



Invest in a child's early years



# NATIONAL STRATEGIC PLAN FOR EARLY CHILDHOOD DEVELOPMENT

2009 - 2014  
Lilongwe, Malawi.



The Government of Malawi

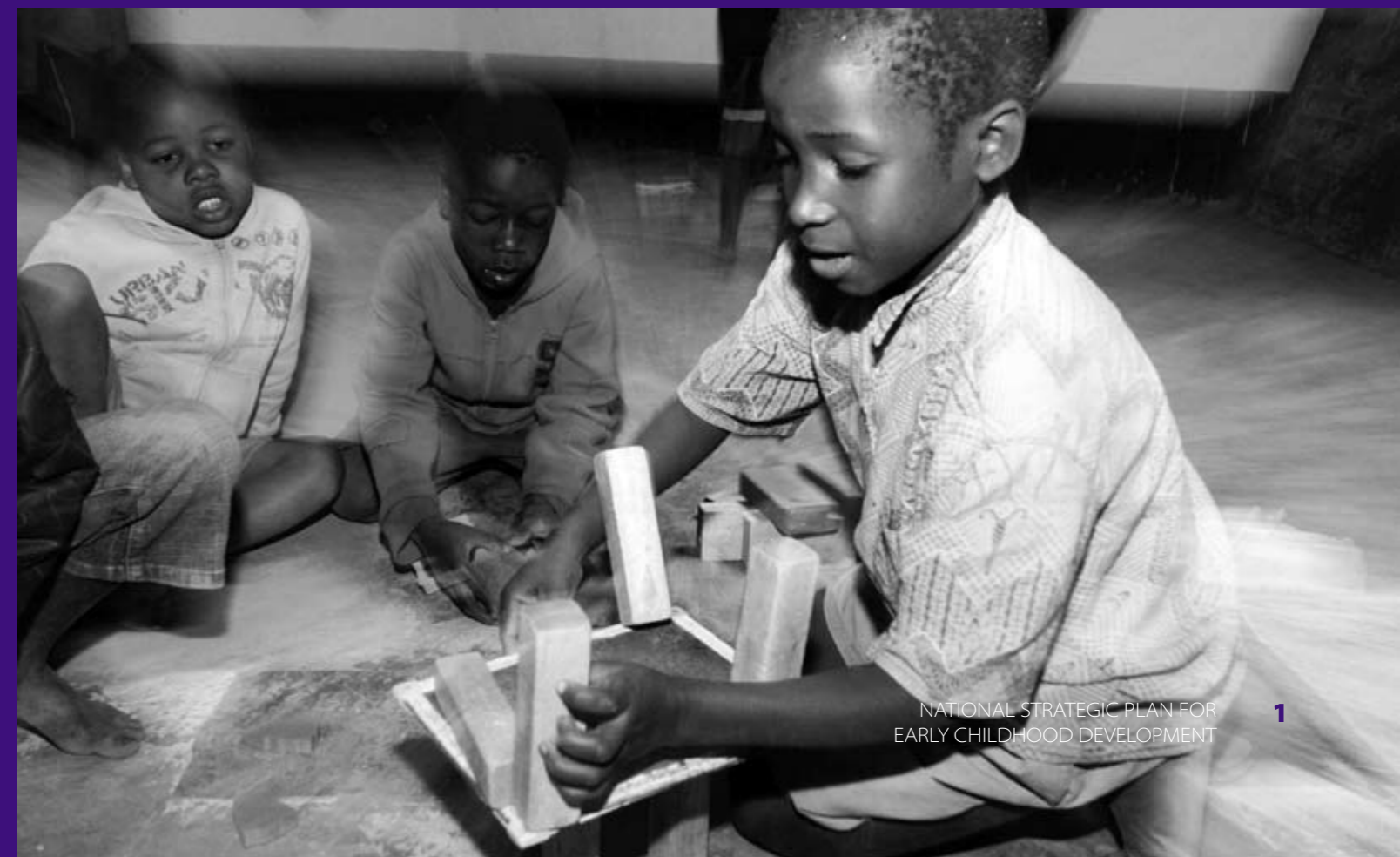
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## ABBREVIATIONS AND ACRONYMS

