



ADDIS ABABA CITY ADMINISTRATION OFFICE OF THE MAYOR



CHILDREN: THE FUTURE HOPE OF ADDIS ABABA
EARLY CHILDHOOD DEVELOPMENT PROGRAM

ROAD MAP

(2023-2025)

STRATEGIC PROGRAMS MANAGEMENT OFFICE

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ADDIS ABABA, ETHIOPIA

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Abbreviations and Acronyms

- AACA:** Addis Ababa City Administration
- BoQs:** Bill of Quantities
- BVL:** Bernard van Leer
- BWP:** Big Win Philanthropy
- C & I:** Conceptualization and Introduction
- C-FHA:** Children: The Future Hope of Addis Ababa
- CoE:** Centre of Excellence
- CREC:** Community-run ECD Centers
- EAPS:** Expanded Access to Preschools
- ECD:** Early Childhood Development
- FHA:** Future Hope of Addis Ababa
- ICT:** Information and Communication Technology
- LtruP:** Learn Through Play
- M & S:** Mainstreaming
- MEL:** Monitoring, Evaluation and Learning
- MoE:** Ministry of Education
- P & M:** Piloting and Modelling
- PCs:** Parental Coaches
- PESTEL:** Political, Economic, Social, Technological, Environmental and Legal Factors
- PFDCCs:** Publicly-Financed Edu-care Centers
- PMO:** Program Management Office
- SBCC:** Social and Behavior Change Communication
- S-Up:** Scaling up
- SWOT:** Strengths, Weaknesses, Opportunities and Threats

Foreword

As we strive to build the new face of our city in line with the motto of 'to leave no one behind,' we have committed ourselves to transforming Addis Ababa into a city where children can develop to their full potential! Consequently, we have envisioned and made impressive progress in promoting and expanding the Early Childhood Development (ECD) program: Children: The Future Hope of Addis Ababa. We strongly believe that, by doing so, we are laying the foundations of a beacon of national prosperity. This is because the Addis Ababa City Administration recognizes that the risk of poor developmental outcomes remains extremely high in our city and that it is affecting most children under five years old. Therefore, our City Administration has started implementing this ECD program with the commitment to enable every child to have a better start to life and, above all, hope to grow in a harmonized environment that promotes and stimulates the development of their full potential.

In this regard, our progress over the last three years has been very significant and put us on track to achieve great success. The piloting and modeling of the initiatives within the program have been very successful and adequate lessons have been learnt. Our committed and dedicated leadership and governance, the coordination of multisectoral efforts, and intensive investment by the government, partners and the community at large have grown and matured to drive the execution of the program. The ECD initiatives are expanding and developing their full scale and mainstreamed implementation process. Our newly organized strategic Programs Management Office is now in a position to steer and coordinate the new phase of program implementation.

The City Administration recognizes that achieving the target of reaching every child in Addis with ECD initiatives needs a clear road map with a scope of 3-5 years that serves as a platform to strategically lead the program, coordinate efforts and ensure efficient and effective implementation. Today, we have reached the significant milestone of completing this road map, which serves as a continuation of the implementation process of the past three years. We believe that this road map stands as a strategic document that narrates and strategizes the full-scale implementation of our ECD initiatives, as well as declares our due commitment towards children's development.

This road map also serves the purpose to guide, coordinate and organize our upcoming efforts. It is a reflection of our vision and an invitation to all stakeholders to get to know our aspirations, actions and demands so that they can share in our vision and collaborate with us to turn it into reality. As a result, we strongly believe that this road map can help all stakeholders identify their potential roles and contribute to the success of the program.

Therefore, I cordially urge all parties to join hands and exert their efforts to attain the successful implementation of our program: Children: **The Future Hope of Addis Ababa.**



ADANECH ABIEBIE

MAYOR, ADDIS ABABA CITY

Background

In countries like Ethiopia, where breaking the vicious circle of poverty requires strategic interventions, investments in Early Childhood Development (ECD) are critical for the prospects of future generations. When used strategically, these investments can impact the demographic dividend and fuel inclusive economic growth. In Addis Ababa – a city where widespread poverty has become a source of many other ills, strategic investments in ECD can yield multifaceted benefits.

Addis Ababa, as the capital and largest city of the nation, is expected to have 6.5 million residents in 2025, about 20% of whom (~1.3 million) will be children between the ages of zero and six years. Yet, for many reasons, the city has so far failed to adequately serve this proportion of the population. These include – in addition to an inadequate level of services and relevant infrastructures – a lack

of due attention to early childhood development and, thereby, a lack of political commitment and subsequent leadership and investments.

To reverse this situation and transform the city into an icon of prosperity, the Addis Ababa City Administration (AACAA) launched the Children: The Future Hope of Addis Ababa program in 2019. This ECD program is a comprehensive, integrated, multisectoral program that aims to ensure that 1.3 million children under six years old are developmentally on track in health, learning and psychosocial wellbeing by 2030. While striving to provide universal access to comprehensive ECD services for all children, the program adopts a model of intensified support for children from 330,000 low income and vulnerable households – ensuring that all children in the city have the best start in life to create a better future for them and for Ethiopia.

Although the program has been operating in a pilot phase since July 2019, its implementation has been intensified and institutionalized across the city from August 2022. This institutionalization, in particular, is instigated by the mayor's commitment and political direction to make ECD the City Administration's prior initiative and endorse the establishment of the ECD Program Management Office (PMO). For an ambitious program pivoted on a multisectoral implementation approach, effective coordination and program management, as well as timely tracking of performance are crucial for the attainment of the expected outcomes. The program has also suffered from delays in the implementation of planned activities and targets since its inception. To accelerate the pace of implementation, the mayor has committed to establishing a PMO to promote

effective coordination between and among the implementing sectors, track performance, measure success, identify program risk and develop course correction plans as necessary. In a nutshell, the PMO is responsible for representing the mayor and leveraging political leadership in order to effectively lead the day-to-day activities and organize the parties engaged in the implementation of this ECD program and the mayor's other strategic programs.

The PMO has developed this road map after identifying the need for establishing clear directions for the execution of the Addis Ababa ECD program and the strategic implementation of its initiatives based on the most advanced project management concepts.

Vision

By 2026, the AACA aspires to see

“

All children in Addis Ababa have the best start in life and a holistic development that empowers them to create a better future for themselves and for Ethiopia.

