



Children: The Future Hope of Addis Early Childhood Development (ECD) Program

Addis Ababa City Administration ECD Program Management Guideline (PIG)

**May 2021
Addis Ababa, Ethiopia**

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List of acronyms

AACA	Addis Ababa City Administration
BWP	Bing Win Philanthropy
BvLF	Bernard van Leer Foundation
BoE	Bureau of Education
BoF	Bureau of Finance
BoH	Bureau of Health
BoHDM	Bureau of Housing Development and Management
BoLSA	Bureau of Labor and Social Affairs
BoPSHD	Bureau of Public Service and Human Resource Development
BoT	Bureau of Transport
BoWCA	Bureau of Women and Children's Affairs
CCDIP	Child Care and Development Intervention Package
ECD	Early Childhood Development
EPGDC	Environmental protection & Green Development Commission
TA	Technical Assistance

Foreword

An estimated 250 million children under the age of five in low- and middle-income countries, including Ethiopia, are at risk of not reaching their full developmental potential. This is primarily due to the adverse consequences of poverty; inadequate access to quality maternal and child health services including immunization; low awareness of the importance of early child stimulation, responsive caregiving and early learning accompanied by insufficient opportunities to gain and practice such skills; lack of support through formalized social protection; limited availability, affordability and consumption of optimal nutritious diets, especially for children from vulnerable families; and exposure to severe stress and other adverse childhood experiences on brain development and cognition.

Brain development begins very early in life. When children receive proper health care, nutrition, stimulation, and responsive care during the first 1,000 days of life between a woman's pregnancy and a child's 2nd birthday, it creates phenomenal advances in children's abilities that leads to better outcomes, educational achievements and earnings later in life. As a result, my administration is committed to ensuring that all children in Addis Ababa have the best start in life to create a better future for themselves and for Ethiopia.

By so doing, we will ensure that our children are born and remain healthy; our children's environments are nurturing, culturally appropriate and safe; our children have the knowledge and skills for life and learning; children in vulnerable households benefit from better social protection; our children are engaged in and benefit from educational opportunities; families are confident and have the capabilities to support their children's development; and quality early childhood development services are available to support the workforce participation choice of families.

I acknowledge and appreciate the invaluable contributions of our partners, Big Win Philanthropy and Bernard van Leer Foundation (BvLF) in supporting our early childhood development program and would like to use this opportunity to assure that the Addis Ababa City Administration will remain committed to ensure its successful implementation.

Sincerely,

Adanech Abebe

Addis Ababa City Administration Deputy Mayor

Acknowledgement

I would like to thank members of the Steering Committee, Technical Committee and Task Forces established as part of the governance arrangements for the “*Children: The Future Hope of Addis Ababa*” Early Childhood Development Initiative for their relentless efforts in ensuring successful implementation of the program.

I would like to appreciate the participation and contribution of our development partners: Bernard van Leer Foundation (BvLF), Big Win Philanthropy, Children Believe Canada, PATH, USAID, UNICEF, and others in providing technical and financial support to the different strategic initiatives being implemented by the Addis Ababa ECD Initiative.

Most importantly, I would like to thank our frontline workers – health workers, social workers, preschool teachers, and other community service providers for their commitment and dedication to service in providing quality services to our children and other members of their household.

I am confident that this Program Implementation Manual (PIM) will provide the required clarification for all stakeholders especially in terms of their roles and responsibilities, governance, implementation and reporting arrangements. This is expected to strengthen the coordinated delivery of our flagship ECD initiative and ensure positive life outcomes for our children who represent the future hope of our city and country.

Best Regards,

Jantirar Ababy

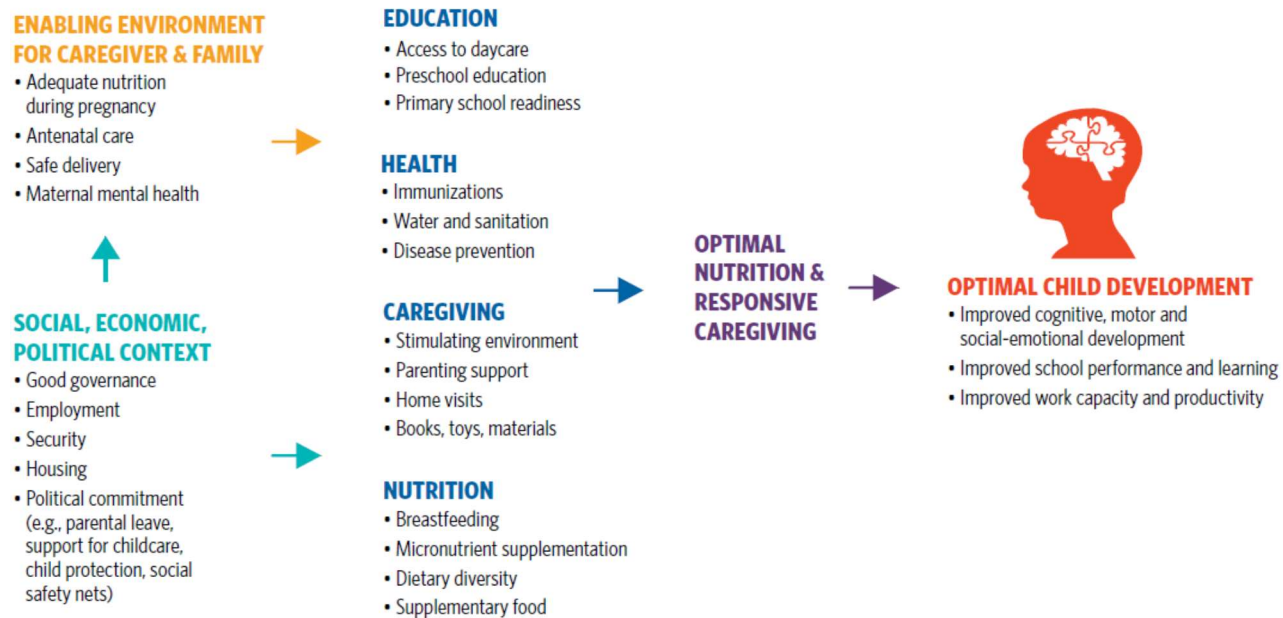
Addis Ababa City Administration

With a Deputy Mayor Rank, Head of Service Rendering
Sectors of the City

Chapter 1: Contextual Background and Rationale

1.1. Background

Decades of research make clear: children’s early experiences in life have lasting effects on their odds of good health and success in school, work and life. It is during early childhood that the foundational architecture of the brain is laid, and when one’s immediate surroundings can determine how the brain develops. The built environment impacts physical, cognitive, socio-emotional development, and family well-being, on which young children rely so much.



Source: Adapted from Black et al. 2017.