<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>CBCCs</b>	Community-Based Childcare Centres
<b>CRC</b>	Convention on the Rights of the Child
<b>DHRMD</b>	Department of Human Resource Management and Development
<b>ECD</b>	Early Childhood Development
<b>GoM</b>	Government of Malawi
<b>FAO</b>	Food and Agriculture Organization
<b>FBOs</b>	Faith-Based Organizations
<b>HIV</b>	Human Immuno-Deficiency Virus
<b>IEC</b>	Information, Education and Communication
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MGDS</b>	Malawi Growth and Development Strategy
<b>MIE</b>	Malawi Institute of Education
<b>MoE</b>	Ministry of Education, Science and Technology
<b>MoF</b>	Ministry of Finance
<b>MoH</b>	Ministry of Health and Population
<b>MoI</b>	Ministry of Information
<b>MoGCD</b>	Ministry of Gender and Child Development
<b>NGO</b>	Non-Governmental Organisation
<b>OVC</b>	Orphans and other Vulnerable Children
<b>OPC</b>	Office of the President and Cabinet
<b>WFP</b>	World Food Program
<b>UNICEF</b>	United Nations Children's Fund



According to the 2008 Population Census, there are close to seven million children in Malawi. The Malawi Constitution defines a child as a person who is 18 years and below. About five million children are below eight years, which represents 37% of the total population of 13.6 million people. This is a large constituency for Early Childhood Development (ECD), and the Government of Malawi (GoM) has therefore resolved to prioritise issues that touch on children because they are the future of Malawi.

It is pleasing to note that Government has demonstrated its commitment to the cause of children by signing many international conventions. Commitment is further demonstrated by the laws and policies it has brought in, such as the Adoption Act, the Orphans and Vulnerable Children (OVC) Policy, Probation of Offenders Act, and Children and Young Persons Act, to secure the welfare of children. These acts are under review. Among these, I would like to highlight the development of the Early Childhood Development Policy in 2003 as a major step designed to safeguard the interests of children aged eight years and below. Research evidence shows that this period lays a strong foundation for life. For this reason, Malawi has resolved to invest, as a matter of urgency, in children in this age group.

I am also reminded of an important Chichewa proverb which says 'M'mera Mpoyamba'. I can hardly find the right translation but suffice to say that to have a good harvest one must have good and healthy seed and that the crop should be well tended. This is the philosophical rationale for investing in children in Malawi.

Let me call upon all Malawians and stakeholders to support and complement Government in its effort to improve the welfare of children. Children aged eight and below in Malawi are confronted by many challenges in ECD services. These include inadequate early learning and stimulation during the first few years of life at home, poor health and nutrition services, dilapidated infrastructures, inadequate water, hygiene and sanitation services, inadequate preparation for primary school, inadequate play materials and space. These challenges are aggravated by inadequate funding of ECD services, lack of incentives for ECD caregivers, and inadequate capacity of the caregivers and other ECD providers. These challenges are the target of this Strategic Plan.

The 2008 inventory of Community-Based Child Care Centres (CBCCs) has shown that only 15% of the children in Malawi access CBCC services. It is for these reasons that I am particularly happy to have this Strategic Plan because it provides the direction that ECD programs will take in the next five years. The values and principles in the document form the basis upon which our decisions and actions will be based. Let me take this opportunity to thank all those who participated in the development of this Plan as well as those who provided technical and financial assistance. I strongly appeal to parents and guardians, community members, organizations, Government Ministries and development partners to support this Strategic Plan in accordance with ECD Policy.

May God bless all children in Malawi so that they may have a strong foundation for life.



**Anna Andrew Namathanga Kachikho (MP)**  
Minister of Women and Child Development

The National Early Childhood Development (ECD) Strategic Plan is the result of a multi-sectoral effort coordinated by the Ministry of Gender and Child Development (MoGCD). The Ministry is greatly indebted to other Ministries of Education, Health, Irrigation and Water; Development, Planning and Cooperation, Finance, Disability and the Elderly, National AIDS Commission and the Office of the President and the Cabinet, through the Departments of Nutrition and HIV/AIDS, and of Human Resource Management and Development, for their contributions to this Strategic Plan.