”

Mission

To fulfill the aforementioned vision for Children: The Future Hope of Addis Ababa (C-FHA), the ECD program is mandated to:

- ensure that every child in Addis Ababa reaches their full development potential;
- ensure that every child in Addis Ababa enjoys their full rights of living in an environment that enables holistic development through the effective implementation of integrated and holistic ECD care at all service points;
- ensure that the city has prioritized investing in the future of its children and has mainstreamed ECD within its governance system.

Guiding Principles

The implementation of **Children: The Future Hope of Addis Ababa** is underpinned by the following key guiding principles:



ACCESSIBILITY

No one must be left behind and all children must have equal and adequate access to ECD services regardless of their geographical location, economic status, identity, etc.



EQUITY

Any differences that may result in reduced opportunity for ECD care – whether rooted in social, economic, geographic, or demographic factors – must be addressed fairly and in such a way that none of these factors is allowed to cause any major difficulties in delivering the needed care.



QUALITY

All interventions and plans targeting children's growth and development must be safe, effective and efficient, child-centered, age appropriate, and timely.



UNIVERSAL COVERAGE

Care must be administered in keeping with the City Administration's commitment to reach every child with ECD care by 2026.



RESILIENCE

All ECD care components being provided at city administration level must be provided to all children, taking into consideration any difficulties and emergencies that might arise and must include contingency plans for fast and full recovery.

Objectives

The general objective of the road map is to present a guiding document for the implementation of the C-FHA program. Therefore, the road map aims to:

- Conceptualize and define the strategic components of the C-FHA program
- Raise the awareness and frame the commitments of all parties
- Provide strategic directions and goals for ECD care provision in the city for the coming 3 years within the framework of universal ECD coverage, and ensure that every child can access opportunities to thrive and develop
- Strategically guide and govern the implementation of the program
- Coordinate the efforts of all stakeholders
- Guide the operational activities of all implementing parties.



Scope

This road map sets strategic directions and activities for the implementation of the C-FHA program in Addis Ababa for the coming three years (2023-2026). It focuses on children aged zero to six years, and addresses the provision of care services delivered by various sectors (education, health, women and social affairs, etc.) that ensure their holistic development – from birth onwards. Each of these ECD services follows a specific program and action plan.

This road map is the overarching political and technical document that governs both the C-FHA program and all other city-wide ECD interventions. It is designed to be utilized by all parties of the city who intend to implement or support the ECD program for the coming three years.

Conceptual Framework

The conceptual framework of the C-FHA program shown below in Figure 1 – based on the baseline survey conducted in 2021 – indicates factors affecting children’s holistic development and the planned interventions of the C-FHA program. It clearly lays out the key problems, major interventions and their implementation plans, and the intended output.

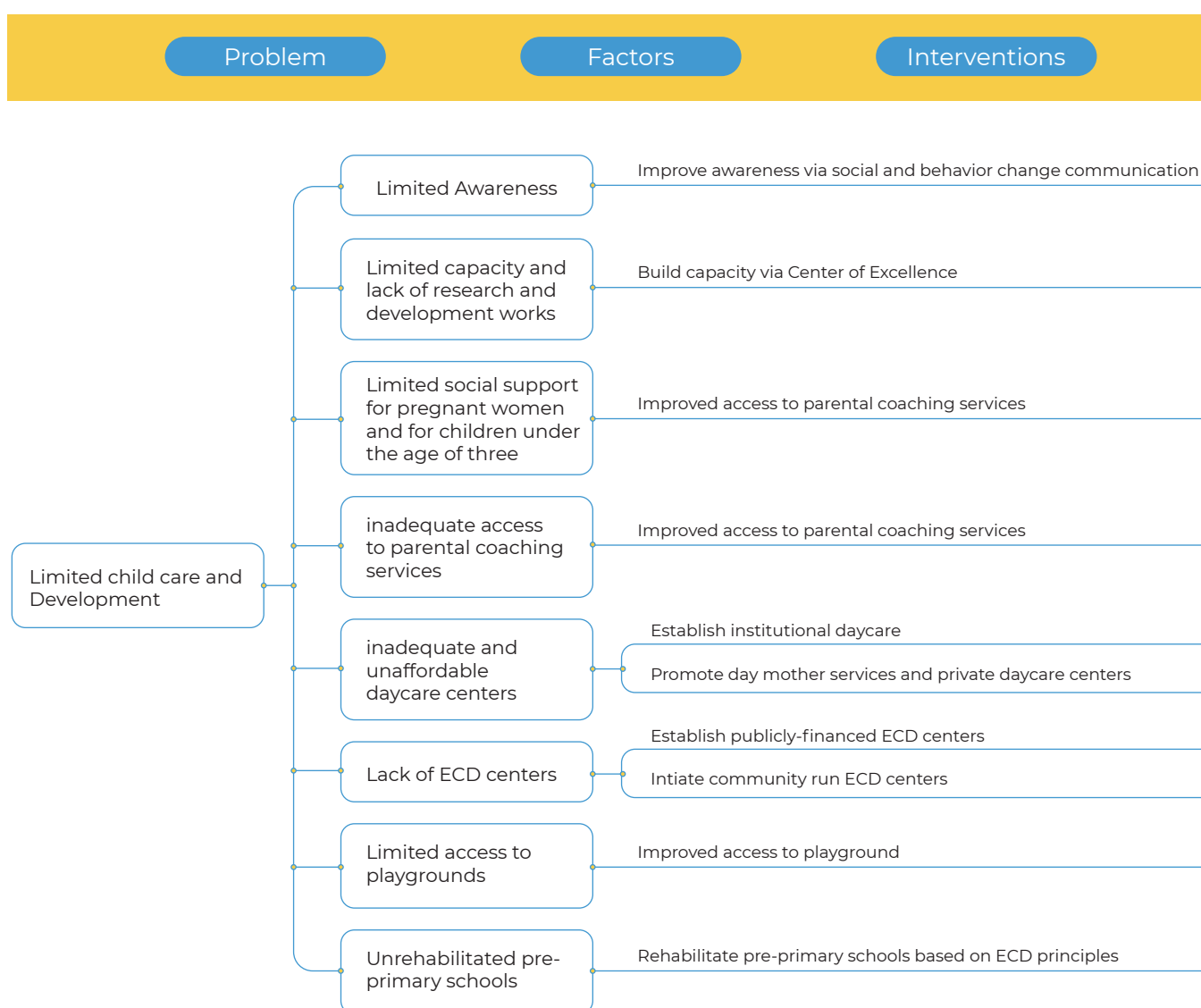


Figure 1. AA ECD Program Conceptual Framework

Program Rationale

Early brain development is crucial for children's ability to learn and for their emotional and physical health. From birth, a child's brain starts developing at a very rapid pace, reaching 80% of its total development by the age of three¹. This indicates the need for increased focus and investment in early childhood development, and Addis Ababa is not exceptional to this.

