's youngest countries with a growing child population. The 2022 Census report indicates that 27.1% of its population consists of children aged 0-8 years in Tanzania Mainland (NBS, 2022). If nurtured effectively, this young population presents a unique opportunity for demographic dividends and poses significant potential for the country's human capital development.

In 2021, Tanzania became the first country in Eastern and Central Africa to launch a National Multisectoral Early Childhood Development Program (NM-ECDP). The NM-ECDP aims to accelerate early childhood development gains by employing a multisectoral approach to holistically address the developmental needs of children aged 0-8 years. It is fundamentally aligned with the National Five-Year Development Plan 2021/2022-2025/2026 (FYDP III), which focuses on investing in human development from early conception. The NM-ECDP also supports the work of existing national programs that take a multisectoral approach, including the National Multisectoral Nutrition Action Plan 2021/22-2025/26 and the National Plan of Action to End Violence against Women and Children 2017/18-2021/22. Furthermore, it puts into action various ECD-related laws and policies such as the Law of the Child Act (2009), Child Development Policy (2008), Education and Training Policy (2014), and Health Policy (2007).

The NM-ECDP program focuses on achieving the following long-term outcomes: creating an enabling environment to facilitate efficient coordination and delivery of nurturing care services; strengthening service delivery and quality assurance systems; increasing access to quality coordinated Nurturing care services; and empowering caregivers, families, and communities to adopt practices of nurturing care.

The government and stakeholders have continued to work collaboratively in implementing the Program interventions to ensure that **"All Children aged 0-8 years in Tanzania are developmentally on track to reach their full potential"**.

Despite the incredible progress made by the Government of Tanzania towards ECD investment, challenges remain, including inadequate public funding to finance ECD interventions and tracking of expenditures for allocated funds on ECD services.

1.3 TECDEN's Previous Strategic Plan (2014-2018): Lesson learned.

The previous TECDEN Strategic Plan, which ended in December 2018, focused on influencing and monitoring the implementation of policies and practices to create a conducive environment for the implementation of ECD interventions through strengthening coordination and capacity of ECD actors. Based on internal and external assessments, coupled with an Organization Review Report (2019), several lessons were learned that informed various reforms, including the development of the Strategic Plan. To revitalize TECDEN's mandate, the network, in collaboration with the Government of Tanzania (GoT) and other ECD stakeholders, conducted the National ECD Forum in 2018, resulting in the development and launch of the NM-ECDP 2021/2022 - 2025/2026. TECDEN has continued to strengthen its engagement with various ECD actors at national, regional, and global levels.

1.4 Transitioning of TECDEN from 2019-2023

Informed by the findings from a Situational Analysis on Early Childhood Development (2017 and TECDEN organizational review (2019), conducted by Children in Crossfire (CiC) with support from the Better Way Foundation and Porticus, TECDEN deliberately committed to supporting the repositioning of TECDEN as a national ECD network. The transitioning process aimed to fill the ECD coordination vacuum in the country, as well as enhance TECDEN's organizational development.

In addressing the gaps above, TECDEN has achieved the following progress to date:

- a) Review of the organizational organogram, resulting in the recruitment of the Executive Director in 2020.
- b) Commissioning of Multi-Year Audit 2014-2020.
- c) Amendment of the 2014 constitution, resulting in the restructuring of its membership and the establishment of the ECD regional coordination unit, among other key changes.
- d) Relocation of TECDEN's Office from Dar es Salaam to Dodoma for strategic engagement with the government.
- e) Recruitment of new staff for both finance and programs departments.
- f) Review of internal policies and guidelines to govern programs, administration, and finance.
- g) TECDEN has increased its funding base from two donors in 2020 to five donors in 2023.

1.5 Rationale for Strategic Plan 2024-2028

Since 2019, TECDEN has been operating without a strategic plan, which has posed institutional and programmatic challenges. The TECDEN organizational review conducted in 2019 recommended the development of a new Strategic Plan to establish a niche and direction in fulfilling its mandates, thereby helping align the network with the current ECD landscape in the country, regionally, and globally.

This strategic plan will contribute to Tanzania's efforts and progress towards the implementation of the NM-ECDP 2021/23-2025/26, Tanzania Development Vision 2025, FYDP III 2021/22–2025/26, East Africa Community Vision 2050 (EAC 2050), Africa Development Agenda 2063 (ADA 2063), and the Global Agenda 2030 on Sustainable Development Goals (2030 SDGs). Specifically, this strategy will contribute to SDG number 4: “Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all”.

CHAPTER TWO

CONTEXT ANALYSIS

2.1. External Environment

2.1.1. Political Analysis

There is strong political will for the implementation of Early Childhood Development programs in Tanzania. The government, in collaboration with its stakeholders, has developed, launched, and is currently jointly implementing the National Multisectoral ECD Program (NM-ECDP 2021/2022-2025/2026). Additionally, the Government of Tanzania has committed to implementing the Generation for Equality Forum, where ECD is thematic area number 3.3. Furthermore, the government has developed a Plan of Action to end Violence Against Women and Children (NPA-VAWC II), and the Dar es Salaam Declaration has stipulated ECD as a regional priority for achieving Human Capital Development. Tanzania has also adopted regional and global agendas, including the African Charter on the Rights and Welfare of the Child (ACRWC) and the Sustainable Development Goals, where goal number 4.2 focuses on ECD. All mentioned program plans are driven by various policies, laws, and guidelines focusing on the welfare of children.

2.1.2. Economic Analysis

Tanzania's mainland has a population of about 59 million people (NBS Census report 2022), with more than half located in rural areas characterized by low economic quantile. In these areas, mothers often become the primary breadwinners for their families, with a majority working in the informal sector. This includes occupations such as petty trading, vending, running food market stalls, stone quarrying, livestock rearing, handcrafts, tailoring, domestic work, and manufacturing as a means of livelihood. This situation creates a struggle to balance between childcare responsibilities and work commitments. Consequently, it affects the quality provision of nurturing care services due to a low understanding of the importance of investing in the early years.

2.1.3. Social Analysis

Culturally, women are traditionally vested with primary responsibilities for caring for children, often with little support from male parents. However, in the modern world, women are increasingly engaged in various socioeconomic activities, leading to limited time available for childcare. Consequently, many children are at greater risk of receiving limited nurturing care services.

Religion continues to play a significant role in the lives of Tanzanians, with Muslims and Christians comprising the majority. Faith actors have an important role in empowering citizens, especially parents, to practice positive parenting by referring to holy texts. Therefore, if properly engaged, faith leaders can proactively and creatively advocate for changing parenting practices at both policy and practice levels. In the current context, faith actors require support to develop alternative strategies to create, expand, and sustain a safe space for civic engagement and promote positive parenting within their congregations.