The MoGCD would also like to express its gratitude to various institutions and organizations which participated in the development of the plan. These include UNESCO, the Sub-Saharan Africa Family Enrichment Program (SAFE), the Association of Pre-School Playgroups in Malawi (APPM), Save the Children and the University of Malawi (Chancellor College). The Ministry further acknowledges the work of the core technical working group, which included Mr Peston Kilembe from Ministry of Disability and the Elderly; Ms Hyacinth Kulemeka, the Director for Child Development Affairs, Ms Esmie Kainja, Mr Cyrus Jeke, Mr Enock Bonongwe, Mr Francis R.W. Chalamanda, Mr Henry Sapuwa from the Ministry of Gender and Child Development; Ms Chikondano Mussa from the Ministry of Education; Ms Karen Manda, Ms Jacqueline Kabambe, Ms Catherine Chirwa and Ms Chaliza Matola from UNICEF; Dr Foster Kholowa from Chancellor College; Ms Mary Phiri from SAFE; and Immaculate Salaon, UNDP Volunteer for ECD.

Special thanks should go to Anna Andrew Namathanga Kachikho, MP, who was Minister of Gender and Child Development and Mrs. O. T. Chikankheni, the Principal Secretary for Gender and Child Development for their leadership and support in the development of this National ECD Strategic Plan.

The Ministry also realises the important role that children, parents, guardians and caregivers played in the development of the Strategic Plan. Their contribution has made this plan truly demand-driven. The Ministry is also indebted to the National ECD Network and other partners involved in drafting, reviewing and providing guidance in producing the Plan. The Ministry would like to thank Management and Organization Development and Associates (MODA), the consulting firm that facilitated the development of this plan.

Finally, the Ministry would like to express appreciation to UNICEF for the financial and technical support necessary to develop the ECD Strategic Plan.



### Background and context

Research has shown that the first eight years of life are crucial for optimal development. It is therefore imperative that deliberate efforts are made to give children the chance to grow up in an environment conducive to the development process. A comprehensive approach to providing this environment is the Early Childhood Development (ECD) Program. This is concerned with the child's holistic development and therefore covers not only early learning and stimulation, but also other areas including health, nutrition, and hygiene and sanitation.

To regulate ECD interventions, the Government of Malawi launched the National Policy on Early Childhood Development in 2003. The goal of the policy is to promote a comprehensive approach to ECD programs for children aged 0-8 years to safeguard their rights to fully develop their physical, socio-emotional, cognitive, spiritual and moral potential.

This National Strategic Plan for Early Childhood Development in Malawi (2009-2014) has been developed to speed implementation of the National Policy on ECD, and ensure it is in line with the national development objectives outlined in the Malawi Growth and Development Strategy (MGDS). It is a statement of intent underlining what should be done to ensure that Malawian children are given a fair chance to survive, grow, develop and participate. The Strategic Plan is a response to the observation that ECD services are accessed by less than one-third of eligible children. Seventy per cent of eligible children are not reaching their development potential, which undermines the nation's socio-economic aspirations as enshrined in the MGDS.

### Methodology

The process of developing the Strategic Plan was participatory. Key informant interviews and focus group discussions with communities were conducted, and ECD practices in selected ECD centres were observed. This involved initial meetings with various stakeholders, including Government Ministries and Departments, NGOs, international organizations, the National ECD Network, the University of Malawi, parents, guardians and communities. These meetings identified important issues which need to be addressed to improve ECD service provision.

The draft Strategic Plan was subject to a series of consultations with various stakeholders before it was finalised.

### Highlights of the Strategic Plan (SP)

The Strategic Plan is divided into four parts. Part I is an appraisal of the ECD situation in Malawi. Part II focuses on the vision, mission, objectives, guiding principles and values of the Plan. Part III details the implementation arrangements, and Part IV sets out strategies, outputs and activities, and provides a detailed and costed plan.