Research has proven that more than half of the total number of children under the age of five in low- and middle-income countries do not achieve their full potential at adulthood. In Ethiopia, as the Ethiopian Demographic Health Survey (2019) findings indicate, 11% of children aged five and under have stunting problem. It is scientifically proven that adequate ECD care delivery to vulnerable populations has considerable positive effect in preventing stunting, especially when combined with nutritional therapy.

In addition to curbing the stunting problem, the Addis Ababa ECD program is backed by the evidence that investing in the early years has been proven to be the most effective method for poor and vulnerable societies to break the cycles of poverty and vulnerability. This has been demonstrated in two ways: First, early childhood development allows children's brains to fully develop and, as a result, unlocks the full potential of their physical and cognitive abilities – helping them to grow into productive and prosperous adults later in life. Second, ECD programs empower

all members of the family, mainly mothers who become able to access opportunities for self-care and for income-generating activities, as well as face reduced healthcare costs. Decades of research have also shown that children's early experiences in life have a lasting impact on their likelihood of enjoying good health and success in school, work, and life. A study conducted by Nobel Laureate Professor James Heckman indicates that investing only \$1 in one child's early development can yield returns between 7 and 10% per year in increased school attendance, career achievement, reduced cost in remedial education, health and criminal justice, and more – even during economic crises².

Inspired by the benefits of ECD and its potential to impact human capital and the economic trajectory of the country, the AACA has launched a comprehensive integrated multisectoral ECD initiative. This initiative, represented by the C-FHA program, is built on the belief that investments in ECD are critical to the prospects of the next generation in Ethiopia in general and Addis Ababa in particular. It aims to create a major boost for the country's ambition to make significant progress in achieving child survival goals.

To deliver on the program's ambitions, the City Administration has prioritized six key strategic initiatives proven to impact children's growth and developmental outcomes.



¹ Gilmore JH, Lin W, Prasatwa MW, et al. Regional gray matter growth, sexual dimorphism, and cerebral asymmetry in the neonatal brain. *Journal of Neuroscience*. 2007;27(6):1255-1260

² Nowakowski RS. Stable neuron numbers from cradle to grave. *Proceedings of the National Academy of Sciences of the United States of America*. 2006;103(33):12219-12220

³ Rakic, P. No more cortical neurons for you. *Science*. 2006; 313:928-929.

⁴ James J. Heckman. "The Heckman Equation. The Economics of Human Potential" <https://heckmanequation.org/the-heckman-equation/>

Situational Analysis

The following brief summary of the C-FHA program-based SWOT analysis (Table 1) is conducted to define the contexts in which the program operates. It is the result of a rapid appraisal based environmental scanning. It partly indicates the strategic managerial issues the leadership team should focus on. However, the fully-fledged environmental scan and the report are separately compiled. These resulted in the identification of the key strategic initiatives of the C-FHA program that are detailed below.

Table 1. C-FHA, SWOT analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> - ECD implementation has been rolled out for the past three years. - Resource mobilization has incrementally improved over the last years. - Remarkable gains have been achieved throughout the program's implementation period. - An ECD workforce and skill mix have been established at the PMO and improved upon. - The existence of a program planning, monitoring and evaluation system. - The training of ECD-PCs workers. 	<ul style="list-style-type: none"> - ECD care awareness and practice is low in the city, and ECD advocacy is poor and inconsistent. - The community engagement platform is weak. - The focus is only on the survival aspect of newborns and on child health programs, but doesn't include the essential thriving aspect. - Poor ECD service infrastructures. - Accessibility gap in daycare, playgrounds, reading corners, and other facilities. - Inadequate resources allocated for ECD initiatives. 	<ul style="list-style-type: none"> - Political commitment and coordination of higher-level leaders. - Growing engagement and commitment of partners. - Strengthening efforts for multisectoral collaboration. - Putting women's empowerment at the top of the political agenda - An enabling policy environment and the SDG achievement programs. - The expansion of private daycare centers. - Adequate global practices and experiences on ECD. - Expanding access to mobile phone and other technologies (ICT). 	<ul style="list-style-type: none"> - Emerging public health emergencies, such as the COVID19 pandemic; and natural disasters, such as flooding. - Financial instability at community, users level i.e., macro- and micro-economic challenges. - Cumbersome bureaucracy. - Competing priorities and the resource intensive nature of ECD initial investments.

Conceptualizing the Key Strategic Initiatives and Cross-Sectoral Enablers

Table 2. The six key strategic initiatives and four cross-sectoral enablers

<p>01 Parental coaching, health and social support services</p> <p>The program delivers parental coaching and house visits to improve the provision of nurturing care, child health and nutrition, and to reduce the stunting rate in the city.</p>	<p>02 Community-run ECD centers</p> <p>Centers provide access to indoor and outdoor learn-through-play facilities for children, and give parents and caregivers access to support from social workers on providing nurturing care.</p>	<p>03 Publicly-financed daycare centers</p> <p>There are two types of daycare centers. The first type consists of centers financed by the government that aim to serve low-income households and homeless mothers and that are mainly built in poor localities. These centers provide access to secure playgrounds and offer care for the healthy development of children of poor households. However, children from well-off households can also benefit from the centers' services for a reasonable fee.</p> <p>The second type of daycare centers consists of those established by government offices within their compounds and serve the children of civil servants. The government offices cover the expenses needed to establish the centers. The service is free of charge, but transport and food must be provided by the parents.</p>
<p>04 Access to quality preschools</p> <p>The program will create and expand access to quality preprimary education for four- to six-year-old children. It will develop standardized guidelines, create model preschools, and provide materials and training.</p>	<p>05 Learning through play</p> <p>The program will change the way families with young children live, play and interact with their environment by creating green sites and playgrounds, establishing "closed-road" sessions on Sundays and increasing access to sports and learn-through-play activities.</p>	<p>06 Center of Excellence</p> <p>The City Administration is establishing a world-class national and continental Center of Excellence. It will support ECD workforce development in Ethiopia and become a leadership hub for ECD in Africa.</p>
<p>i Effective cross-sectoral governance</p>	<p>ii Improved regulatory system</p> <p>iii Effective communication & advocacy</p>	<p>iv Measurement, learning, accountability and data for decision-making</p>