The lack of comprehensive data on children with disabilities presents a major challenge in early childhood development. This data gap hinders the development of effective interventions and policies to support these children. Children with disabilities often face social challenges such as limited access to education, societal stigma, and reduced community involvement.

2.1.4. Technological Analysis

The advancement of global technology has presented both opportunities and challenges for child growth and development. Innovations such as televisions, smartphones, and social media platforms, if not used responsibly, may negatively impact parent-child relationships, which are essential for stimulation, trust, and security. The adoption and appropriate use of technology in child growth are crucial for enhancing positive parenting among caregivers. Additionally, there are some beneficial indigenous practices in education and nurturing that have been adopted by parents, especially those in rural areas, and have shown positive outcomes. These practices should be preserved and documented for use in other areas, while negative indigenous practices should be discouraged.

2.1.5. Environmental Analysis

The impact of climate change affects early childhood development in various ways, including health risks, food insecurity, and learning and emotional stress. To address these challenges, adaptation strategies are essential to build resilience in children, families, and communities, thereby supporting children's development to their full potential. Communities need knowledge and skills to address climate change adversities and support their children's development effectively.

2.1.6. Legal Analysis

There is an increasingly conducive operating environment for non-government organizations, within which TECDEN finds itself, depending on the prevailing socio-economic and political conditions. TECDEN is committed to complying with established laws and regulations.

2.2. Internal Environment

The following is the key strengths, weaknesses, opportunities, and challenges analysis for TECDEN. The network will leverage its strengths and opportunities to address weaknesses and protect itself from the analyzed challenges.

2.2.1. Strength

Governance structure

TECDEN has a well-established governance structure that supports network operations, with a committed Board supported by a skilled and experienced Secretariat responsible for the network's daily activities. At the sub-national level, TECDEN has ECD Regional Coordination Units formed by strong and active members in all 26 regions of Tanzania Mainland. These units bring professional expertise on ECD as well as substantial financial support through entrance and annual subscription fees.

Strong partnership and networking

At the national level, TECDEN has built a strong array of partners and collaborators, ranging from the government, including ECD sectoral Ministries, agencies, and academic institutions, to development partners, national, and international organizations, in pushing the ECD agenda. At the regional level, TECDEN is a member of the Africa Early Childhood Network for regional engagement, and at the global level, TECDEN is an active collaborator in the ECD Action Network, which holds significant strength for global networking on the ECD agenda. The existence of strong internal control systems and skilled personnel has resulted in an increased funding portfolio from two donors in 2020 to four donors in 2023.

2.2.2. Weaknesses

Inadequate staffing poses a challenge to supporting the diverse work of the network across the country. TECDEN lacks Monitoring, Evaluation, Accountability, and Learning personnel to address various needs, including the development of a MEAL framework, documentation of best practices, conducting research to generate evidence for ECD advocacy, and raising awareness at different levels.

The main source of funds for TECDEN is donors, leading to inadequate financial and material resources to strengthen its operations. Currently, membership contributions are insufficient to sustain TECDEN's operations. To address this, TECDEN can strategically prioritize communication with key members, optimize volunteer engagement, explore partnerships for shared resources, and maximize the impact of existing funding streams. Diversifying consultancy services and exploring grant opportunities can also contribute to financial sustainability. Efficient resource allocation and fostering a sense of community among members are vital elements in overcoming financial limitations and ensuring effective outreach.

Additionally, TECDEN has not yet played its significant role as an ECD learning hub at both the national and sub-national levels.

2.2.3. Opportunities

There is an enabling environment for ECD program implementation, with the government having developed and launched various plans and frameworks to support ECD operationalization, such as the NM-ECDP, NPA-VAWC, Generation for Equality Forum, and The Law of the Child Act (2019).

Member organizations have expressed a demand for capacity building on various issues, including financial capacity, human resources, early childhood knowledge, advocacy, and community awareness.

TECDEN has a very high credibility and reputation at the national, regional, and global levels in coordinating ECD efforts.

There is a significant pool of ECD partners across different domains (Health, Nutrition, Responsive Caregiving, Early Learning, and Safety and Security) who add value to TECDEN's work.

Currently, ECD is a global, regional, and national agenda that attracts funding for its implementation.

The establishment of the National Council for NGOs (NACONGO), which ensures networking of NGO activities, provides an opportunity for TECDEN to coordinate ECD activities countrywide.

2.2.4. Challenges

Pandemics

Tanzania is exposed to global pandemics that shrink donor funding for developing countries. For instance, the experience of the COVID-19 global pandemic necessitated cuts in funds from some donors for ECD and even shifted their funding priorities to address the pandemic, making donor funds unreliable for running network operations.

Inadequate ECD Public financing at national and local government levels.

Although ECD has gained political will, government investment in ECD remains low. Despite the political will, the actual financial commitment to ECD programs does not align with the stated priorities. This discrepancy can be attributed to competing budgetary demands, limited resources, or challenges in translating political will into concrete financial commitments.

For example, the allocated budget for the Ministry of Health (2023/2024) is 1.2 trillion, of which only 16.2 billion has been allocated for strengthening maternal and child health service provision to reduce the death rate and improve quality of services. This represents only 1.35% of the allocated budget, due to the high demand for other health services that were previously unavailable in the country (MoH, 2023).

Similarly, despite government efforts to improve infrastructure and equity in pre-primary and primary education, the allocation of only 1.67 trillion to education, science, and technology, accounting for only 3.76% of the total budget, limits funds available for the Ministry to execute its role in early childhood education. This limited funding source further exacerbates the challenge of ensuring quality inclusive early childhood education in remote areas (MoEST, 2023).

Tanzania's budgetary allocation falls below the international standard requirements, which recommend allocating not less than 20% of the total budget to the education sector (NBS, 2023).

The gap between political will and funding allocation results in insufficient resources to implement and sustain effective ECD programs, ultimately impacting the quality and reach of services for young children.

Limited ECD data

The existing ECD multisectoral management information system experiences inefficiencies in collecting data from various ECD domains. Currently, certain domains receive more attention than others, with a focus on health, nutrition, and early learning, while responsive caregiving, safety, and security domains receive less attention.

CHAPTER THREE

VISION, MISSION, VALUES AND OBJECTIVES

3.1. Vision

Vision

A society where all children are developmentally on track to reach their full potentials.

3.2. Vision

Mision

TECDEN is 'determined to collaboratively work with other networks, coalitions, institutions, the Private sector, the government, development partners and other potential stakeholders to influence policies, programs and practices related to Early Childhood Development (ECD)'. This can be achieved through sharing of information, experience and generating knowledge; and Understanding of ECD; and work towards early investments in young children of 0 – 8 years in Tanzania.