Figure 1: The role of context, environment, and care giving in child development

An estimated 250 million children aged under 5 (about 43%) in low- and middle-income countries are at risk of not reaching their developmental potential.¹ Poverty; inadequate access to quality maternal and child health services including immunization; low awareness of the importance of early child stimulation, responsive care giving and early learning accompanied by insufficient opportunities to gain and practice such skills; lack of support through formalized social protection; limited availability, affordability and consumption of optimal nutritious diets, especially for children from vulnerable families; and exposure to severe stress and other adverse childhood experiences can all have long term effects on brain development and cognition. Preventing exposure to risks or intervening to reduce their effects on development enhances a child’s optimal development as evidenced by improved cognitive, motor and social-emotional development, improved school performance and learning, and improved work capacity and productivity.

“Children: The Future Hope of Addis” - the Addis Ababa ECD initiative is based on clear and compelling evidence that the early years of a child’s life have a profound impact on their future health,

¹ Black MM, Walker SP, Fernald LCH, et al. Lancet Early Childhood Development Series Steering Committee Early childhood development coming of age: science through the life course. Lancet 2017; 389: 77-90.

development, learning and wellbeing. Children deserve the best start in life to help them develop to their fullest potential. Healthy and happy children are more likely to become healthy and resilient adults who have more equal capacity, opportunity and resources to contribute to a cohesive and prosperous society.

Ethiopia, with an aspiration to become a low middle-income country by 2025 and an estimated population of 112 million people, has made substantial progress in reducing infant, child, and maternal mortality in the past two decades. There has been tremendous expansion in access to social services such as education, health, water and sanitation as well as infrastructure including roads, railways, telecommunication, and power generation amongst others. Ethiopia achieved some of the Millennium Development Goals (MDGs) well ahead of the 2015 timeline. This robust economic and social performance helped to reduce the level of poverty from 45.5% in 2000 to 23.5% in 2016. Income inequality measured by Gini coefficient has remained low and stable over the past two decades at around 30%.

However, Ethiopia is rapidly urbanizing with Addis Ababa, the country's capital expected to exceed 6.5 million residents with about 20% (~1.3 million) being children between the ages of 0-6 years. With the current pace of urbanization, the city's population is expected to double in the next decade. A poverty level assessment of Addis Ababa conducted in 2015 revealed that the city has an average poverty level of 18.9% with significant disparities at sub-city level ranging from 46.9% in Addis Ketema to 7.9% in Bole. Three sub-cities namely: Addis Ketema (46.9%), Arada (34.5%) and Lideta (29.6%) have poverty rates higher than the city average.² Results also indicate that female-headed households are more vulnerable to poverty than male-headed households with an incidence rate of 21% as compared to 17%.

Strategic ECD investments in Addis Ababa have the potential to shape the national direction in the medium term. The Addis Ababa City Government has designed and implemented an integrated urban development programme within the framework of the Growth and Transformation Plan and the city is currently undergoing major transformation in public infrastructure projects such as housing development, micro and small enterprises, construction of roads, water resources development, land development upgrading of slums, and open public space planning – including the Prime Minister's Riverside Development Project, which all offer a unique opportunity to integrate ECD. These programmes are expected to achieve significant social, environmental, and economic improvement for the people of Addis Ababa. The city has solid platforms that can be leveraged for effective ECD programming such as the Urban Health Extension Program (HEP) and Family Health teams, the Urban Safety Net Program, and the expansion in its school networks including in pre-primary. Most importantly, the city has the fiscal space to develop and scale a cost-effective ECD programme.

ECD is foundational for the SDGs. ECD is part of the transformative agenda for 2030, making it an international priority for the 21st century. Global targets in nutrition (SDG 2.2), health (SDG 3.3), education (SDG 4.2), sustainable cities and communities (SDG 11.2) and protection (SDG 16.2) address key outcomes to realize young children's developmental potential. The contributions of early childhood development to the SDGs are outlined below:

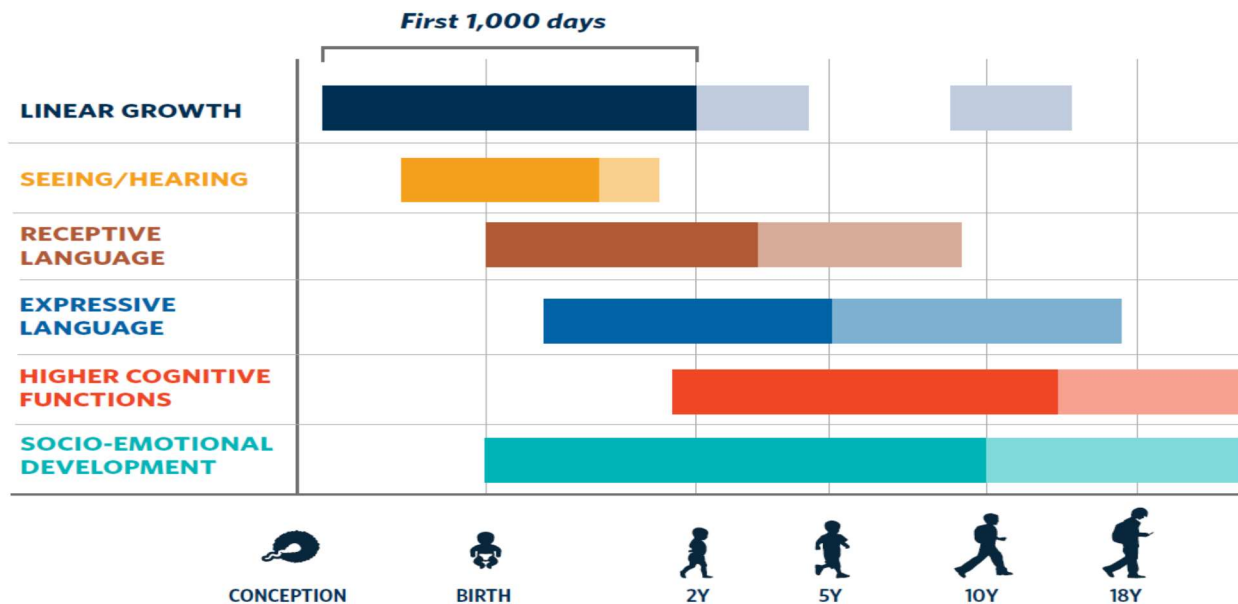
² Poverty Level Assessment of Addis Ababa 2015 by Addis Ababa University Institute of Development and Policy Research (IDPR)