The Strategic Objectives

The strategic goal of the C-FHA program is to develop and implement a comprehensive approach to address the developmental needs of children with intensified support for vulnerable families and children. To reach this goal, the C-FHA program aims to ensure the following strategic objectives, while taking into account the aforementioned key strategic initiatives:

- Deploy 5000 parental coaches
- Transform 101 public health centres
- Support targeted 330,000 households and 330,000 children
- Transform 1009 pre-primary schools
- Launch 36 read-to child campaigns
- Develop 121 Sunday closed streets for play
- Develop 12,000 playgrounds
- Develop 242 publicly-run ECD centres
- Develop 200 community-run ECD centres
- Develop 172 institution-based daycare centres
- Initiate 316 day mother daycare centres
- Develop SBCC strategies and produce respective SBCC materials
- Establish data hub and dashboard systems.



Initiatives-Activities-Strategies-Targets Matrix

Table 3. The six key strategic initiatives

Key Strategic Initiative 1: Parental Coaching, Health, and Social Support

Concept

This key initiative involves regular house visits through the deployment of trained and coached parental coaches. This is considered a perfect approach to provide nurturing care for children from birth to age six through coaching and mentoring parents and caregivers. Moreover, any major social, health and development needs will be addressed through the relevant health and social support mechanisms.

Major services and activities	Implementation strategies	Targets and KPIs
<p>A Deployment of 5000 parental coaches to undertake the following key activities:</p> <ul style="list-style-type: none"> • Sensitization and capacity building of parents. • House-to-house visits coupled with coaching and mentoring services to parents and care. • Coaching provided by PCs to day caregivers working in daycares within the catchment area. • Support through a family health team. Any needs associated with health and social problems will be addressed through higher level health referral services and supplementary feeding. • Platforms of social discussions and peer learning between parents organized by the PCs and family health team. 	<ul style="list-style-type: none"> • Bimonthly household visit by the PCs. • Capacity building training for health workers. • Direct support through supplementary feeding. • Organized referral system from households to hospitals within the catchment area. 	<ul style="list-style-type: none"> • 5000 PCs and 128 supervisors trained and deployed in 4900 residential blocks, reaching the 330,000 households. • Refreshment trainings for the 5000 PCs and 75 supervisors. • Biweekly visits to the 330,000 households. • 101 health centers transformed and 2700 health professionals trained. • 2700 health professionals engaged in refreshment trainings. • 32,000 households and 38,000 children benefited from the direct support of supplementary feeding. • 15,000 children linked to the health referral system. • 150,000 children's developmental milestone assessment every quarter. • 15,000 children stunting assessment.
<p>B Transforming the MCH services at health centers through:</p> <ul style="list-style-type: none"> • Training 2700 health professionals working at health centers. • Refreshment trainings for the 2700 trained health professionals. • Transforming 101 health centers, 10 public hospitals and 50 private health institutions to establish play boxes, acquire ECD-based MCH services, etc. 		
<p>C Provision of supplementary feeding:</p> <ul style="list-style-type: none"> • 32,000 targeted vulnerable households will be provided a direct support through supplementary feeding. 		
<p>D Provision of referral health services:</p> <ul style="list-style-type: none"> • The anticipated 15,000 underdeveloped children identified during the household visits will be referred to the higher health institution. 		
<p>E Conduct quarterly developmental milestone assessments at the HCs for children under 3 years old.</p>		
<p>F Conduct quarterly stunting assessments for children under 5 years old.</p>		

Key strategic initiative 2: Community-run ECD Centers (CREC)

Concept

The community-run centers are integrated ECD service centers where access to indoor and outdoor play facilities for children, parents and caregivers is provided. The aim is to establish ECD centers (preferably in condominium sites) where children receive quality edu-care services, and access reading facilities, as well as indoor and outdoor play facilities, and where parents can come together to socialize, discuss parental issues, and receive advice and support from parental coaches and social workers.

Major services and activities	Implementation strategies	Targets and KPIs
<p>A Capacity building through sensitization and awareness raising:</p> <ul style="list-style-type: none"> Consultative meetings with community leaders. <p>B Enactment of directives to make the CRECs mandatory in condo sites and real estates:</p> <ul style="list-style-type: none"> Consultation with the Bureau of Housing Development, Construction and Design. Regulate the establishment of CRECs <p>C Development of ECD centers:</p> <ul style="list-style-type: none"> Integrated centers with edu-care, reading corners, playgrounds and social spaces. <p>D Provision of parental coaching services:</p> <ul style="list-style-type: none"> Monthly visits by the PCs and FHT 	<ul style="list-style-type: none"> Sensitization and capacity building for leaders of condominium associations. Making CRECs mandatory in newly-developed condominiums and real estates. Establishing community-run edu-care centers. Equipping the CRECs. Monthly site visits by PCs. Condominium sites, residential areas and low-income neighbourhoods are the major target areas for CRECs development. The services will be delivered based on the principles of cost recovery and cross subsidization by including feeding programs, and job creation and women's empowerment programs. 	<ul style="list-style-type: none"> 60 forums and workshops conducted with 678 condominium associations. Enactment of legislation by the AACA that makes the establishment of CRECs mandatory during the design phase of condos and real estates. 1200 visits per year to the CRECs by the PCs. 200 CRECs established and equipped with edu-care, playground, reading corners and social space materials to benefit 57,019 children under the age of 3.

Key strategic initiative 3: Publicly-Financed Daycare Centers

Concept

These are centers that provide child care for low-income working parents, mothers engaged in child rearing and homeless mothers. The City Administration is responsible for establishing the centers and covering the related expenses. These centers serve the purpose of not only providing child care /ECD services but also enhancing women's empowerment, and the productivity, employment opportunities and livelihoods of parents., women empowerment and employment opportunities. They offer children a safe environment to play and receive developmental support. They provide day-long care and support services to children between the ages of 7 months to 4 years.