3.3. Vision

Core Values

TECDEN Believes in:

- i. Respect children's rights without any kind of discrimination
- ii. Protect children from abuse and violence of any kind at all levels.
- iii. Honesty
- iv. Accountability
- v. Integrity
- vi. Teamwork
- vii. Openness
- viii. Transparency

3.4.1. Overall Goal of TECDEN

The overall goal of TECDEN is to strengthen coordination and capacity of ECD actors in promoting ECD agenda in the country.

3.4.2. Specific objectives :

- i. Advocating for policies, laws, regulations, and frameworks that improve the services delivery to young children.
- ii. Mobilizing TECDEN members and other ECD stakeholders to actively participate in promoting early childhood development in Tanzania through participating in the implementation of ECD programs.
- iii. Collecting, generating and dissemination of information, data and facts addressing Early Childhood Development issues.
- iv. Strengthening capacities of member organizations and other ECD stakeholders on Early Childhood Development issues to enable them to provide quality services to young children in their respective localities and workplaces.
- v. When needs arise, to provide financial support/sub-grant (subject to availability of funds and the capacity of the grantees) to any group, organization or institution which is supporting TECDEN objectives or mission particularly on ECD issues.
- vi. To become a useful link between the ECD non-state actors and the Government on issues related to ECD.



CHAPTER FOUR

GOAL, STRATEGIC OBJECTIVES, INTERVENTIONS AND APPROACH

4.1. Introduction

Based on the situational analysis, lessons learned, best practices, stakeholders' input, and SWOC analysis, it can be concluded that TECDEN has the potential to advocate for extensive ECD programs within the country. However, TECDEN must focus on maximizing its strengths, addressing its weaknesses, leveraging its opportunities, and minimizing the negative impact of identified challenges. During the five-year plan period, TECDEN will concentrate on implementing activities related to the following strategic objectives.

- a) Data driven advocacy to influence policies, laws, and frameworks to improve ECD services delivery to young children 0-8 years.
- b) Members and other ECD actors' capacity to promote investment in early childhood development Strengthened.
- c) Institutional capacity strengthening for partnership and linkages for sustainable quality ECD service delivery at all levels.

4.2. Goal and Strategic Objectives

4.2.1. The overall Goal

The overall goal is to strengthen coordination and capacity of ECD actors in promoting ECD agenda in the country.

4.2.2. Strategic Objectives

During the five- year plan period, TECDEN will concentrate on the implementation of the following strategic objectives.

Strategic Objective I: Data driven advocacy to influence policies, laws, and frameworks to improve ECD services delivery to young children 0-8 years.

STRATEGY	MAIN INTERVENTION	APPROACH
Timely generation of data for ECD evidence-based advocacy.	Conduct Research, Surveys, situational analysis of ECD related Policies, Laws, Guidelines, Programs/Plans, practices, and routine reports.	<ol style="list-style-type: none"> a) Brainstorming based on key challenges in ECD sector. b) Utilize a participatory research approach involving stakeholders. c) Engage in collaborative partnerships for data collection and analysis. d) Establish data base for the status of ECD for children with disability. e) Widely dissemination of findings and learnings. f) Foster collaboration with reputable research organizations. g) Embrace reflective learning among stakeholders on ECD issues.
	Strategic dissemination of study findings and learning among key stakeholders within and beyond the country	
Advocate for ECD financing at all levels	Promoting Public ECD financing at national and local government authority's level.	

	Promoting PPP for ECD financing at all levels.	a) Support development of ECD public financing strategy, framework, and model.
	Strengthening ECD actors' capacity to promote and monitor social accountability for ECD financing at all levels.	b) Review and analyse various ECD related budgets and investments committed at all levels.
		c) Engage in policy dialogues with policy/decision makers.
		d) Strategic engagement with decision makers, private sector, and development partners on ECD financing through evidence-based advocacy.
		e) ECD investment analysis at national and local government authorities.
Establishment of national and regional ECD learning hubs.	Strengthen ECD Monitoring Evaluation Accountability Results and Learning (MEARL) systems.	a) Establish a centralized data management system.
	Documentation of best practices and learning resources in relation to ECD.	b) Foster collaboration with universities and research institutions for documentation.
	Develop and management of ECD learning platforms among wide range of stakeholders.	c) Regularly update and revise the MEARL framework.
		d) Support development and execution of National ECD data management information system.
		e) Develop TECDEN MEARL framework
Conduct strategic advocacy interventions	Conduct advocacy interventions with various decision makers (parliamentarians MDAs, regional and religious leaders, and traditional leaders)	a) Utilize targeted advocacy strategies.
	Engage in national, regional, and global ECD related events for advocacy and learning purposes.	b) Develop advocacy materials and briefs.
		c) Organize workshops and seminars for decision-makers.
		d) Foster relationships with key influencers.
		e) Use social media and other communication platforms to reach a broader audience.

Strategic Objective 2: Members and other ECD actors' capacity to promote investment in early childhood development Strengthened.

STRATEGY	MAIN INTERVENTION	APPROACH
Institutional Capacity building to TECDEN members and other ECD actors to deliver quality ECD services at all levels	Develop and acquire comprehensive ECD packages including IEC materials.	a) Identify and train ECD National team.
	Conduct various ECD capacity strengthening sessions.	b) Conduct training-of-trainers sessions.
	Conduct mentorship and coaching to members	c) Establish and maintain ECD TOT database.
	Documentation and Promotion of member's work	d) Developing coaching and mentorship programmes
	Conduct capacity gap analysis among TECDEN members	a) Design and implement tailor-made capacity-building programs.
		b) Establish mentorship frameworks.
		c) Develop a platform for sharing members' successes stories/experiences.
		d) Facilitate regular documentation and recognition programs.

Strategic Objective 3: Institutional capacity strengthening for partnership and linkages for quality sustainable ECD service delivery at all levels.