The Contributions of Early Childhood Development to the SDGs

 <p>1 NO POVERTY</p>	<p>ECD has been documented as one of the most cost-effective strategies for poverty alleviation and reducing income gaps.</p>	 <p>6 CLEAN WATER AND SANITATION</p>	<p>ECD interventions provide access to clean water and sanitation services, and promote good hygiene habits that last a lifetime.</p>
 <p>2 ZERO HUNGER</p>	<p>Early stimulation amplifies the impact of nutritional interventions. ECD services buffer the negative effect of stress, thereby improving absorption of nutritional intake.</p>	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>Adequate childcare is a critical element of the decent work agenda. Investments in professionalization of the early childhood workforce contribute to full and productive employment, especially for women.</p>
 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>ECD interventions decrease the risk of adult health problems, such as diabetes, hypertension, stroke, obesity, some forms of cancer, cardiovascular disease.</p>	 <p>10 REDUCED INEQUALITIES</p>	<p>Inequalities emerge – and are best prevented – early in life (Woodhead 2016). Interventions delivered in the first few years of life can close the inequality gap between children born into disadvantage and their non-disadvantaged peers.</p>
 <p>4 QUALITY EDUCATION</p>	<p>Early learning opportunities are proven to be the foundation for later learning, academic success and productivity. Investing in quality childcare and pre-primary education reduces dropout/ repetition and improves learning outcomes.</p>	 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>The well-being of young children and caregivers is an indication of a vibrant, prosperous city. Decisions that work for the youngest residents tend to have a wider positive impact for urban populations (e.g. green spaces, safe transportation). (BvLF 2019)</p>
 <p>5 GENDER EQUALITY</p>	<p>High-quality, affordable childcare contributes to women's economic advancement and empowerment. ECD reduces violence against women and girls, as well as child marriage.</p>	 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>Early childhood interventions can instill values and behaviours that reduce violence and promote peace. ECD has been shown to contribute to lower rates of violence in the home and increased social cohesion in communities. (ECPC 2018)</p>

1.2.Rationale

Early Childhood Development (ECD) defined as the physical, cognitive, linguistic, and socio-emotional growth and development starting during pregnancy through the child's entry to primary school has been demonstrated to strongly correlate to better outcomes in brain development, educational achievement and earnings later in life. Brain development begins very early in life and early childhood is characterized by developmental spurts and plateaus. Rapid brain and physical development, social relationships, and environments work together to create phenomenal advances in children's abilities during this time frame.



Bars depict periods important for the development of each domain. Darker shading denotes critical periods of development.

Source: Adapted from Grantham-McGregor et al. 2007 and Thompson and Nelson 2001.

Although this development occurs in a variety of settings (homes, schools, health facilities, and community-based centers); and involves a wide range of activities from nurturing care and stimulation to formal pre-school instruction, it is estimated that investments in quality, integrated programming for this age group yields returns of up to 13% and have the potential to boost individual adult earning by almost 25%.

Policy Framework for Early Childhood Care and Education in Ethiopia

In 2010, the Government of Ethiopia published the ‘National Policy Framework for Early Childhood Care and Education in Ethiopia’ (ECCE Policy). The policy framework’s vision is to ‘Ensure all children the right to a healthy start in life, be nurtured in a safe, caring and stimulating environment and develop to their fullest potential’. The policy has 4 key pillars namely: **Parental education** - raising awareness of the role of children and providing education on nurturing skills (health care, nutrition, hygiene, and stimulation) incorporated into a Health Extension Programme and an Adult Literacy Programme at kebele level; **Health and Early Stimulation Programme (Prenatal to 3+ years)**: growth and health monitoring and parental education and demonstration programmes at local health posts through the Health Extension Programme, with supervision at woreda level; **Preschools – community-based kindergartens**: children to learn basic skills to prepare for formal schooling as well as social-emotional competence and basic life skills (hygiene, nutrition).

Parents will be educated on the importance of play and stimulation; and **Community based non-formal school readiness** - until formal structures are in place, the government’s Child-to-Child Initiative can be used where older children “young facilitators” engage in structured play-oriented activities with younger siblings and neighboring children with support from teachers in order to prepare children for school.

Chapter 2: Vision and desired outcomes

Vision

By 2018 E.C (2026/2027 G.C), all children in Addis Ababa have the best start in life to create a better future for themselves and for Ethiopia.

Desired Outcomes

1. Children are born and remain healthy.
2. Children's environments are nurturing, culturally appropriate and safe.
3. Children have the knowledge and skills for life and learning.
4. Children in vulnerable households benefit from better social protection.
5. Children are engaged in and benefit from educational opportunities.
6. Families are confident and have the capabilities to support their children's development.
7. Quality early childhood development services that support the workforce participation choice of families.

*Primary progress measures associated with each of the child-focused outcomes will be developed and tracked over time to monitor and report on outcomes being achieved and to build an evidence base to scale up the interventions nationally.

Chapter 3: Program description

The Addis Ababa ECD Initiative involves coordinated interventions in various dimensions which is based on the following key approaches:

3.1. Building a System

Achieving the vision and desired outcomes require an effective early childhood development system that focuses on the key elements needed to deliver a comprehensive approach to improving children's early childhood development outcomes. An effective early childhood development system recognizes the primary role of families in the lives of young children. It has strong leadership, coordinates policy direction, uses collaborative and inclusive approaches and forges strong links within and across sectors.

3.2. Parent Coaching

Parents and other primary care givers have the most direct influence on young children and nurturing home environments foster the development of young children. An effective early childhood development system increases capability in parenting and in communities. To ensure the best for children, parents and care givers need the capacity to care for and support their children. The bedrock of the Addis Ababa ECD initiative will be a parent coaching program that enables parents to provide a nurturing home environment and to access the services and supports to best meet a child's developmental needs for emotional security, physical health, socialization, cultural identity and stimulating play-based learning experiences.

3.3. Community Engagement

It takes a village to raise a child. Parents have the primary responsibility for, and influence on, their child's wellbeing, learning and development. Communities that understand the importance of the early years and place a high value on young children, and on the role of parents and caregivers, are more likely to provide effective supports for families. The Addis Ababa ECD initiative aspires to build on and leverage the longstanding culture of solidarity and support for children in communities. Child and family-friendly communities encourage community involvement in early childhood development and family support

programs which respond to the needs of local children and families. The Addis Ababa ECD initiative aims to foster community ownership in establishing and running of playgrounds, weekly street closures, and where possible operation of specialized community centers to support early stimulation and early learning activities.

Among other things, an outdoor space for children's play and recreation is very important for the comprehensive development of their personality. For this, availing child-friendly parks where the community shall contribute in various ways is crucial. The community can contribute in developing, managing and protecting such parks for children to use them.

3.4. Responsive early childhood development services

Responsive in this context means: high-quality programs in services across maternal, child and family health, early childhood education and care and family support that are delivered in a way that is accessible and seamless; active service outreach into the community by family health teams; a strong focus on promotion and prevention delivered through the health extension program; engaging and empowering parents and communities in early childhood development and services through the parent coaching program and innovative solutions to promote learning-through-play; and responding to issues for children and families that arise through well-coordinated, interdisciplinary and flexible approach.

3.5. Quality and Regulation

The Addis Ababa ECD initiative will develop harmonized regulatory systems for setting, assessing and monitoring quality standards in the early childhood sectors to have 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 roadmap for early years learning; and promotion of healthy eating and physical activity consistent with national guidelines. The regulatory standard covers aspects of quality such as qualifications, child-to-staff ratios and health and safety. The regulatory environment should ensure service providers are accountable and do not face unnecessary regulatory burdens. An effective early childhood development system supports best practice and continuous quality improvement in service delivery.