If capacities allow, other members of the communities can also be served.

Daycare centers will also be established in government offices to cater for the children of the civil servants working in those offices.

Major services and activities	Implementation strategies	Targets and KPIs
<p>A Publicly-financed daycare services:</p> <ul style="list-style-type: none"> Edu-cares established and administered by local governments and aimed at serving the poor and underserved populations. If space is available, the centers could accommodate children from well-off households for a reasonable fee. The centers can be upgraded to publicly-run ECD centers. <p>B Institution-based daycare centers:</p> <ul style="list-style-type: none"> All public institutions are obliged to establish and equip daycare centers in order to serve their 170,000 public servants. <p>C Other centers:</p> <ul style="list-style-type: none"> Daycare services by private institutions, NGOs and day mothers. 	<ul style="list-style-type: none"> Transforming daycare centers into edu-cares. Public institutions establish and finance daycare centers to serve their employees. The City Administration and respective local governments establish daycare centers serving the poor and underserved populations. The centers could also serve children from well-off households for a reasonable fee. Kebele houses in slum areas and youth centers and other government facilities are targeted. Private institutions are also encouraged to establish edu-care centers. The centers will be financed by subsidizing through direct financing, cost recovery, feeding programs, and employment creation and women's empowerment programs. 	<ul style="list-style-type: none"> 316 day mother services will be established and capacitated by passionate mothers to serve about 1264 children. 20 NGOs will be established to benefit 6000 children. 50 private businesses will be strengthened to benefit 2500 children. 172 institution-based centers will be established to serve around 8600 children of public servants. 242 publicly-financed centers will be established to serve 36,300 children per year.

Key strategic initiative 4: Transforming the pre-primary schools

Concept

This intends to expand access to pre-primary schools into play-based education targeting children aged four to six years. This process is about transforming the classical approach of preschools into a play-based teaching-learning one.

Major services and activities	Implementation strategies	Targets and KPIs
<p>A Developing school transformation strategies and plans:</p> <ul style="list-style-type: none"> • A pre-primary school transformation plan. • The development of pre-primary schools based on ECD developmental milestones and monitoring systems. <p>B Teachers and school leadership capacity building programs:</p> <ul style="list-style-type: none"> • Provision of capacity building trainings. <p>C School facilities development:</p> <ul style="list-style-type: none"> • Renovation and restructuring of schools' physical environment. <p>D Equipping schools:</p> <ul style="list-style-type: none"> • Provision of preschool materials/production of new materials. <p>E Capacity building for private and other pre-primary schools:</p> <ul style="list-style-type: none"> • Provision of capacity building trainings to private and other pre-primary school teachers and directors. 	<ul style="list-style-type: none"> • Technical support to the BoE so that it will be able to develop transformation plan • Technical support to develop ECD developmental milestones monitoring systems for the schools. • Finance teachers, directors and supervisors' trainings. • Finance and technical support to enhance school facilities' development. • Finance school equipment. • Finance teachers' trainings at private and other schools. 	<ul style="list-style-type: none"> • Transformation plan developed by the Bureau of Education • ECD developmental milestones monitoring systems for schools created. • 15,000 teachers (from public and private schools), and 1500 directors and supervisors trained. • 578 supervisors and experts trained. • 1098 schools transformed to model-like schools. • 221 public schools provided with necessary equipment

Key strategic initiative 5: Learn Through Play

Concept

The establishment of play infrastructures that help to change the way families with young children live, play and interact with their environment. This is achieved by using public spaces to create experiences that contribute to the mental and social development of the participating children.

Major services and activities	Implementation strategies	Targets and KPIs
<p>A Capacity building:</p> <ul style="list-style-type: none"> • Local experts will be trained on designing and supervising the development of ECD-based playgrounds. <p>B Playgrounds expansion plans and strategies:</p> <ul style="list-style-type: none"> • Playground expansion plan strategic document developed. <p>C Playgrounds within blocks:</p> <ul style="list-style-type: none"> • ECD-based playgrounds developed within the residential blocks including those integrated to CRECs. <p>D Green sites/parks playgrounds</p> <ul style="list-style-type: none"> • Children play corners integrated to green sites/parks. <p>E Institution-based playgrounds:</p> <ul style="list-style-type: none"> • Playgrounds within spacious public institutions. <p>F Sunday's closed road playgrounds:</p> <p>121 (1 per worda) roads closed on a weekly basis to provide designated play areas for children.</p>	<ul style="list-style-type: none"> • Providing technical supports to prepare playground development and expansion plans. • Building the capacity of local experts, i.e. engineers and architects. • Providing technical support through design preparation and development supervision. • Financing the development of some of the playgrounds. • Developing a design prototype for closed road playground development. • Health centers, schools, youth centers and public institutions are targeted for establishing institution-based playgrounds. • Financing and equipping the closed road playgrounds. • Developing the capacities of operators of closed road playgrounds. 	<ul style="list-style-type: none"> • 26 engineers and 8 social science experts trained and engaged in the development of playgrounds. • Playground development strategic document/plan prepared. • Designs and BoQs for 12,000 different kinds of playgrounds developed. • 11,879 playgrounds developed and utilized within the residential blocks. • 30 playgrounds developed and utilized within parks/ green sites. • 50 institution-based playgrounds developed and utilized. • 121 Sunday's closed road playgrounds developed and utilized.

Key strategic initiative 6: Establish a Center of Innovation and Learning for Early Childhood

Concept

A world-class national and continental CoE to improve the workforce capacities on child development pedagogies; advance research and state-of-the-art scientific knowledge; and foster collaborations and networks to sustain a dynamic and holistic ECD in Ethiopia and in Africa. The center aspires to be the global leadership hub for the ECD subsector.