STRATEGY	MAIN INTERVENTION	APPROACH
Strengthening TECDEN's operations and sustainability.	Conduct TECDEN governance related meetings.	a) Implement a participatory governance model.
	Procurement of TECDEN assets i.e., motor vehicles, laptops, and other working tools.	b) Engage in transparent procurement processes.
	Development of TECDEN's resource mobilisation strategy	c) Collaborate with construction experts for office construction.
	Construction of TECDEN office	d) Establish a continuous learning culture within TECDEN.
Strengthen TECDEN's secretariat technical capacity	Review and development of TECDEN organizational policies and manuals.	e) Regularly review and update policies and manuals
	Recruitment and retention of skilled staff	a) Implement a competitive recruitment process.
Create linkages and strengthening partnership and coordination with ECD actors	Designing and implement organizational capacity development plan.	b) Provide ongoing professional development opportunities.
	Strengthening and maintaining national and sub national ECD membership database.	c) Collaborate with educational institutions for skills acquisition.
	Facilitate strategic linkages between TECDEN members and with other potential actors.	d) Establish staff mentorship programs.
	Documentation and Promotion of ECD actors' interventions.	a) Develop a comprehensive mapping strategy.
		b) Facilitate networking events.
		c) Document and showcase successful partnerships.
		d) Regularly communicate and engage with ECD actors.



CHAPTER FIVE

FIT FOR PURPOSE

5.1. Introduction

This chapter delineates TECDEN's strategic roadmap for the next five years, emphasizing collaboration with diverse stakeholders in the field of Early Childhood Development (ECD). It underscores the organization's commitment to sound governance, detailing roles, and structures within TECDEN to ensure transparency and accountability. The chapter highlights the importance of robust internal systems, encompassing operational documents that uphold standards across the 26 regions of Tanzania Mainland. TECDEN's funding strategy aims to diversify sources, including internal revenue and external partnerships, with a focus on private sector engagement through Public Private Partnerships. The Monitoring and Evaluation framework ensures a participatory and result-based approach, facilitating timely assessments for informed interventions. In essence, this chapter sets the stage for TECDEN's comprehensive plan, aligning efforts to propel ECD initiatives forward at both national and international levels.

5.2. Collaboration and Partnership

TECDEN will continue working with various national and international ECD stakeholders. A careful selection of stakeholders will be considered as per the Stakeholders' Engagement Strategy (SES) to be developed as one of the deliverables under this Five-year plan. The stakeholders may include TECDEN members, ECD professionals, academic and research institutions, Government Ministries, Departments, and Agencies National and International organizations as well as Development partners.

5.3. Institutional Governance

TECDEN's Constitution articulates well the good governance including sound financial management and accountability of TECDEN's intervention to members, donors, government and public. The functional systems include the presence of the monitoring, evaluation, accountability, and learning (MEAL) framework found in this Strategic Plan; and governing organs with clear roles e.g., the Member's meeting (AGM); Board and Secretariat (Management), Regional Coordination Units and member organizations scattered all over 26 regions of Tanzania Mainland.

5.4. Substantial Internal Systems

The network has adopted and improved over a period time several key operational documents, including revised constitution and its supporting documents such as Boards' Charter, Regional

Coordination Unit Operational Guidelines, Sub-Granting Policy, and Child Safeguarding Policy; Human Resource Manual and Financial Guidelines which together provide standards and quality assurance of the work of the Network.

5.5. Funding

In this five-year Strategic Plan 2024-2028 TECDEN will focus on increasing the funding base to implement the strategic objectives. The Network expects to finance this plan from both internal and external sources. The internal source of funds includes member fees, fund raising and funds from providing technical advice or consultancy service. Other sources will include contributions and grants from Development Partners (DPs). Another source of financing will involve partnering with the private sector through Public Private Partnership arrangements. The Board members shall be responsible for mobilization of financial resources and ensuring appropriate use of the same. Furthermore, the network shall establish and strengthen income generating activities. TECDEN will continue working closely with various stakeholders who have an interest in the network to support various activities related to ECD at national and sub-national level.



CHAPTER SIX

MONITORING AND EVALUATION

6.1 Introduction

The overall responsibility for monitoring and evaluation of the Strategic Plan rests with the Board Members, coordinated through the Executive director. TECDEN will devise and operationalize an efficient and effective Monitoring, Evaluation, Accountability, and learning (MEAL) system to provide feedback on organizational development, strategic plan implementation and performance.

6.2 Monitoring

Monitoring entails continuous collection of data on specific indicators to assess strategic plan implementation in relation to activity schedule and expenditure of allocated funds, and its progress and achievements in relation to its objectives. The organization will also undertake context monitoring with a view to track important developments in strategic plan implementation. Monitoring will be carried out regularly, examining actual implementation of activities in relation to planned activities. Financial monitoring in terms of planned and actual expenditures will be undertaken accompanied by physical monitoring.

6.3 Evaluation

TECDEN will undertake holistic evaluation. This will entail periodic assessment of the design, implementation, outcome, and impact of an intervention. Evaluation will focus on assessing the relevance and achievement of objectives, and implementation performance in terms of effectiveness and efficiency, and the nature, distribution, and sustainability of impacts. M& E system will be geared towards helping the organization, identify problems early and propose solutions, evaluate achievements of program objectives, and promote participation, ownership, and accountability. TECDEN will ensure that the key components of a sound Monitoring, Evaluation and Learning (MEAL) system are included, reviewed, and updated accordingly to make it more user-friendly to provide timely information for management decision making.