#### Part I: Background

This section explains the need for quality ECD services in Malawi and pulls out six key strategic issues identified through stakeholder consultations. These are: lack of legal and policy framework for ECD; limited access and equitable access to ECD services; challenges on quality and relevance of service provision; low profile and visibility of ECD; weak leadership, partnership and coordination; and lack of research and a clear monitoring and evaluation system. The Strategic Plan is based on making improvements in these six areas.

#### Part II: Vision, Mission, Objectives, Guiding Principles and Values

The Strategic Plan draws its vision from the National ECD Policy (2006), which is to provide the Malawian child with high quality services in early childhood care that ensure his/her survival, growth, protection and development that would lead to his/her active participation in national development. In the light of this vision, this section outlines the objectives, guiding principles and values that should be followed to ensure quality service provision.

#### Part III: Implementation Arrangements

This section outlines the structures and processes that will support the implementation of the National ECD Policy and the Strategic Plan. The specific structures and processes are: developing an institutional and regulatory framework, upholding the roles and responsibilities of organizations in ECD as enshrined in the Policy Document, developing human resources, attracting funding for the Strategic Plan for the initial five years, formalising ECD coordination under a lead Ministry, and coordinating with key development partners.

#### Part IV: Strategies, Targets, Outputs and Activities and Detailed Work Plan

This part has three sections tabulating the issues in the preceding parts of the Strategic Plan. These are: Strategies/Outputs and Activities, Output Targets per Financial Year and Detailed Work Plan by Output and Activity. The Costing Matrix is presented as an appendix.

### 1.1 Introduction

Malawi's Constitution defines a child as a person who is 18 years and below. The 2008 census recorded close to seven million children in Malawi, roughly five million of whom were below the age of eight. The constituency for ECD thus represents 37% of the total population, and the Government has therefore prioritized issues relevant to ECD. The Strategic Plan is fittingly entitled 'M'mera Mpoyamba', based on the local proverb that emphasizes the importance of investing in a child's early years.

Global research on child development has shown that the first eight years of life are critical for development: up to 80% of brain development takes place in the first two years alone. Early psycho-social stimulation and exploratory sensory play promote brain development in the early years. ECD focuses on holistic development (including physical, emotional, cognitive, social and spiritual aspects), aiming to prepare children for formal schooling and productive adult lives.

In Malawi, ECD programs started as early as 1950 and progressed to urban pre-schools in the 1960s. The community-based childcare centre (CBCC) approach began in 1989 as a national response to the spread of malnutrition which resulted in high child mortality. This centre-based approach has since grown and is providing care and support to many orphans and other vulnerable children.

### 1.2 Problem statement

According to the National Policy on ECD (2006), young children are directly affected by problems stemming from pervasive and deep-rooted poverty. Malawi has high infant and maternal mortality rates, high illiteracy rates, poor health and food insecurity (particularly at household level), a high incidence of malnutrition, high child morbidity rates, high levels of child abuse and widespread cases of children with psychological disorders. The AIDS pandemic has created a growing number of children who have lost one or both parents. Overall, most Malawian children do not have a good start to life.

### 1.3 Definition and rationale for Early Childhood Development

ECD is defined as a comprehensive approach to policies and programs for children from conception to eight years. It encompasses early learning and stimulation, health, education, nutrition, hygiene and sanitation. ECD is thus a multi-sectoral program which requires full cooperation between key sectors including government ministries, NGOs, faith-based organizations (FBOs), the private sector and communities themselves.



Children who participate in ECD tend to be more successful in school, are more competent socially and emotionally, and they show higher verbal and intellectual development during early childhood than children who do not access ECD services. Investing in ECD is clearly justified because it improves the child's survival, growth, development and participation in society.

ECD also provides support to vulnerable children, including those affected by the impact of HIV and AIDS (notably orphans). It enhances efforts to protect children within the framework of human rights, prepares children for primary education and contributes towards retention and higher levels of attainment in school. ECD creates an enabling environment for the care of the child at home as well as in the community, as it releases parents to concentrate on other productive work. ECD is above all a long-term strategy for addressing poverty, since a strong foundation in training and education for children will prepare them for productive economic lives.