3.6. Workforce Development

The early childhood workforce is central to delivering early childhood development services and bringing about fundamental cultural change required for responsive service delivery. A primary determinant of quality in early childhood development service provision is the workforce—their qualification levels and ongoing training, their motivation, and their interaction with families and children. The Addis Ababa ECD initiative will develop a detailed human resource development plan across the key sectors by paying attention to coherent training pathways, both pre-service and in-service, interdisciplinary practice and to leadership development to build a capable early childhood workforce.

3.7. Infrastructure

Infrastructure to support the delivery of early childhood development outcomes needs to be fit for purpose, support interdisciplinary and integrated approaches, and be located to enable ease of access within the community for children and their families. Innovative approaches are required in providing infrastructure in the city's expansion areas such as the condominium sites, the inner cities, day-cares in public offices, playgrounds in green areas, and street closures for children mass sports and plays.

Chapter 4: Target and key initiatives

4.1. Target

The Addis Ababa ECD initiative will adopt a model of intensified support to vulnerable families and children, while striving to provide universal access to comprehensive early childhood development services to all children by 2026/27. Through this initiative, the city administration aims to reach vulnerable children in 330,000 low-income households (~19% of the total number of households) across Addis Ababa.

4.2. Key Strategic Initiatives

The program has prioritized interventions under nine initiatives as presented below:

i. Parent coaching, health and social support

The parent coaching program with regular house visits will be implemented using community-based platforms through health extension and social workers thus creating an excellent avenue to provide nurturing care for children from conception to age 6. Services that will be offered include advice on pre- and postnatal health care needs of pregnant women and lactating mothers; providing skills for early stimulation exercises and responsive care giving, and orienting parent on how to play with their children.

The health extension workers are expected to coordinate with the social workers to comprehensively address the identified needs of the vulnerable families they visit. Leveraging on existing systems, the house visits will also involve family health teams assessing and providing care as needed to improve parents' physical and mental health which are critical for attending to their children's emotional and physical needs. Such visits by the family health teams are expected to be carried out at least twice a year. A revised training module is being developed to build the capacities of the health extension and social workers to deliver the prescribed integrated ECD services.

ii. Community-run ECD centers

The Addis Ababa City Administration aspires to establish ECD centers (preferably in condominium sites) where children will receive quality day care services, get access to indoor and outdoor play facilities, and parents can come together to discuss parental issues and receive advice and support from social workers. The Bureau of Women and Children Affairs will work with the woredas to implement and run the ECD centers. The Bureau of Peace, Bureau of Public Service and Human Resource Development, and the Bureau of Women and Children Affairs with the approval of the City Cabinet will develop the legal framework and service delivery standards to guide the operations of the ECD Centers.

iii. Publicly financed day care centers

This strategic initiative seeks to provide day long care and support services for children between the ages of 7 months to 3 years in a center-based facility. The Bureau of Women and Children Affairs, in collaboration with Bureau of Labour and Social Affairs, Bureau of Public Service and Human Resource Development as well as other key stakeholders, will set up quality day care services in six selected public institutions/offices.

iv. Expanded access to preschools

This initiative aims to create and expand access to preschools/kindergartens education targeting children aged 5 – 6 years. Currently in Addis Ababa City, most preschool education is managed by either the government or the private sector, with teachers having varied skills and standards for engaging children at the early years. To ensure an appropriate curriculum for preschools in the city and promote quality ECE service delivery among all operators, the Bureau of Education and the Ministry of Education will collaborate with relevant stakeholders, to develop a standard operating guideline for the delivery of quality preschool education in Addis Ababa. Appropriate materials, manuals, and curriculum to support the delivery of child centered play-based pedagogy in schools will be developed. Preschool teachers and practitioners will be trained to gain the appropriate knowledge, competencies, and pedagogical skills to support children’s school readiness and early learning.

Pre-primary schools in Addis Ababa city will be offered training opportunities on the implementation of the new preschool education delivery standards. At least four public pre-primary schools in Addis Ababa will be selected and upgraded into model schools. The Bureau of Education, working with relevant agencies will enforce the regulations and standards that guide the operations of preschools in the city of Addis Ababa.

v. Establishing a Centre of Excellence for ECD in Addis Ababa

As part of the Addis Ababa ECD Initiative, the city administration aims to establish a thriving, national and continental, world-class Centre of Excellence, to improve workforce capacities on developmentally appropriate pedagogies; advance research and best scientific knowledge; and foster collaborations and networks to sustain a dynamic and holistic ECD in Ethiopia. The vision is for the Centre to be the global leadership hub for the early childhood development subsector and will have the following mandate:

- a. **Training and Certification:** Be responsible for certification programs covering high quality continuous professional development trainings and degree programs.
- b. **Library and Repository of ECD Resource:** To lead research, advance knowledge on ECD; provide appropriate and contextually relevant ECD resources, setting standards for care and best practices.
- c. **Advocacy and Policy Advisory:** To advance evidence-informed policies and programming of ECD interventions in Ethiopia through the provision of fact sheets, policy advisory for governments and private sector.
- d. **Network and Professional Community:** Create a network of ECD professionals who can connect through virtual platforms and conferences, to share experience and support the workforce capacity development processes.
- e. **Monitoring, quality assurance and field support:** Carry out field support consultancy services related to monitoring and quality assuring ECD programmes and provide coaching and field support services to ECD practitioners.

The ECD Centre of Excellence will be a national and continental lead in transforming ECD in Ethiopia and across the African continent and will function as follows:



vi. Learn through play (Sunday's Car Free Roads, Children's Mass Sport, Green Sites and Playgrounds)

Play is seen as an essential strategy for learning. Offering play opportunities makes learning fun, active and engaging, igniting a life-long love for learning in children. Children need safe and stimulating physical environment to explore. Availability of playgrounds allows children to engage in healthy physical activities, build their motor skills and promote their overall physical well-being. The City Administration aspires to change the way families with young children live, play and interact with their environment, by using public spaces to create experiences that contribute to the mental and social development of the participating children.

Under this strategic initiative, 12 roads will be selected, closed on Sundays and used as grounds for play and mass sport activity in the city of Addis Ababa. Specific areas dedicated for sporting activities in selected woredas will be identified and equipped with play items to be used by children living within the woredas. The Bureau of Women and Children Affairs, Bureau of Youth and Humanitarian Activities, Sport Commission, Bureau of Transport and the affected communities will collaborate to implement and run this initiative. Additionally, 10 sites in the city will be selected by the Green Development and Environmental Protection Commission for the purpose of creating access for children to play. Selected sites will be cleared, designed and equipped with relevant playing materials and then made accessible to children.

City leaders can ensure better public space, transport, planning, early childhood services, land use policies and collaboration and data management across city agencies. This will require building a bridge between early childhood and the urban sector by incorporating a focus on the needs of young children and those who care for them into city design, planning and management of cities.