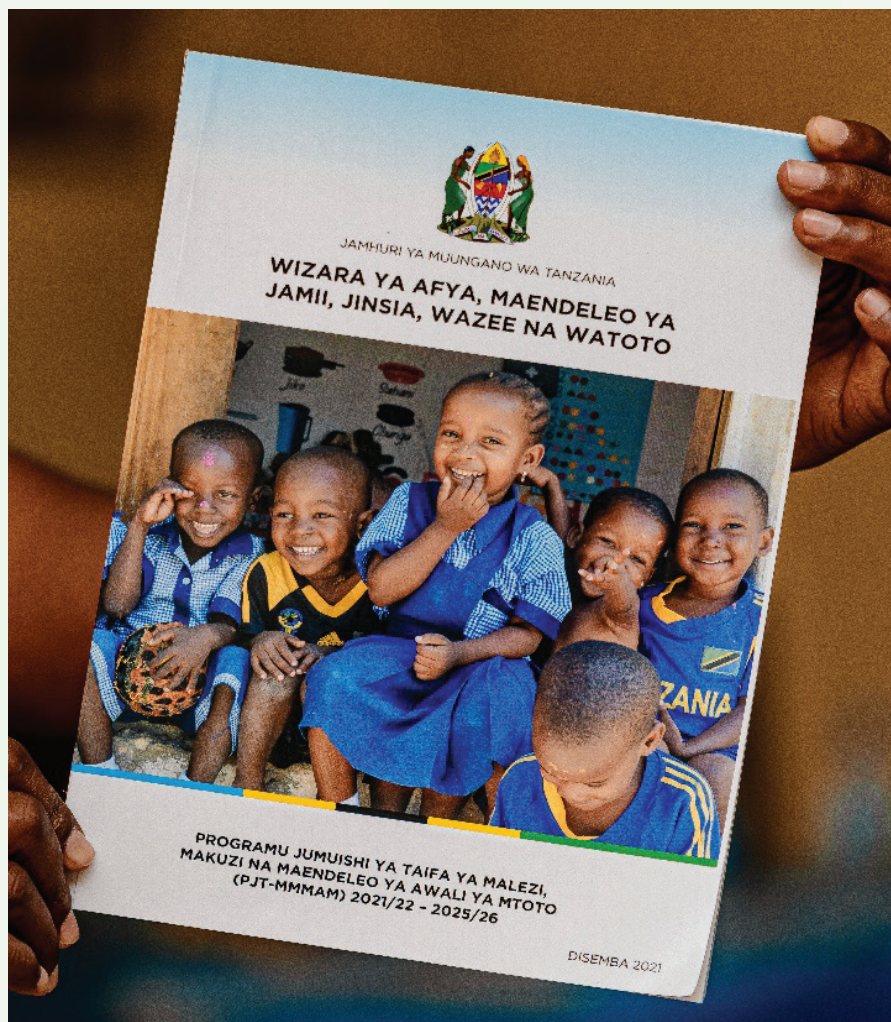
6.4 Financial Accountability

TECDEN has develop user-friendly financial management systems to facilitate monitoring of resources including funds and reporting to members and donors. The financial systems include administrative and financial manual and procedures clearly stipulating financial controls and accountability mechanisms.

Accounts shall be recorded in user-friendly and computerized accounting package to enable automated reports and quick reference, and limit errors and potential for fraud.

6.5 Reporting

TECDEN Secretariat will prepare quarterly, semi-annual, and annual report on progress of strategic plan implementation and present it to the Board and Annual General Meetings. The Secretariat will organize annual reflection meetings to take stock of strategic plan implementation performance and agree on the way forward. TECDEN will hire a professional staff that will coordinate and lead a holistic M&E function and ensure quality assurance.







LIST OF ANNEX

- I: Detailed Log Framework
- II: Risk Matrix
- III: TECDEN Detailed Work Plan
- IV: Detailed Result Framework
- V: Budget

Annex I: Detailed Log Framework

STRATEGIC OBJECTIVE 1: Data driven advocacy to influence policies, laws, and frameworks to improve ECD services delivery to young children 0-8 years.

Strategy	RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Conduct Research, Surveys, situational analysis of ECD related Policies, Laws, Guidelines, Programs/Plans, practices, and Reports	Identify research topics relevant to ECD priorities	a) Number of identified research topics. b) Relevance of research topics to ECD priorities	a) List of relevant reviewed ECD research topics b) Approved list of ECD research topics	a) Limited availability of data on emerging ECD issues. b) Stakeholder engagement will provide insights into current ECD challenges
	Development of Research Terms of Reference (TOR) for research studies	a) Number of TOR developed.	a) Approved TOR documents. b) Feedback from research partners	a) Misalignment of TOR with research goals. b) Collaboration with experienced researchers will ensure clarity.
	Commission research studies	a) Number of commissioned studies.	a) Consultant contracts. Research reports.	a) Delays in research due to unforeseen circumstances. b) Effective project management will mitigate potential delays.
	Development of Research report dissemination package (IEC Materials)	a) Number and type of IEC materials developed. b) Accessibility and reach of materials	a) Evaluation of IEC materials by target audience. b) Tracking dissemination metrics	a) Limited audience engagement with materials. b) Tailoring materials to the target audience will enhance engagement
	Conduct events to disseminate research findings. Dissemination of research report.	a) Number of dissemination events conducted. b) Number of stakeholders engaged. c) Number and types of media engaged	a) Event documentation and attendance records. b) Media coverage reports	a) Limited media interest in dissemination events. b) Effective event planning and media outreach will attract coverage
	Conduct advocacy sessions through radio and TV.	a) Number of advocacy sessions conducted.	a) Recorded sessions and audience feedback. b) Surveys measuring public awareness.	a) Limited audience engagement during sessions. b) Strategic scheduling and engaging content will capture audience interest

Advocate for ECD financing at all levels	Participate in different research and surveys related to ECD	a) Number of research and surveys participated.	a) Documentation of initiatives in research initiatives. b) Recognition for contributions in research reports.	a) Limited opportunities for meaningful participation. b) Proactive engagement with research networks will lead to collaborative opportunities.
	Conduct in-depth analysis of external research.	a) Number of research analysis conducted.	a) Analytical reports on external research. b) Demonstrated impact on TECDEN's advocacy initiatives.	a) Limited availability of comprehensive external research. b) Collaborative relationships with research entities will provide access to relevant studies.
	Promoting Public ECD financing at national and local government authority's level.	a) Increased Budget Allocation b) Financial Inclusivity c) Public Awareness and Advocacy	a) Budgetary Review b) Media Monitoring related to ECD financing.	a) Budget Constraints b) Government Commitment to prioritize ECD in their budgets
	Promoting PPP for ECD financing at all levels	a) Number of formal PPP agreements established. b) Total financial investment from the private sector in ECD	a) Documented Agreements b) Financial Audits and Site Inspections.	a) Over-reliance on private funding b) Varied quality standards in ECD facilities established through PPP. c) Private Sector Willingness to invest and support ECD activities. d) Government support and commitment to facilitating PPPs in the ECD sector.
Establishment of national and regional ECD learning hubs	Strengthening ECD actors' capacity to promote and monitor social accountability for ECD financing at all levels	a) Number of ECD actors who have undergone capacity-building programs. b) Number of social accountability initiatives implemented by ECD actors	a) Documented Training Sessions. b) Social accountability initiatives implementation reports.	a) Resistance to change. b) Limited Community Engagement. c) Willingness of ECD actors to engage in capacity-building activities d) Community capacity and willingness to participate in social accountability processes for ECD financing.
	Strengthen ECD Monitoring Evaluation Accountability Results and Learning (MEARL) systems.	a) System Effectiveness Reports b) Data utilization reports (Feedback Mechanism)	a) Periodic audits of the MEARL systems b) Case Studies and Success Stories	a) Inaccurate or incomplete data compromising the reliability of MEARL systems. b) Sufficient technological infrastructure to support the implementation and functioning of advanced MEARL systems

STRATEGIC OBJECTIVE 2: Strengthening capacity of members and other ECD actors to actively promote investment in early childhood development in Tanzania.