Major services and activities	Implementation strategies	Targets and KPIs
<p>A Establishment of the CoE:</p> <ul style="list-style-type: none"> Hiring interim staff, including the CEO. Handover and equip the facility of the CoE. Development of institutional setup and 3-5 year strategic plans. Accreditation from responsible bodies. Acquiring the physical facility, equipment and furnishing. Assigning governing board. <p>B Training and certification:</p> <ul style="list-style-type: none"> Delivers on-the-job and off-the-job certified trainings and education, including high quality continuous professional development trainings and degree programs for preprimary teachers and ECD practitioners, etc. <p>C Knowledge development, dissemination and management:</p> <ul style="list-style-type: none"> Launch research and development activities. Establishment of resource centers: Library and repository of ECD centers. Design polices and strategies, guidelines and operational manuals. National and continental advocacy and evidence-based policy development: Publications, virtual platforms, conferences, policy debates, etc. Networking and professional community development: a network of ECD-based professionals and institutions. <p>D Monitoring, quality assurance and field support:</p> <ul style="list-style-type: none"> Monitoring through field support consultancy services. Quality assurance for ECD-based institutions. Coaching and field support for ECD practitioners. 	<ul style="list-style-type: none"> Legalizing the establishment of the center. Building/renovating the center's facility. Hiring interim staff to execute the foundation work, Establishing a governing board. Developing a strategic plan and policy documents. Hiring high profile experts. Partnering with local and international institutions. Developing legal documents and enacting legislations. Coordinating among the stakeholders. 	<ul style="list-style-type: none"> CoE established: Registered, furnished, equipped and staffed; and a strategic plan developed. Board members appointed. 15 trained employees. 5 high class research conducted. Resource center established. 10 guidelines and manuals developed and disseminated. 5 policy briefs published. MoU signed and projects and action plans prepared. Centers and institutions evaluated and certified. Professional and quality certificates issued.

Table 4. The four cross-sectoral enablers

Cross Sectoral Enabler 1: Effective Cross-sectoral Governance

Concept

Establishing governance structures that can strategically, politically, technically and operationally lead the program.

Major services and activities	Implementation strategies	Targets and KPIs
<p>A City's steering committee:</p> <ul style="list-style-type: none"> Legally establishing a city multisectoral ECD steering committee that strategically leads the program. <p>B City's technical committee</p> <ul style="list-style-type: none"> Re-establishing a multisectoral ECD technical committee that leads the technical and operational aspect of the program. <p>C PMO</p> <ul style="list-style-type: none"> Legally establish a program management office – an office that coordinates and leads the sectors, and provides political leadership and oversees the operations. <p>D Sub-city ECD committee:</p> <ul style="list-style-type: none"> Organize a sub-city ECD committee. <p>E Woreda ECD committee:</p> <ul style="list-style-type: none"> Organize a woreda ECD committee. <p>F Partnering with donors and funding agencies:</p> <ul style="list-style-type: none"> Strengthen and widen existing partnership. More partners joining the ECD program. 	<ul style="list-style-type: none"> Formally organizing the committees and providing guidance on operational manuals and plans. PMO legally established. MoUs signed with new partners and projects submitted. Strengthening existing partnerships with BVL and BWP 	<ul style="list-style-type: none"> City's ECD steering committee established and operationalized. City's technical committee established and operationalized. 11 sub-city and 121 woreda ECD committees established. PMO established and staffed. 5 MoUs signed. 10 projects submitted to donors and funders. 5 new partners joined the ECD program.

Cross Sectoral Enabler 2: Improved Regulatory System

Concept

To develop harmonized regulatory systems for setting, assessing, and monitoring quality standards in the early childhood development sectors to ensure accessible, inclusive, culturally safe and engaging service environments built around strong relationships between professionals and children and their families; the use of the education reform road map for early years learning; and the

promotion of healthy eating and physical activity consistent with national guidelines.

Major services and activities	Implementation strategies	Targets and KPIs
<p>A Establishing ECD guidelines, manuals and standards:</p> <ul style="list-style-type: none"> City's ECD guidelines prepared and implemented. <p>B Integrating and aligning existing policies to ECD-based services:</p> <ul style="list-style-type: none"> Policy review and alignment. ECD milestones. <p>C Establishing responsible bodies for ECD:</p> <ul style="list-style-type: none"> ECD directorate within bureaus. <p>D Mainstreaming ECD:</p> <ul style="list-style-type: none"> Included in city's plans and treasury budget. <p>E Networking, awareness raising and capacity building:</p> <ul style="list-style-type: none"> Campaigns, networking events and platforms and site visits. 	<ul style="list-style-type: none"> Work with city administration and respective bureaus. Organize biannual campaigns, and create the Addis ECD website. Organize experience-sharing visits. 	<ul style="list-style-type: none"> 10 manuals and operational guidelines established. Policy review and alignment launched. ECD milestones for the six key interventions developed. 6 events organized. 5 directorates organized in five bureaus. 7 visits organized. ECD networks established.

Cross Sectoral Enabler 3: Effective Communication & Advocacy

Concept

Effective communication is about exchanging ideas, thoughts, opinions, knowledge, and data so that the message is received and understood with clarity and purpose. To communicate effectively we employ trust, respect, understanding, empathy, and commitment. We advocate speaking in favor of the children of Addis Ababa aged between zero and six years old. We recommend and argue for the cause of the ECD subsector as a whole system. In our advocacy, the C-FHA program supports the mission and defends the rights of our stakeholders, partners, and beneficiaries.

Major services and activities	Implementation strategies	Targets and KPIs
<p>A Develop a communication plan:</p> <ul style="list-style-type: none"> Build employees', stakeholders', and partners' morale, and support their engagement. Allow stakeholders to contribute as experts in their field, express their concerns, and take part in the decision-making process. <p>B Link the communication plan to AACAA's ECD strategy:</p> <ul style="list-style-type: none"> Link the organizational communication plan to its strategy for effective and consistent operations. Develop an internal communication plan and strategy. <p>C Understand your audience/s:</p> <ul style="list-style-type: none"> Segment audiences based on their job roles, departments, locations, interests and preferences. <p>D Create engaging and relevant content:</p> <ul style="list-style-type: none"> Ensure the selection and adoption of the most appropriate communication tools that enable communicators to create and distribute engaging content to the selected audiences. <p>E Disseminate the content through the right channels:</p> <ul style="list-style-type: none"> Determine the right communication channels to use to disseminate your content. <p>F Implement the right communication technology:</p> <ul style="list-style-type: none"> Choose the right communication technology to bring AACAA's ECD to the next level to guarantee its transformation as a workplace and a hub. <p>C Measure the outcomes:</p> <ul style="list-style-type: none"> Track and measure overall (both internal and external) communication efforts to understand what is working well and what needs to be improved. Use the data to improve the communication strategy. Monitor and evaluate SPMO's transformation. 	<ul style="list-style-type: none"> Organize relevant communication platforms to share and disseminate information. Utilize organized communication platforms to influence participants and advocate for enhanced ECD results. Encourage stakeholders and partners to actively engage in different communication forums in favor of ECD. 	<ul style="list-style-type: none"> Communication plan and strategy developed. Communication platforms organized. Participation in different communication forums. Data collected and collated for strategic review.