For expanding the outdoor play opportunities for children, Sub Cities and Woredas need to strive for creating as much may child friendly parks as possible in their respective Administrations in partnership with the community and different actors.

vii. Effective cross-sectoral governance

A steering committee has been constituted with representation from all relevant ministries and bureaus to provide oversight to the effective coordination and implementation of the various strategic initiatives.

Under the overall leadership of the Addis Ababa City Mayor and his cabinet, and with technical assistance from Big Win Philanthropy and Bernard van Leer Foundation (BvLF), the governance structure of ‘Children: The Future Hope of Addis Ababa’ will be strengthened to ensure that the strategic aspects of development and implementation are effectively guided and monitored by the ECD steering committee, with day-to-day implementation being effectively managed by the ECD technical committee directly and through selected task forces established for specific programmatic objectives.

viii. Improved regulatory system

The Addis Ababa ECD Initiative seeks to develop harmonized regulatory systems for setting, assessing and monitoring quality standards in the early childhood 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 roadmap for early years learning; and promotion of healthy eating and physical activity consistent with national guidelines. The regulatory standards cover aspects of quality such as qualifications, child-to-staff ratios and health and safety. The regulatory environment will ensure service providers are accountable and do not face unnecessary regulatory burdens.

ix. Measurement, Learning, Accountability and Data for Decision-Making

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. Assessing child development can provide insights into the biological, physiological, behavioral, and psychological growth occurring in the early years of life.

Evidence from impact evaluations in both high- and low-income settings suggest that development is malleable and can be improved by early intervention. At the outset of implementing the initiative, a baseline study will be conducted to establish the status of ECD service provision in the city of Addis Ababa, gather data that can be tracked and show its evolution over time, and serve as a benchmark for measuring the success of the ECD initiative. Ultimately, the baseline study will help broaden the data and evidence infrastructure for ECD subsector, inform the development of an integrated MEL system, and promote the use of data to inform ECD policies, program designs and innovations at scale.

Chapter 5: Governance, Operational Structure and Accountability

5.1. Cross-sectoral governance structure and coordination mechanism

The partnership between Addis Ababa City Administration, Big Win Philanthropy, and Bernard van Leer Foundation (BvLF) in support of ‘Children: The Future Hope of Addis’ ECD Initiative is governed by the following roles, responsibilities and decision-making mechanisms.

The initiative will operate under the overall leadership of the Mayor and City Cabinet. The strategic aspects of development and implementation will be guided and monitored by a high-level steering committee, with day-to-day implementation managed by a technical committee directly and through selected task forces established for specific programmatic objectives. This structure is detailed further

below. Membership of any of the under listed committees is directly linked to the various offices/designations listed and not to the individuals currently occupying the posts.

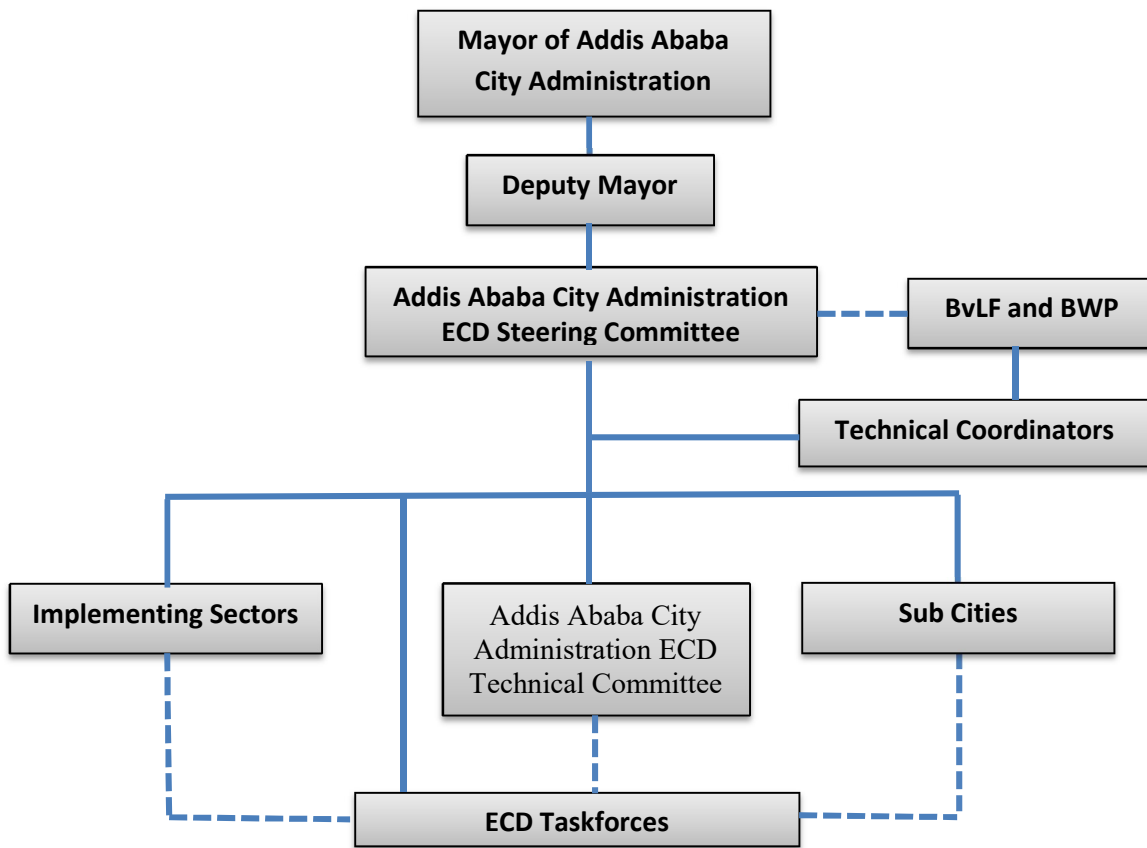
The initiative will operate under the overall leadership of the Mayor and City Cabinet.

The City Cabinet is the highest decision making body in the City Administration and chaired by the Mayor. Members include all the Bureaus in the City and others like the Planning Commission, Revenue Commission. Etc. This implies that Bureau Heads who are members of the Steering Committee are also members of the Cabinet.

The strategic aspects of development and implementation will be guided and monitored by a high-level steering committee, with day-to-day implementation managed by a technical committee directly and through selected task forces established for specific programmatic objectives. This structure is detailed further below. Membership of any of the under-listed committees is directly linked to the various offices/designations and not to the individuals currently occupying the posts.