STRATEGY	RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Institutional Capacity building to TECDEN members and other ECD actors to deliver quality ECD services at all levels	Develop and acquire comprehensive ECD packages including IEC materials.	a) Number of ECD packages developed. b) Number of packages distributed to target recipients.	a) Documented ECD packages b) Distribution Records and Feedback	Limited accessibility Packages meet community needs
	Conduct various ECD capacity strengthening sessions.	a) Number of participants attending each session. b) Number of participants applying newly acquired skills in their ECD roles	a) Sign-in Sheets and Attendance Records b) Pre- and Post-Assessments	a) Low turnout for sessions due to competing priorities or lack of interest. b) Technical Challenges c) Participants are motivated to enhance their ECD knowledge and skills through capacity strengthening sessions. d) Availability of Resources
	Conduct mentorship and coaching to members	a) Number of members participating in the mentorship program. b) Measurable improvement in the skills and competencies of mentees.	a) Mentorship Records. b) Skill Assessment and Feedback	a) Limited Member Engagement b) Mismatched Expectations c) Member Interest in Mentorship d) Availability of Qualified Mentors
	Documentation and Promotion of members work	a) Number of Documented Works b) Number of promotional activities conducted to showcase members' work	a) Documented Works b) Media Coverage and Analytics	a) Limited Member Participation b) Misrepresentation of Work c) Member Willingness to Share Work d) Effective Communication Channels
	Conducting capacity gap analysis among TECDEN members	a) Number and nature of identified capacity gaps. b) Comprehensive Gap Analysis Report c) Percent of members participation in analysis	a) Survey and Assessment Tools b) Gap Analysis Report Review	a) Incomplete Participation b) Subjectivity in Analysis c) Member Openness to Assessment d) Objective Analysis Criteria

STRATEGIC OBJECTIVE 3: Institutional capacity strengthening for partnership and linkages for quality sustainable ECD service delivery at all levels.

STRATEGY	RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
Strengthening TECDEN's operations and sustainability.	Conduct TECDEN governance-related meetings	a) Number of AGMs meetings conducted. b) Number of Board Meetings conducted. c) Number of RCU's meetings conducted. d) Number of operational meetings conducted.	a) Meeting records and outcomes	a) Limited participation b) Effective communication encourages participation
	Procurement of TECDEN assets (land, motor vehicles, laptops, and other working tools)	a) Number of acquired assets.	a) Asset procurement records	a) Limited funding b) Funding supports asset acquisition
	Development of TECDEN's resource mobilization strategy	a) Completed resource mobilization strategy. b) Diversity of funding sources	c) Documented resource mobilization strategy. d) Donors database	e) Competitive Funding Landscape f) Stakeholder Collaboration g) Programs relevance to donors and public interest.
	Construction of TECDEN Office	a) TECDEN office in constructed	a) Documentation of construction	b) Construction delays c) Timely construction completion
	Review and develop TECDEN policies and manuals	a) Number of policies developed or reviewed b) Number of Policy / manuals reviewed	a) Documented policies and manuals	a) Ineffective policies b) Policies guide operations effectively

Strengthen TECDEN's Technical Capacity	Recruitment and retention of skilled staff	a) Number of recruited and retained staff a) Completion of Capacity Development Plan b) Impact on Organizational Effectiveness	a) HR records and performance reviews a) Documentation of Planning Process b) Training Attendance and Evaluation c) Key Performance Indicators (KPIs)	a) Staff turnover b) Recruitment and retention strategies a) Resistance to Change b) Budget Constraints c) Willingly participation of stakeholders d) capacity development plan alignment with organizational goals
	Strengthening and maintaining national and sub national ECD membership database.	a) Percentage increase in the completeness and Accuracy of member information in the database b) Frequencies of Data base updates	a) Database Audits b) Data Update Records	a) Data Security Concerns b) Member Non-Compliance c) Member Cooperation d) Effective Database Management System
	Facilitate strategic linkages between TECDEN members and with other potential actors	a) Number of linkages created	a) Documentation of collaborations	a) Limited partner engagement b) Linkages enhance collaboration
	Documentation and Promotion of ECD actors' interventions	a) Number of ECD work documented and promoted	a) Documented ECD actors' work	b) Limited documentation resources c) Documentation supports promotion

Annex II: Risk Matrix

Risk Event	Likelihood	Impact	Risk Level	Mitigation Strategies
Organizational and/or Operational risk				
Policy Changes (national and international)	Low	High	Low	Establish strong advocacy initiatives and engage policymakers . Align Network activities to the changing policies and increase understanding.
Staff Turnover	Medium	High	Low	Develop retention programs and diversify the funding base.
Technological Infrastructure Challenges	Medium	Medium	Medium	Regularly update technology, invest in IT training
Partnership -related challenges .	Medium	High	Medium High	Improving engagement with partners i.e., partnership agreement/contract/MoU and continuous monitoring, evaluation , coaching, and mentorship.
Natural disasters (e.g., COVID -19, Earth Quicks, Floods etc).	Low	High	Medium	Develop individual contingency plans and adhere to Government contingency protocols
Insufficient documentation and dissemination of ECD work.	Medium	Medium	Medium	Recruitment of the M&E personnel, Develop MERL framework.
Public Perception Challenges	Low	Medium	Low - Medium	Changing public mindset at different levels on ECD
Financial risk				
Funding Instability	High	High	High	Development of the network resources mobilization strategy.
Challenges in managing subgrantee funding	Low	High	Low	Develop a capacity -building plan.
Reputation risk				
Partners misuse of organization name /logo in activities not related to TECDEN objectives	Low	High	High	Develop network communication policy
Unethical business practices in the network and partners	Low	High	High	Proper handling of the whistle -blowing mechanism
Compliance and regulatory risk				
Government bureaucracy in priorities may delay the program.	Medium	High	Medium - High	Establish strong partnerships, actively engage with government

Annex II: TECDEN Detailed Work Plan for 2024 -2028 phase.

STRATEGIC OBJECTIVE 1: Data driven advocacy to influence policies, laws, and frameworks to improve ECD services delivery to young children 0-8 years.