#### 1.4 Achievements of ECD interventions

Malawi has made good progress with the ECD program, despite its low profile and limited resources. The most notable achievement has been the formulation of the National ECD Policy, which guides the implementation of ECD in Malawi and clearly stipulates the various roles of key Ministries and other stakeholders.

There is already a well defined implementation structure at community, district and national levels. There is a functional National ECD Network which provides a forum for networking, collaboration and partnership between various stakeholders. The Network also steers the ECD agenda as set by the Government and its partners. Progress in ECD services is also attributed to the growth of links with other organizations and partners within Malawi, the region and globally.

Capacity is being developed to ensure access, quality and fairness in ECD services. A team of core trainers train ECD district trainers and ECD facilitators, and conduct national-level supervision. Some progress is being made towards training caregivers and parent committee members across the country.

In the effort to improve standards, several documents have been developed. These include the ECD Basic Training Manual, ECD syllabus, CBCC Profile, Chichewa Caregivers' Guide, Operational Guidelines and Accreditation System, Parents' and Caregivers' Guide, Parenting Education Manual, ECD Program Document and ECD communication materials.

Children are being provided with age- and culturally-appropriate learning and play materials. Assorted play materials have been distributed to some ECD centres to complement the materials made locally by communities. ECD centres are also provided with cooking and eating utensils, food supplements, and farm inputs for their communal gardens.

Several studies on ECD have been conducted. These cover various issues and include CBCC Child Rearing Practices (1989), Baseline Survey on Key Child Care Practices (2000), Baseline Survey on ECD (2003), Past, Present and Future (2006), Study on Key Care Practices (2005), CBCC Mapping (2007) and Positive Deviance Study (2009).

To date the number of registered children in ECD centres has increased dramatically from 1% in 1996 to 30% to 2008. This growth has mirrored the increase of ECD centres from 649 to 7,801 within the same period.

#### 1.5 Links with the Malawi Growth and Development Strategy (MGDS)

Despite ECD not being explicitly mentioned in the MGDS, the latter's themes and sub-themes touch on many of the issues in the ECD Program. And since ECD is both multi-sectoral and multidimensional, it draws support and strength from the MGDS. Notable areas in the MGDS that reflect ECD implementation are theme 3 (on Social Development) with sub-themes on:

- Education (at preschool level, the expected medium-term outcome is to have an expanded infrastructure and increased access)
- Health (decrease child morbidity and mortality)
- Nutrition (targeting health and nutrition support towards children)
- Population, gender, and HIV and AIDS.

#### 1.6 Key strategic issues

Even though Malawi has an ECD Policy, implementation has not been sufficient to address the ever-growing problems of children aged eight and below. To speed implementation, six strategic issues/ objectives have been identified. These issues were identified using participatory methods involving key stakeholders at national, district and grassroots levels. Most of the stakeholders agree that addressing these strategic issues will enhance the holistic development of children and national social economic development. The strategic issues are briefly explained in turn below.

#### 1.6.1 Legal and institutional framework

There is no specific legislation to guide and regulate the provision of ECD services in Malawi. As a result, the ECD Policy has not been fully implemented. It continues to be given low priority on the national development agenda, as shown by the absence of a budget line in the lead Ministry. In the absence of specific legislation, the ECD Program relies on other relevant legislation such as the Education Act, the Health Act, and the Water and Sanitation Act. It also draws its mandate from the National ECD Policy, and other related policies and cabinet directives. An ECD Act is urgently needed, to give the ECD Policy the legal status it merits.

#### 1.6.2 Access and equity

Centre-based ECD services are offered through CBCCs, pre-schools, crèches, Nutrition Rehabilitation Units, Child Rehabilitation Centres, Paediatric Wards, Sunday schools, Madrassas, kindergartens and other centres. However, access is limited and it is estimated that only 30% of all children in Malawi currently attend one of these centres. The situation is worse for girls, children with special needs, orphans, children on the streets, and other vulnerable children.

Fair access has not been achieved for several reasons, including too few service delivery points, unavailability of appropriate services, cultural barriers to using services, poor quality services, geographical barriers and limited capacity of service providers.