Organogram (Visual Representation of the Governance Structure)

The following Structure portrays the line of command and accountability of different stacked holders:



City Administration Level ECD Steering Committee

The steering committee has been appointed by the Addis Ababa City Administration to guide decision making with respect to the ECD Initiative, with the understanding that actions will only be implemented according to the existing governing structures of the Addis Ababa City Administration and pursuant to its applicable legislation, regulation and policies. Reporting to the Mayor, the Steering Committee led by the Deputy Mayor comprises Bureau Heads

of the relevant sectors reflecting the cross-sectoral nature of the ECD initiative, and senior leadership of the two partner foundations as presented below:

Members of the Steering Committee (SC) include:

1. Deputy Mayor, Addis Ababa City Administration - Chairperson
2. Addis Ababa Mayor's Chief of Cabinet Affairs - Deputy Chairperson
3. Head, Bureau of Women and Children Affairs - Secretary
4. Head, Bureau of Labour and Social Affairs - Secretary
5. Head, Bureau of Health - Member
6. Head, Bureau of Education - Member
7. Head, Public Service and Human Resource Development - Member
8. Commissioner, Green Development and Environmental Protection Commission - Member
9. Head, Bureau of Housing Development - Member
10. Head, Bureau of Finance - Member
11. Head, Transport bureau - Member
12. Kotebe Metropolitan University President - Member
13. CEOs of the 11 Sub Cities – Members
14. Chief Executive Officer, Big Win Philanthropy – Member
15. Executive Director, Bernard van Leer Foundation (BvLF) – Member
16. Project Coordinator and Project Manager – Informants
17. Municipality Manger

Partnership Meetings

The Steering Committee will meet twice a year with major partners: Big Win Philanthropy and Bernard van Leer Foundation. These sessions will be conducted to review the implementation and strategic issues in general and reach agreement and decisions around the ECD initiatives. The CEOs of the partner organizations will participate in these meetings.

Duties and responsibilities of the Steering Committee

- Direct the strategic and annual planning process to reflect the key initiatives and priorities of the ECD Initiative
- Review and approve the strategic and annual plans of the ECD Program
- Approve the Annual Budget budgets for successful implementation of the ECD Programs
- Convene quarterly, bi-annual and annual meetings to review progress, provide strategic input and take key decisions to drive successful implementation of the ECD Initiative
- Invite representatives of federal level ministries and institutions to its meetings when necessary, on an ad-hoc basis to discuss pertinent issues related to the ECD Initiative
- Ensure shared accountability by all the implementing sectors and partner organizations involved in the implementation of the ECD Initiative
- Establish different sub committees and task forces as deemed necessary for the effective implementation of the ECD Initiative
- Review and endorse rules, regulations, standards and guidelines for the effective implementation of the ECD Initiative
- Directs the project coordinator and manager to mobilize and organize resources from different partners and donors.
- Approve and allow recruitment of additional man power if necessary

ECD Technical Committee

Under the leadership of the Deputy Bureau Head, Bureau of Women and Children Affairs, the technical committee comprises representatives of the bureaus or institutions involved in the ECD initiative, representatives of federal level ministries and institutions, and designated focal points of the two foundations.

Members of the technical committee include:

1. Head, Bureau of Women and Children Affairs - Chairperson
2. Deputy Bureau Head, Bureau of Education -Vice Chairperson
3. Deputy Bureau Head, Bureau of Labor and Social Affairs – Secretary
4. Deputy Head of Bureau of Health - Member
5. Representative of Bureau of Public Service & Human Resource Development - Member
6. Addis Ababa ECD Initiative Project Coordinator - Member
7. Addis Ababa ECD Project Manager – Member
8. Kotebe Metropolitan University representative – Member
9. Representative of Green Development and Environmental Protection Commission - Member
10. Representative of Bureau of Finance – Member
11. Representative of Transport Bureau – Member

Duties and Responsibilities of the Technical Committee

- Serve as the hands-on coordinating body for the implementation of the ECD Initiative and implement all decisions and direction made by the steering committee to which it will report on a quarterly basis
- Ensure that all implementing sectors execute approved annual plans and hold them accountable to achieve set performance targets within approved budgets
- Convene monthly technical meetings to review progress, address challenges and assign tasks to implementing sectors, task forces and all other concerned stakeholders
- Assign and coordinate focal points responsible for day-to-day follow-up of the implementation of the nine strategic initiatives. These focal points will compile and submit monthly progress report of the implementation of all nine key initiatives to the technical committee for due consideration and course correction where necessary
- Establish dedicated task forces for specific programme areas defined together and ensure that assignments are carried out with appropriate feedback reporting mechanism.

Task Forces

Dedicated time-bound and outcome-focused task forces will be established to provide focused, technical assistance to key areas of the initiative. Presently, only the Care for Child Development Intervention Package (CCDIP) Task Force is operational but additional task forces will be established to deliver specific outcomes on an ad-hoc basis upon recommendation of the technical committee and approval of the steering committee. Technical experts from the two partner foundations - Big Win Philanthropy and Bernard van Leer Foundation (BvLF) - will join the task forces in addition to the relevant city counterparts, federal counterparts and any external technical partners agreed upon. Initial task forces established include:

Care for Child Development Intervention Package (CCDIP) Task Force

1. Child Health Program Officer/ECD Focal Point, Ministry of Health (Co-Chair)
2. Director, Maternal and Child Health Directorate, Bureau of Health (Co-Chair)
3. Representative, Ministry of Labour and Social Affairs - Member
4. Representative, Ministry of Women and Children Affairs - Member
5. Representative, Ministry of Education - Member

6. Addis Ababa ECD Initiative Project Coordinator - Member
7. Addis Ababa ECD Initiative Project Manager - Member
8. Representative, Big Win Philanthropy - Member
9. Representative, Bernard van Leer Foundation (BvLF) - Member
10. Representative, PATH - Member
11. Representative, UNICEF, Ethiopia - Member
12. Representative, Children Believe Canada - Member
13. Representative, Transform PHC, USAID – Member

Duties and Responsibilities the CCDIP Task Force

- Develop a plan of action to achieve assigned goals, objectives, and strategic initiatives
- Convene fortnightly/monthly meetings to keep the task force on-task and in alignment with the strategic objectives of the ECD Initiative by reviewing progress in the execution of assignments and implementation of strategic initiatives, sharing updates, facilitating coordination amongst all stakeholders and development partners, and carrying out other duties and responsibilities
- Develop a contextualized CCD intervention package, curriculum, training manuals and job aids to build the capacity of frontline workers, communities, parents and caregivers
- Develop strategies, plans and approaches for implementing the contextualized CCD curriculum training to equip frontline workers and roll-out quality ECD services to parents, caregivers and children
- Leverage delivery platforms and programming opportunities with different development partners to mobilize additional resources and accelerate progress in the implementation of key initiatives of the Addis Ababa ECD Initiative

Monitoring and Evaluation Task Force

Members

1. Representative Mayor’s Office – Chairperson
2. Representative from Bureau of Finance – Secretary
3. Representative from BoLSA – Member
4. Representative from BoH – Member
5. Representative from BoE – Member
6. Representative from BoWCA –Member
7. Project Coordinator – Member
8. Representative from BWP – Member
9. Representative from BvLF – Member

Mandate

The MEL Taskforce will be involved in the whole cycle of program planning, and will liaise with the technical committee(s) of the Addis ECD initiative to help project teams:

1. Set SMART and measurable goals and objectives for each component of the Addis ECD Initiative
2. Develop tools and instruments, guidance, and framework for monitoring of the various indicators needed to track the goals and targets set for the project
3. Set up a system of gathering data, accountability mechanism, data analysis and utilization as part of the whole Learning and Evaluation Process

Roles and responsibilities

The key roles and responsibilities will be to have oversight responsibility on the following:

A: Development of a MEL plan for the Addis ECD Initiative

The taskforce will be expected to develop a MEL plan that will capture the following:

- What data is needed?
- Where will the data be collected from?
- How will the data be collected and analyzed?
- When will the data be collected (baseline, routine MEL, mid-term evaluation, final evaluation)?
- Who has responsibility for collecting the data?