STRATEGY	RESULT AREAS AND ACTIONS	RESPONSIBLE PERSONAL	IMPLEMENTATION				TIMELINE	
			2024	2025	2026	2027	2028	
Conduct Research, Surveys, situational analysis of ECD related Policies, Laws, Guidelines, Programs/Plans, practices, and Reports	Identify research topics relevant to ECD priorities	Research and Advocacy Team						
	Development of Research Terms of Reference (TOR) for research studies	Research and Advocacy Team						
	Commission research studies based on TOR.	Research and Advocacy Team						
	Development of Research report dissemination package (IEC Materials)	Research and Advocacy Team						
	Dissemination of research report	Research and Advocacy Team						
	Conduct advocacy sessions through radio and TV.	Research and Advocacy Team						
	Participate in different research and surveys related to ECD	Research and Advocacy Team						
	Conduct deep dive analysis of research and studies conducted by others	Research and Advocacy Team						
Advocate for ECD financing at all levels	Promoting Public ECD financing at national and local government authority's level	Finance and Advocacy Team						
	Promoting PPP for ECD financing at all levels	Finance and Advocacy Team						
	Strengthening ECD actors' capacity to promote and monitor social accountability for ECD financing at all levels							
	Strengthen ECD Monitoring Evaluation Accountability Results and Learning (MEARL) systems	MERL and Research Team						
Establishment of national and regional ECD learning hubs	Documentation of best practices and learning resources in relation to ECD.	MERL and Research Team						
	Develop and management of ECD learning platforms among wide range of stakeholders.	MERL and Research Team						
Conduct strategic advocacy interventions	Conduct advocacy interventions with various decision makers (parliamentarians MDAs, regional, religious leaders' and Traditional leaders)	Advocacy Team						
	Engage in national, regional, and global ECD related events for advocacy and learning purposes.	Advocacy Team						

STRATEGIC OBJECTIVE 2:Members and other ECD actors' capacity to promote investment in early childhood development Strengthened

STRATEGY	RESULT AREAS AND ACTIONS	RESPONSIBLE PERSONAL	IMPLEMENTATION TIMELINE			
			2024	2025	2026	2027 2028
Institutional Capacity building to TECDEN members and other ECD actors to deliver quality ECD services at all levels	Developa nd acquire comprehensiv eE CD packag es including IEC material s	Community Mobilization Team				
	Conductvarious ECD Capacitys trengthening sessions.					
	Conduct mentorship and coaching to members	Capacity Building Team				
	Documentation and Promotion of members work					
	Conducting capacity gap analysis among TECDEN members					

STRATEGIC OBJECTIVE 3: Institutional capacity strengthening for partnership and linkages for quality sustainable ECD service delivery at all levels.

STRATEGY	RESULT AREAS AND ACTIONS	RESPONSIBLE PERSONAL	IMPLEMENTATION TIMELINE			
			2024	2025	2026	2027 2028
Strengthening TECDEN's operations and sustainability.	Board Meeting	TECDEN Operations Team				
	AGM					
	RCU Meeting					
	Procurement of Vehicle					
	Land					
	Laptops					
	Camera					
	Projector					

Strengthen Capacity	TECDEN's Technical	Construction of TECDEN Office						
		Development of TECDEN's resource mobilization strategy						
		Review and develop TECDEN policies and manuals						
		Recruitment and retention of skilled staff						
Create linkages and strengthening partnership and coordination with ECD actors		Designing and implement organizational capacity development plan	Human Resources Team					
		Strengthening and maintaining national and sub national ECD membership database.						
		Facilitate strategic linkages between TECDEN members and with other potential actors						
		Documentation and Promotion of ECD actors' interventions						
		Partnership and Linkages Team						



Annex I: Detailed Result Framework for 2024- 2028 Phase.**STRATEGIC OBJECTIVE I:** Data driven advocacy to influence policies, laws, and frameworks to improve ECD services delivery to young children 0-8 years.

Strategy	RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	BASELINE	TARGET	YR 1	YR 2	YR 3	YR 4	MEANS OF VERIFICATION
Conduct Research, Surveys, situational analysis of ECD related Policies, Laws, Guidelines, Programs/Plans, practices, and Reports	Identify research topics relevant to ECD priorities	a) Number of identified research topics.	0	15	3	3	3	3	a) List of relevant research topics reviewed
		b) Relevance of research topics to ECD priorities	0	10	2	2	2	2	b) Approved list of ECD research topics
	Development of Research Terms of Reference (TOR) for research studies	a) Number of Research TOR developed.		2		1		1	a) Approved TOR documents.
		a) Number of commissioned studies.		2		1		1	a) Consultant contracts. b) Research reports.
	Development of Research report dissemination package (IEC Materials)	a) Number and type of IEC materials developed.		2000		1000		1000	a) Evaluation of IEC materials by target audience.
		a) Number of dissemination events conducted.		20		10		10	a) Event documentation and attendance records.
	Dissemination of research report	b) Number of stakeholders engaged		2000		1000		1000	b) attendance list
		C) Number and type of media engaged		20		20		20	c) Media coverage reports
		a) Number of advocacy sessions covered		25	5	5	5	5	a) Recorded sessions and audience feedback.
	Conduct deep dive analysis of research and studies conducted by others	a) Number of researches and surveys participated		5	1	1	1	1	a) Documentation of participation in research initiatives.
		a) Number of researches analyses conducted.		5	1	1	1	1	a) Analytical reports on external research.
Promoting Public ECD financing at national and local government authority's level.		a) Number of the public financing strategy/framework		1				1	a) Documented financing strategy

Advocate for ECD financing at all levels	Promoting PPP for ECD financing at all levels	a) Number of advocacy meetings conducted	10		23	32		a) Advocacy records and responses
		b) Number of regions reached	26		10	86		b) Advocacy report
	Strengthening ECD actors' capacity to promote and monitor social accountability for ECD financing at all levels	a) Number of ECD actors who have undergone capacity-building programs	250		50	50	50	a) Documented Training Sessions
	Strengthen ECD Monitoring Evaluation Accountability Results and Learning (MEARL) systems. I	a) Number of recruited personnel	2		11			a) HR records and performance reviews
	Documentation of best practices and learning resources in relation to ECD	a) Number of documented ECD best practices	20		44	44	4	a) Published best practices
Establishment of national and regional ECD learning hubs	Develop and management of ECD learning platforms among wide range of stakeholders.	a) # of functional ECD data management systems support	21			1a		b) Documentation of the system
	Conduct meetings with various decision makers (parliamentarians MDAs: regional, religious leaders' and Traditional Leaders)	a) Number of advocacy meetings conducted	50		10	10	10	a) Meeting records and outcomes
	Engage in national, regional, and global ECD related events for advocacy and learning purposes.	a) Number of ECD related events engaged	25		55	55		a) Events records, reports and outcomes

STRATEGIC OBJECTIVE 2: Members and other ECD actors' capacity to promote investment in early childhood development Strengthened.