Most ECD centres currently lack adequate facilities. ECD infrastructure is generally poor, and may be inappropriate for young children. Many centres are characterized by poor ventilation, dusty rooms, poor lighting, temporary dilapidated structures and the absence of child-friendly sanitary facilities. These issues need to be addressed if ECD is to make a positive impact on the national socio-economic development agenda.

#### 1.6.3 Quality and relevance

There are many challenges under this heading, a key one being the absence of an accreditation system with commissioned training institutions. The result is that even if caregivers have been trained, most have attended courses of no longer than a fortnight; this is not adequate for the development of productive competencies.

Despite the availability of ECD standards covering quality and relevance of services, the standards are not reinforced, and service providers are not properly coordinated or regulated. There have been ad hoc parenting, education and support programs, but these have not been properly designed or implemented. Because of lack of resources, the whole ECD system relies heavily on un- or under-qualified volunteers; quality is obviously compromised by this arrangement.

#### 1.6.4 Profile and visibility

One of the factors hampering the delivery of ECD is its low visibility. The ECD Policy has not been widely disseminated and few people appreciate the importance of ECD in a country's development. There is no budget line for ECD in the national budget, and there are no national events dedicated to ECD. As a result the level of ECD awareness is very low throughout Malawi, which translates to low levels of support for this important development intervention. Urgent action is needed to develop a communication strategy that will lead to public awareness on the vital importance of the early childhood years and the value of investing in ECD at household, community, district and national levels.

#### 1.6.5 Leadership, partnership, coordination

ECD is a multidisciplinary program that requires multi-sectoral approach. The key Ministries are Education, Science and Technology; Health and Population; Agriculture and Food Security; Irrigation and Water Development; Local Government; Finance; Disability and the Elderly; and the Department of Nutrition and HIV and AIDS within the Office of the President and Cabinet (OPC). Other stakeholders include the private sector, faith-based organizations (FBOs), community-based-organizations (CBOs), non-state actors and the communities themselves.

Bringing together these different Ministries and agencies is the task of the Ministry of Gender and Child Development (MoGCD). However, MoGCD does not have a robust and visible ECD Department. It also lacks adequate staff and specific resources for the program, so it is unable fully to carry out its leadership and coordination roles.

The National ECD Network, which provides opportunities for networking and collaboration between ECD implementers, has neither the mandate nor its own resources to steer ECD activities or to bring its plans into operation. This clearly reduces its effectiveness. ECD coordination and networking structures at community and district levels are weak and inadequate, which in turn leads to low implementation levels.

Several development partners support Malawi's ECD program, but their efforts and resources are not fully coordinated, because MoGCD does not have control over how partners allocate their resources. As a result there is some duplication of efforts and a concentration of services in some areas, leaving other areas poorly serviced. Many children are thus denied access to good quality ECD services. Basket funding of ECD services and good coordination mechanisms would improve this situation.



#### 1.6.6 Research, monitoring and evaluation

ECD is an evolving discipline which is also peculiar to each specific environment. Constant research is needed to improve ECD services, coupled with good monitoring and evaluation (M&E) systems. These activities provide the basic information for evidence-based decision-making and for designing demand-driven ECD programs.

Because the Ministry of Gender and Child Development recognizes the importance of M&E for feedback into the ECD program, it has developed several M&E tools. However, they are still in draft form: they need to be disseminated and used by implementers at all levels. Even when the tools are in use, the Ministry cannot yet process the information gathered: there is therefore an urgent need for a clear management information system for ECD.

#### 1.7 The ECD Strategy in Malawi

The main purpose of the Strategic Plan is to ensure that the National ECD Policy is effectively implemented over the next five years. This should in turn provide all children, including children in difficult circumstances, with adequate care, support and protection. It will be achieved by coordinating and consolidating the efforts of various key stakeholders investing in ECD and by promoting its development agenda. The family is given special prominence in the proposed interventions because it is the first point of entry to ECD. Communities too will play an important role: ECD will be delivered using decentralized institutions at all levels.