In deciding on the indicators, there is the need to focus on the observable and measurable characteristics that can be used to show changes or progress a project is making toward achieving a specific change. The MEL plan will specify how the information generated will be utilized, the resources that will be needed to carry out MEL activities, and how the project will be accountable to stakeholders in the process. A MEL plan will serve as working document that guides how key milestone activities are tracked and reported on.

B: Development of appropriate monitoring tools and data collection processes

Based on the MEL plan developed, liaise with the relevant implementing agencies to:

- Develop appropriate tools and systems to monitor and track the implementation of the initiative.
- Set up structures and systems around routine data collection processes and analysis
- Develop and implement a data utilization plan to inform program iterations, and communications and advocacy campaigns.

C: Provide oversight responsibilities for the Baseline Study

Collaborate with the 2 international researchers to provide oversight on the work of the locally based research firm to be recruited to lead the conduct of the baseline study. The taskforce will carry out the following activities

1. Review and finalize the baseline study TOR
2. Establish the RFP process covering
 - a. List of Research Firms to include in the limited tendering
 - b. Date for floating RFPs
 - c. Deadline for submission
 - d. Proposals Review, evaluation, and selection process
3. Review and approve key milestone activities related to the baseline study

D: Quality Assurance Monitoring

Carry out periodic quality assurance monitoring on the Addis ECD Initiative.

E: Reporting

Provide periodic report on the status of program implementation. Stakeholders at minimum need information on:

- The status of the implementation of the Addis ECD Initiative using a tracking system
- A summary of key learnings and identified areas of improvement to inform iterations and program improvement

Communications & Advocacy Task Force

Members

1. CEO, Addis Media Network – Chairperson
2. Addis Ababa Mayor’s Office Press Secretariat – Member
3. Head of Bureau of Youth and Volunteers Coordination – Member
4. Deputy Head of Bureau of Women and Children Affairs – Member
5. ECD Program Coordinator – Member

Duties and Responsibilities

Develop and Implement a context-specific advocacy strategy and key messages relevant to the Addis Ababa ECD Initiative for engaging with all identified stakeholders and target groups. This is expected to be developed using the illustration provided in the table below in order to ensure enhanced awareness of the fundamental importance of ECD, address gaps in nurturing care for the optimal development of young children and adopt or promote responsive care and early learning practices on a routine basis, effectively work together to ensure the material and social security of families and communities, and to protect young children from neglect, violence and abuse, and help to realize the rights of all children, especially the most vulnerable, and ensure that no child, anywhere, is left behind. More specifically:

- Develop, support the development and/or compile already developed media- and caregiver-friendly strategic communications and advocacy materials based on the need of each target group. These may include but are not limited to:
- Print materials (infographics and testimonies for decision-makers; posters, comic strips, take home cards with tips for caregivers.
- Radio spots, dialogues, story-telling and call-in programs.
- TV spots and interactive programs for parents and caregivers; advocacy videos for decision-makers.
- Environmental communication (billboards, stickers/painted messages on playgrounds and health facility waiting rooms, markets, etc.

Centre of Excellence Core Team

1. KMU President – Chairperson
2. KMU Academic V/President – D/Chairperson
3. KMU College of Edu. – Secretary
4. KMU School of Teacher Education V/Dean – Member
5. KMU Preschool Edu Department Head – Member
6. Expert from AAU –Member

Streets & Green Public Space Task Force

1. Deputy Head, Bureau of Women and Children Affairs – **Co-Chair**
2. Deputy Head, Green Development and Environmental Protection Commission – **Co-Chair**
3. Representative from Traffic Management – Member
4. Head, Bureau of Sports – Member
5. Addis Ababa ECD Initiative Project Manager – Member

6. Bureau of Youth and Volunteers Coordination – Member
7. Daniella Ben-Attar, BvLF – Member
8. Representative from NACTO – Member

Social and Behavior Change Communication (SBCC) Sub-committee

This taskforce was formed for the launching program. Members were supposed to be:

1. Representative from mayor’s Office – Chairperson
2. Representative from Bureau of Labor and Social Affairs – Secretary
3. Representative from Bureau of Health – Member
4. Representative from Ministry of Labor and Social Affairs – Member
5. Representative from Ministry of Health – Member
6. Representative from UNICEF
7. Representative from Johns Hopkins – Member
8. Representative from Bernard van Leer Foundation – Member
9. Representative from BWP – Member
10. Project Coordinator – Member
11. Project Manager – Member

List of implementing sectors

The Major implementing sectors and stakeholders involved in the ECD Initiative include:

1. Addis Ababa Mayor’s Office
2. Addis Ababa Bureau of Women and Children’s Affairs
3. Addis Ababa Bureau of Labor and Social Affairs
4. Addis Ababa Bureau of Health
5. Addis Ababa Bureau of Education
6. Addis Ababa Bureau of Transport
7. Bureau of Finance
8. Bureau of Public Service and Human Resource Management
9. Addis Ababa Green Development and Environmental Protection Commission
10. Kotebe Metropolitan University
11. Big Win Philanthropy
12. Bernard van Leer Foundation (BvLF)
13. Bureau of Finance
14. Bureau of Public Service Human Resource Management
15. Bureau of Land Management

Based on need and at the discretion of the steering committee, additional implementing sectors and stakeholders can be incorporated into the ECD Initiative.