Cross Sectoral Enabler 4: Measurement, Learning, Accountability and Data for Decision-Making

Concept

Monitoring the progress of ECD interventions and measuring results are critical to driving continuous improvement, advancing accountabilities for delivering on commitments, attracting buy-in and commitment from partners and, most importantly, spurring and sustaining country-level action.

Major services and activities	Implementation strategies	Targets and KPIs
<p>A ECD baseline survey:</p> <ul style="list-style-type: none"> Determine the status of ECD service provision. <p>B Households and facility listings:</p> <ul style="list-style-type: none"> Identify target beneficiary households. Geospatial data for identifying the ECD facilities. <p>C M&E key performance indicators:</p> <ul style="list-style-type: none"> KPI for performance evaluation. <p>D Integrated MEL systems:</p> <ul style="list-style-type: none"> Establish a dashboard data infrastructure. 	<ul style="list-style-type: none"> Employ consultants. Use the health extensionist and digital data collection tools. Deploy spatial experts. Establish KPI-based performance evaluation for all indicators. Install the dashboard system. 	<ul style="list-style-type: none"> Baseline survey conducted. Household listings conducted and data analysed. Spatial data collected and integrated to the dashboard system. Dashboard and MEL installed and operationalized.



Execution Strategies

The PMO and all C-FHA program implementing parties will utilize the following execution strategies:

Effective planning, documentation and communication

- All C-FHA program activities should be properly planned, documented and communicated through various channels and media outlets. Plans include the preparation of strategic, operational and action levels both individually and collectively. Documents include concept notes, manuals, guidelines and legislation, road maps, strategic plans, and the project document and initiative-objective-activities-resources matrix. Communications include campaigns, mainstream and digital media activities, publications (periodicals, flyers, etc.), social media, workshops and regular meetings.

Provision of political leverage and problem solving (strategic decision-making)

- The PMO focuses on providing strategic leadership and assumes coordination roles that increase political leverage towards project management. The PMO entails to strategically steer and enhance coordination and cooperation among the actors, and facilitate strategic engagement among stakeholders.

Multisectoral coordination, organization and capacity building, including knowledge management

- The PMO focuses on organizing multisectoral coordination, steering and monitoring of activities. It should also work to develop the capacities of the executing bureaus through various mechanisms. Knowledge production, dissemination and management should be used to influence policies and mainstream ECD. This also includes integrating ECD into the existing system.

Strong support system - ICT and media (community capacity building)

- The PMO establishes KPI-based performance management systems, ICT-based integrated MEL systems, and media and communication activities in order to enhance evidence-based/informed decision-making and leadership. Periodical and regular reviews and progress evaluation will be in place.

Project-based progressive execution (end-to end delivery)

- Define all the key initiatives and programs based on project life cycle concepts. Strategize and plan the progressive execution of each initiative and indicate its end-to-end delivery and execution map in terms of activities and coordinations.

Targeted beneficiaries and project sustainability

- Ensure prioritized access to targeted beneficiaries and the sustainability of the projects/activities through mainstreaming within the existing system; a higher level of community participation and sense of ownership; cost recovery and subsidy mechanisms; and effective governance.

Financing Strategies

The PMO will employ the following three major strategies:



City Administration-based finance

- The City Administration will allocate proportionate resources to finance the ECD initiatives and mainstream ECD in its policies and institutions through the respective sector bureaus and the PMO.

Mobilizing local resources

- The City Administration will mobilize local resources from corporate institutions, city residents and private enterprises through the principles of corporate social responsibilities.



Grants, donations and fundings

- The PMO and respective sectoral offices will write specific project proposals and apply for possible grants, donations and fundings. It will also organize all possible platforms for mobilizing external resources from donors.



Governance Structure

The C-FHA program is organized in such a way that its comprehensive, multi and cross-sectoral nature is integrated within the organizational structure of a city-level body, allowing it to benefit from high level coordination mechanisms and political leverage. The organogram of the program management is presented in Figure 2 below.