The Strategic Plan will address the issues described in 1.6 above as follows:

#### 1.7.1

##### Strategic Issue 1: Improve legal and institutional framework

Government has resolved to develop an ECD Act and robust institutional framework for ECD. This framework will provide standards, accreditation, roles and responsibilities for the management of ECD. MoGCD will also upgrade the ECD Department to include more senior management positions as well as more qualified professionals. To facilitate better coordination, MoGCD will persuade other key stakeholders to appoint desk officers for ECD in their respective Ministries and Departments. The goal of Government is to have both the legal and institutional framework, including an ECD Act, in place and functional by 2014.

#### 1.7.2

##### Strategic Issue 2: Increase access and equity

The overall objective is to ensure that every child is given a fair start in life. Increasing access to ECD will entail building structures in both urban and rural areas. These should be accessible to disabled people and fairly distributed geographically. The needs of marginalised children, such as orphans and street children, will also be taken into account. Government will lead in mobilizing increased resources from both bilateral and multilateral donors, and will itself commit dedicated funds to ECD interventions. Increasing access will require more professional ECD officers at all levels, so training will be vital (see 1.7.3). Parent support programs and systems to ensure that children are reached in the home will also need strengthening.

#### 1.7.3

##### Strategic Issue 3: Improve the quality and relevance of ECD services

Government will develop an elaborate training program through which it will train more professional people at national, district and community levels. It will also design, develop and deliver demand-driven ECD programs. Government is committed to have in place full-time caregivers and more learning and play aids which are developmentally and culturally appropriate. Government will develop operational guidelines and an accreditation system for institutions, ECD service-providers and caregivers.

#### 1.7.4

##### Strategic Issue 4: Improve the profile and visibility of ECD

An advocacy and communication strategy will be developed and implemented to raise awareness at all levels, from the general public to high-level policy makers and technocrats. This will also be an important tool for advocacy with the Ministry of Finance, donors and District Assemblies for financial and resource investments in ECD. These activities will be complemented by special events and activities dedicated to children's development.

#### 1.7.5

##### Strategic Issue 5: Strengthen leadership, partnership and coordination

Leadership, partnership and coordination will be strengthened by creating fora for key stakeholders (including Government, civil society and donors). The capacity of the lead Ministry will be strengthened to effectively and efficiently manage the national ECD program. Sector policies will be consolidated for strong leadership, coordination and implementation of ECD. Civil society machinery with an interest in ECD will be established to coordinate organizations implementing ECD in Malawi. Key ECD institutions will have their capacity developed in the design and implementation of effective ECD programs.

#### 1.7.6

##### Strategic Issue 6: Improve research and development, monitoring and evaluation

Research and development and M&E of ECD are key priorities for effective delivery of evidence-based ECD services in Malawi. A robust M&E system with clear targets and indicators will be established to track and document implementation. Periodic multi-sectoral planning and reviews will be conducted every year to inform progress. A national research forum will be created to set the research agenda and disseminate results.

#### 1.8 The ECD approach in Malawi

Malawi has adopted three approaches for providing ECD: multi-sectoral, lifecycle and human-rights-based.

##### 1.8.1 Multi-sectoral approach

Malawi recognizes that the provision of ECD services is a multi-sectoral responsibility involving public institutions, the private sector and civil society organizations. It therefore implements a multi-sectoral approach, with the MoGCD, as lead Ministry, promoting partnerships with the other stakeholders in order to create synergy.

##### 1.8.2 Lifecycle approach

Children develop at their own pace, but they all pass through a similar and identifiable sequence of physical, cognitive, social, emotional stages of growth and change. Reflecting this development sequence, ECD interventions are being implemented according to distinct developmental age groups as defined below:

##### Conception to birth

Services focus on care for pregnant women. These include antenatal care, health services, nutritional supplementation, home visits for prenatal education on infant development. Other services include nutrition and parenting education and support (including care for the new born), post-natal care and early stimulation of the infant.

##### Birth to two years

Services for children from birth to two years focus on the parents' role. Mothers are encouraged to breastfeed exclusively for up to six months, and taught about hygiene and sanitation in the household. Extension workers and other service providers sometimes undertake home visits; they also provide complementary feeding where necessary, and monitor the growth of children. Early learning and stimulation, love and affection, and providing conditions for exploration and discovery are all important at this stage: it is vital that more mothers are made aware of how they can help their children to develop fully by the way they interact with them from an early age.