STRATEGY	RESULT AREAS AND ACTION S	PERFORMANCE							MEANS OF VERIFICATION
		INDICATORS							
Institutional Capacity	Develop Review ECD packages	a) # of ECD packages developed	10		55				a) Documented ECD packages
	Identify and train the National ECD TOT team	a) # of ECD trained ToTs	100		10	40	30	20	a) Training report
	Establish and maintain ECD TOT database	a) ECD TOTs in place	100					100	a) Database records

building to TECDEN members and other ECD actors to deliver quality ECD services at all levels	Conduct various ECD capacity-building sessions	a) Number of capacity-building sessions conducted	5	1	1	1	1	1	a) Session records and feedback
	Develop and acquire ECD IEC package	a) # of IEC package developed a) # of IEC package acquired	20 15	4	4	4	4	4	a) Documented IEC materials b) Available IEC materials acquired
	Capacity gap analysis, coaching, mentorship and documenting TECDEN members works	a) Number of members participating in the mentorship program b) Number of Documented Works c) Number and nature of identified capacity gaps	590 50 10	90	100	120	130	150	a) Mentorship Records a) Documented Works Repository a) Survey and Assessment Tools

livery at all levels.

STRATEGIC OBJECTIVE 3: institutional capacity strengthening for partnership and linkages for quality sustainable ECD service de

STRATEGY	RESULT AREAS AND ACTION S	PERFORMANCE INDICATOR S	Quantitative Data	Qualitative Data	Means of Verification			
Strengthening TECDEN's operations and sustainability.	Conduct TECDEN governance related meetings	a) Number of AGMs conducted	15	1	1	1	a) Meeting Minutes	
		a) Number of Secretariat meetings conducted	60	12	12	12	12	b) Meeting Minutes
		# of board meetings conducted	20	4	4	4	4	c) Meeting Minutes
		# of RCU meetings conducted	5	1	1	1	1	d) Meeting Minutes
	Procurement of TECDEN assets (land, motor vehicles, laptops, and other working tools)	# of plots procured	1	1				a) Asset register
		# of vehicles procured	2	1	1	1	1	b) Asset register
		# of laptops procured	10	5	5	5	5	c) Asset register
		# of chairs and tables procured	10	5	5	5	5	d) Asset register
	Development of TECDEN's resource mobilisation strategy	# of cameras procured	1	1			1	e) Asset register
		# of projector procured	1				1	e) Asset register
Strengthen TECDEN's Technical Capacity	Development of TECDEN's resource mobilisation strategy	a) Resource Mobilization Strategy	1	1			a) Documented Resource Mobilization Strategy	
	Construction of TECDEN Office	a) TECDEN office constructed	1			1	a) Documentation of construction	
	Review and development of TECDEN organizational policies and manuals.	a) Number of policies/manuals developed	3	1	1	1	a) Documented policies and manuals	
		b) Number of policies/manuals reviewed	5	1	1	1	1	a) Documented policies and manuals
	Recruitment and retention of skilled staff	a) Number of recruited and retained staff	15	3	3	3	3	a) HR records and performance reviews
Designing and implement organizational capacity development plan	a) Number of capacity development programs conducted	5	1	1	1	1	a) Training records and staff feedback	

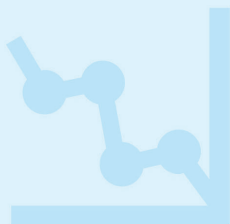
Create linkages and strengthening partnership and coordination with ECD actors	Strengthening and maintaining national and sub national IECD membership database	a) Percentage increase in the completeness and Accuracy of member information in the database			15% Every Year	15%	15%	15%	15%	a) Database Audits
		b) # of EC D actors by domains	460	700	480	520	590	650	700	b) Data Update Records
		c) # of mapping exercises conducted		5	1	1	1	1	1	a) Documentation of mapped actors
		a) Number of linkages created		10	2	2	2	2	2	
	Facilitate strategic linkage between TECDEN members and with other potential actors									a) Documentation of collaborations
		a) # of ECD works documented and promoted		10	2	2	2	2	2	a) Documented ECD actors' work

MAIN ACTIVITIES	SUB-ACTIVITIES	Year 2024	Year 2025	Year 2026	Year 2027	Year 2028	Total (TZS)
Conduct Research, Surveys, situational analysis of ECD related Policies, Laws, Guidelines, Programs/Plans, practices, and Reports	SP Objective 1: Data driven advocacy to influence policies, laws, and frameworks to improve ECD services delivery to young children 0-8						
	Identify research topic	-	-	-	-	-	-
	Development of research TOR	-	-	-	-	-	-
	Commissioning of research study	-	100000000	-	120000000	-	220000000
	Development of dissemination package (IEC materials)	-	85000000	-	90000000	-	175000000
	Dissemination of research report	-	220000000	-	220000000	-	440000000
	Conduct radio and TV advocacy sessions	75500000	78550200	81723628	85025263	88460283	409259374
	Participate in different research and surveys related to ECD	200000000	20808000	21648643	22523248	23433188	108413079
	Conduct deep dive analysis of research and studies conducted by others	10000000	10404000	10824322	11261624	11716594	54206540
	Advocate and support development of public financing strategy/framework	-	-	-	-	-	-
Advocate for ECD financing at all levels	Advocating for public financing at national and sub-National level	110000000	114444000	119067538	123877866	128882532	596271936
	Recruitment of the MERL Personnel	500000	-	-	-	-	5000000
	Develop TECDEN M&E framework	25000000	-	-	-	-	25000000
	Documentation and publication of ECD best practices	50000000	52020000	54121608	56308121	58582969	271032698
	Support development and execution of National ECD data management information system	48000000	49939200	51956744	54055796	56239650	260191390
Conduct strategic advocacy interventions	Conduct meeting with various decision makers (parliamentarians MDAs, regional, religious leaders' and Traditional leaders)	-	-	-	-	-	-
	Engage in national, regional, and global ECD related events for advocacy and learning purposes.	90000000	93636000	97418894	101354618	105449344	487858856
		68000000	7074720	7360539	7657904	7967284	8289162
		440300000	881876120	488781377	938528144	472764560	3208375481
SP Objective 2: Members and other ECD actors' capacity to promote investment in early childhood development Strengthened.							
Institutional Capacity building to TECDEN members and other ECD actors to deliver quality ECD services at all levels	Develop ECD packages	85000000	-	92006734	-	99591047	276597781
	Identify and train National team	80000000	83232000	86594573	90092994	93732750	433652317
	Establish and maintain ECD TOT	-	-	-	-	-	-
	Conduct various ECD capacity	132500000	137853000	143422261	149216521	155244868	718236650
	To develop and acquire ECD IEC	72000000	74908800	779351116	81083694	84359475	390287085
	Conducting capacity building to TECDEN members to various issues	175000000	182070000	189425628	197078423	205040392	948614443
	Conduct mentorship and coaching to	30000000	31212000	32472965	33784873	35149871	162619619

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Appendix 6: References

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