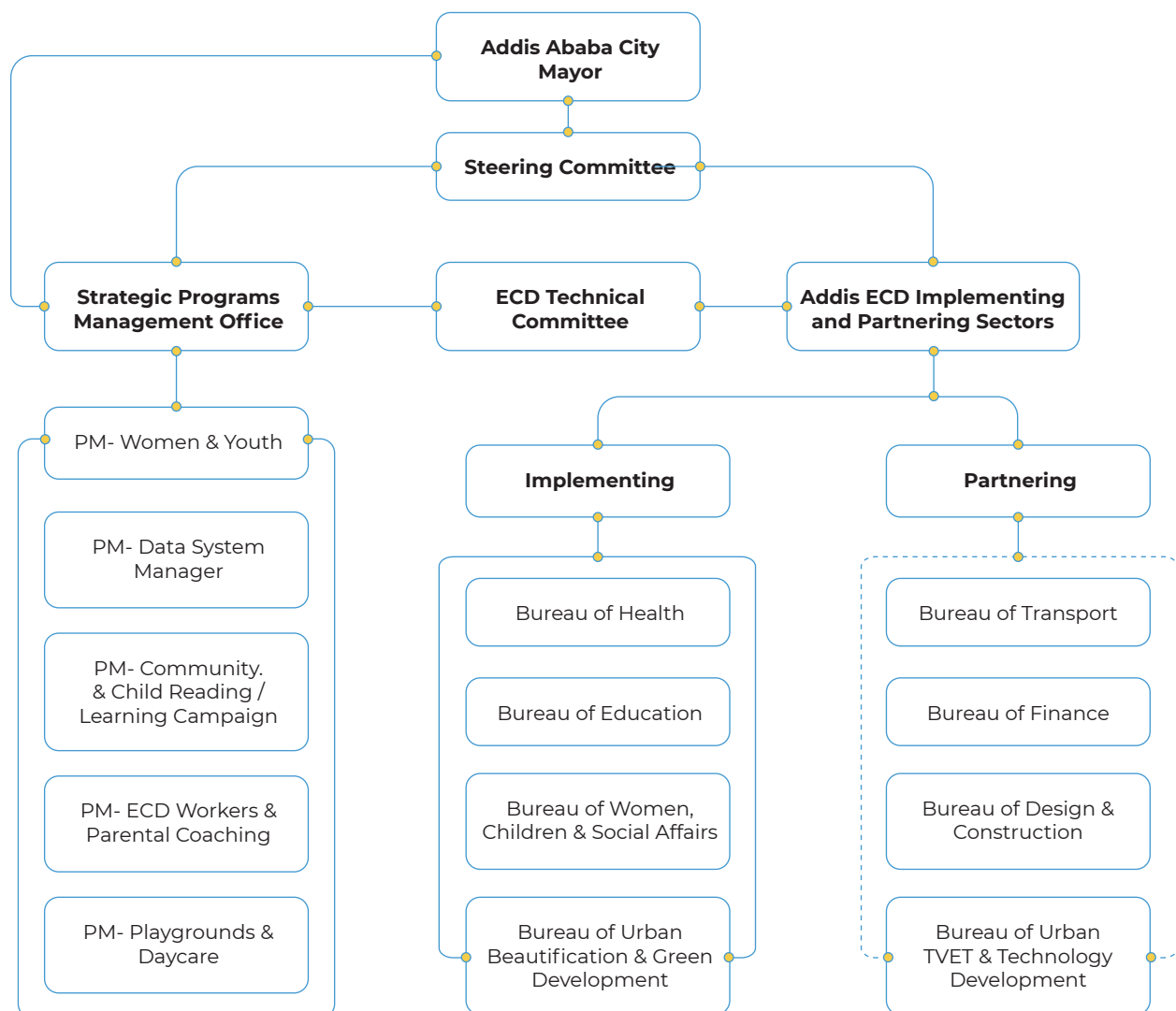


Figure 2. C-FHA Governance

Projects' Life Cycle

The following summary of stages of life cycle of different projects of the C-FHA program indicates the three stages of projects' execution: conceptualization and introduction; piloting and modelling; and scaling up. These are designed based on the assumption that ECD initiatives will be fully integrated within the city's existing government policies, strategies and instruments following the implementation phase.

The three stages of projects' life cycle are operationally defined as follows:

i Conceptualization and Introduction (C&I)

- The basic concepts (the 'what' and 'how' of), the intended goals and targets and the timeline of each project and activities are well defined and communicated.
- Experiences shared, city-wide policies generated and implementation strategies developed.
- Technical consultants onboarded.
- Implementing parties identified; project designs, operational manuals, training materials, etc. prepared and required middle level workforce (eg. ToTs) trained.
- Implementing parties effectively communicated, consensus created and operational implementation plans endorsed.
- Resources mobilized.
- Piloting plan prepared.

ii Piloting and Modelling (P&M)

- Showcase sites selected and handed over.
- ToR of implementations prepared, endorsed and budget disbursed.
- Constructions, trainings, staffing, equipment, etc. concluded.
- Model projects/activities launched and operationalized.
- Effective MEL system placed and best practices documents produced.
- Model practices and planning for further research and development through the CoE set up.
- Review of operational manuals, etc. conducted.
- Sites and strategies for the scaling-up phase prepared.
- Resources for the scaling-up phase mobilized.

iii Scaling-up (S-Up)

- Develop a large expansion operation plan.
- Strategize massive expansions through the best practices document.
- Mobilize, organize and deploy the necessary resources.
- Initiate city-wide campaigns and implementation plans.
- Undertake a wide expansion of activities.

iv Mainstreaming

- Mainstreaming the ECD initiatives within the existing sectors and integrate them within the respective existing plans.

Key strategic initiatives	Major activities	2022/23	2023/24	2024/25	2025/26
Parental coaching, health and social services	Transforming MCH services in the health centers	C&I	P&M	S&UP	MS
	Parental coaching services	C&I	P&M	S&UP	MS
	Provision of referral services	C&I	P&M	S&UP	MS
Daycare development	Institutional daycares	C&I	P&M	S&UP	MS
	Publicly-run daycare centers	C&I	P&M	S&UP	MS
	Day mothers	C&I	P&M	S&UP	MS
Transforming preprimary schools	Workforce	C&I	P&M	S&UP	MS
	Play-based education	C&I	P&M	S&UP	MS
	Read to child	C&I	P&M	S&UP	MS
Learn through play	Closed roads development	C&I	P&M	S&UP	MS
	Parks-integrated playgrounds	C&I	P&M	S&UP	MS
	Block-based playgrounds	C&I	P&M	S&UP	MS
	Institution-based playgrounds	C&I	P&M	S&UP	MS
Establishing an ECD Center of Excellence	CoE ECD	C&I	P&M	S&UP	MS
Effective cross-sectoral governance	Effective steering and technical committees				
Improved regulatory system					
Measurement, learning, accountability and data for decision-making		C&I	P&M	S&UP	MS

Cross-cutting Issues

The C-FHA program has to ensure that the following cross-cutting issues are mainstreamed within the implementation of all its projects:

Gender and women's empowerment

- All activities and projects of the C-FHA program should respect the principle of gender balance, allow for the meaningful and equal participation of women at all levels, and ensure that they benefit equally from all the outputs of the program.

Job creation and youth empowerment

- All implementations of the C-FHA program should be aligned and integrated with the AACA's job creation strategies and enhance youth empowerment.

Community participation and ownership

- The planning, implementation and operations of the C-FHA program should ensure a high level of community participation and sense of ownership in order to guarantee its sustainability and success in reaching the targeted segment of the community.



ADDIS ABABA CITY ADMINISTRATION OFFICE OF THE MAYOR

EARLY CHILDHOOD DEVELOPMENT PROGRAM

CHILDREN: THE FUTURE HOPE OF ADDIS ABABA

ROAD MAP

(2023-2025)

STRATEGIC PROGRAMS MANAGEMENT OFFICE

MARCH 2023
ADDIS ABABA, ETHIOPIA