Duties and responsibilities of implementing sectors

Addis Ababa Mayor’s Office

- Provide overall leadership, policy direction and strategic guidance for the implementation of the ECD Initiative.
- Instruct implementing sectors and other stakeholders and ensure shared accountability

- Review and allocate the necessary budget and resources required for the successful implementation of the ECD Initiative
- Initiate and establish partnerships with local and international partners to mobilize additional technical and financial resources to support the successful implementation of the ECD Initiative

Addis Ababa Bureau of Women and Children’s Affairs

- Provide orientation and mobilize BoWCA staff to ensure successful implementation of the ECD Initiative
- Establish and run accredited publicly financed day care and ECD centers throughout the city
- Mobilize communities to partner with the city administration in the establishment of community-run day care and ECD centers
- Mobilize partners and resources to expand outdoor playground opportunities for children
- On behalf of the city administration, request and obtain ownership of plots of land for the establishment of ECD Centers
- Initiate and endorse ECD and Day Care standards, guidelines and operational manuals

Addis Ababa Bureau of Labour and Social Affairs

- Provide orientation and mobilize BoLSA staff to ensure successful implementation of the ECD Initiative
- Identify economically disadvantaged parents and their children who are eligible for receiving social support such as the distribution of nutritious food items for pregnant women and children under the age of three years
- Utilize the contextualized care for child development (CCD) social workers manual to build the capacity of all social workers and deploy them to provide quality, city-wide house-to-house social support services and institutional-based ECD services
- Provide parental coaching and training on responsive care giving across the city
- Provide social support services and conduct routine follow-up of children enrolled into the publicly financed day care and ECD centers as well as children enrolled into public and private preschools in Addis Ababa

Addis Ababa Bureau of Health

- Provide orientation and mobilize BoH staff to ensure successful implementation of the ECD Initiative
- Identify economically disadvantaged parents and their children who are eligible for receiving health and ECD services
- Utilize the contextualized care for child development (CCD) training curriculum to build the capacity of all health workers and deploy them to provide quality, city-wide house-to-house and facility-based health services for children between the ages of 0-6 years
- Ensure that all pregnant women registered for antenatal care receive focused antenatal care services, practice institutional delivery and access the necessary postnatal care services

Addis Ababa Bureau of Education

- Provide orientation and mobilize BoE staff to ensure successful implementation of the ECD Initiative
- Initiate and draft a standard preschool operating manual for delivery of quality preschool services in both public and private pre-schools throughout the city
- Utilize the contextualized care for child development (CCD) preschool teachers’ manual (or its equivalent) to build the capacity of all preschool teachers and deploy them to provide quality, preschool services
- Expand preschool teaching and ensure that both public and private preschools adopt and implement learning through play as the foundational approach for teaching the children

- Ensure that preschools are properly equipped with the required and appropriate resources for learning through play

Addis Ababa Bureau of Transport

- Identify roads to be closed for children’s outdoor play activities
- Initiate, review and endorse an operational manual for implementing street closures on Sundays
- In collaboration with the Bureau of Women and Children’s Affairs, coordinate and manage weekly street play activities as part of the closed roads initiative

Addis Ababa Green Development and Environmental Protection Commission

- Identify green sites in the city, develop and facilitate maintenance of outdoor playground areas for children
- Manage, administer and conduct routine maintenance of outdoor playgrounds and equipment

Kotebe Metropolitan University

- Host the Center of Excellence for ECD and Preschool Teacher Training Institute
- Participate actively in the process of establishing same

City Administration, Big Win Philanthropy and Bernard van Leer Foundation (BvLF)

Issue	Addis Ababa City Administration	Big Win	BvLF
Funding	Financing the Initiative and the Operation of the Program	Provide co-funding in support of ECD Initiative	Provide co-funding in support of ECD Initiative
Presence	In-country	Remote involvement with site visits	Remote involvement with site visits
Decision-making	Decisions in collaboration with foundation partners through the steering committee	Strategic partner in key decision-making as part of the steering committee	Strategic partner in key decision-making as part of the steering committee
Management and Technical assistance	All technical assistance arrangements to be in done in full and transparent agreement with municipality through technical and steering committees. Appointment of dedicated focal point for each bureau involved to serve on technical committee and dedicate staff time to goals of initiative	Day-to-day management and monitoring of technical assistance provided to Municipality through foundation support; to be carried out by ECD Project Coordinator& remote engagement	Development and management of in-country and international technical assistance according to needs and plans; strategic oversight of local technical assistance and bringing in specialized global assistance where necessary; high level technical assistance through technical committee and task forces; project management support to be carried out by ECD Project Manager deployed to work within the Bureau of Women and Children Affairs and in coordination with the ECD Project Coordinator to help

			drive cross-sector coordination and overall day-to-day management
Building capacity and sustainability	Commitment of staff and budgets towards institutionalization of ECD programming as part of municipal policy and programming	On-the-groundwork with local technical and municipal partners towards goal of capacity building and long-term sustainable organizational infrastructure	Guiding and directing the building of local capacity to support the municipality and enable it to sustain the work in the long term
Monitoring and Evaluation	Monitor the entire implementation of the program and maintain accountability	Ongoing management remotely and in-country of evaluation agency	Assistance in identifying, managing and monitoring local evaluation agency; high level input as part of taskforce
Reporting	Technical Committee to produce semi-annual and annual reports for submission to the steering committee (suggest assigning newly hired focal point to lead this process integrating reporting from all bureaus)	To receive report from technical committee on semi-annual and annual basis	To receive report from technical committee on semi-annual and annual basis

Sub City and Woreda Level Governance

The Sub Cities and Woredas will generally apply similar structure like the City Administration ECD Project Governance arrangements with flexibility depending on the nature of their respective environments.

Performance Management

- Sectors will establish task forces responsible for planning and the implementation of planned activities in their respective institutions,
- All implementing Bureaus and Organizations will assign a well-informed focal person, who will serve as a liaison person in communication with the ECD Coordination Office,
- Heads of implementing sectors are responsible to compile and submit a quarterly implementation report to the Mayor's Office ECD Coordinator,
- The Performance Evaluation, Measurement and Learning team will conduct a planned assessment and evaluation of the project implementation among the sector in every six months and present the findings to the Steering Committee Meeting.
- Heads of implementing sectors, CEOs at the Sub Cities and Woredas will be accountable for the planning, implementation and reporting of the ECD activities under their respective responsibilities.

ECD Coordinator and Project Manager

ECD Coordinator and Project Manager are reporting to the ECD SC Chair. Implementing Bureaus are sending their plans and reports to the Coordinator and Manager. The two are providing technical support as they produce their plan and reports as well as providing them with guides and formats to obtain similar feature. The reports and plans would be compiled by the Coordinator and Manager.

Reporting Procedures

Reports come from different levels following the structure of the city. Therefore, Woredas are reporting to their Wored CEOs and to the Sub City Line Sector as well. Then Sub City Sectors are reporting to the Sub City CEOs (Sub City Steering Committee) and the line Sector at the City Level.

Forexample:

Women's Office at the Woreda Reports to:

- Woreda CEO (Woreda SC)
- Women's Office at the Sub City

Sub City Women's Office is responsible to receive and compile all the woreda's reports in the City and Compile to report/present to:

- Sub City CEO (SC)
- City Bureau of Women and Children
- The Bureau Women and Childrens Affairs will receive reports from all the 11 subcity Women and children offices, Include the activities implemented by the Bureau itself and:
- Incorporate the ECD related implementation office in to their overall activity reports and send to the Mayor's Office, City Council and the Planning Commission of the City.
- Coordinating Office will Compile ECD Reports and Present to the Steering Committee and Partners (BWP and BvLF).

Jantirar Ababy
Addis Ababa City Administration
With a Deputy Mayor Rank, Head of Service
Rendering Sectors of the City