##### Three to five years

At this age the child is able to be separated from the family and go to an ECD centre. Interventions at this stage include stimulation and learning, exploratory play, protection and psychosocial support, growth monitoring, nutrition support, and preparation for primary school. Parent support programs continue to be vital.

**Six to eight years**

Children at this age should be attending primary school. Interventions for this age group include stimulation, nutrition support through feeding programs, and links with the Ministry of Health to identify and address any disabilities. Health, hygiene and sanitation, love and affection, parent support programs, and psychosocial care are also important. Early primary school teachers are supported and orientated in ECD methodologies.

**1.8.3 Human-rights-based approach**

Human rights and child rights are applied in all ECD programs and processes in Malawi. These processes include situation assessment and analysis, program design, implementation, management and M&E. The processes are bound by the principles of accountability and the universality of rights. Non-discrimination and a respect for the rights of the child, as well as the identification of various duty-bearers are also parts of this approach.

**2.1 Vision**

Malawian children that are holistically developed: well stimulated and educated, healthy and nourished, well protected and morally upright so that they can excel in life.

**2.2 Mission**

Provide the Malawian child with high quality services in early childhood care that ensure his/her survival, growth, protection and development that would lead to his/her active participation in national development.

**2.3 Objectives**

The objectives of the ECD Strategic Plan are to:

- I. Develop a functional institutional and regulatory framework
- II. Increase access and equity in centre-based ECD services
- III. Enhance quality and relevance of ECD services
- IV. Raise the profile of ECD countrywide
- V. Strengthen leadership, partnership and coordination in the delivery of ECD services
- VI. Strengthen research and M&E of interventions and activities.

**2.4 Guiding principles**

The implementation of the Strategic Plan will be guided by the following principles:

- No child shall be discriminated against or abused on the basis of age, sex, race, tribe, health status, economic status, religious or political affiliation.
- The family is the primary institution for supporting the growth and development of children.
- Children's rights will be respected at all times in order to uphold human dignity, enabling optimal child development and participation.
- Every child has the right to develop to his or her full potential.
- Early childhood care, survival, growth and development is the basis for human life.
- Community-based management of ECD services is the most effective for sustainable child development and facilitates ownership and accountability.
- The early years of a child's life (0-3 years) are critical for mental development, which is a basis for further human development.
- Investment in children from birth to eight years is the best guarantee of equitable and sustainable development.

**2.5 Values**

ECD interventions in Malawi will foster the values outlined below:

- a) Personal: Self-worth, confidence, aspiration for excellence, self reliance, hygiene, assertiveness and courage, with a sound, critical and constructive mind.
- b) Social / inter-personal: Respect for self and others, tolerance, trustworthiness, responsibility and discipline.
- c) Moral / religious: A strong moral foundation based on religious and societal values.
- d) Cultural: Respect for one's and other people's culture, ideals, beliefs and values; respect for cultural diversity and cultural sensitivity.
- e) Work / industry: Commitment to duty, determination to achieve with a sense of self-efficacy and to contribute to the family, community and nation.
- f) Educational: Love and commitment to learn, adapting to useful change/technology while aiming at high standards.
- g) National: Patriotism, unity, loyalty to one's country, respect for leadership and the environment.

This section outlines the management and governance framework needed to coordinate and implement the National ECD Strategic Plan at national, district and community levels. The organizational structure identifies key roles for the coordinating Ministry and other key partners. It also illustrates the relationship between the various partners and how their coordination will be managed administratively and programmatically.

### 3.1 National Steering Committee on Women and Child Development

#### *Roles and Responsibilities of the Committee:*

The main function of the National Steering Committee shall be to oversee and give policy guidance to the implementation of the Orphans and Vulnerable Children (OVC), Early Childhood Development (ECD), Child Rights and Stop Harming the Children and Women Girls and HIV/AIDS (WGHA) programs.

#### *Composition of the National Steering Committee:*

The membership of the NSC will be composed of individuals at policy making level from key relevant stakeholder organizations. The members shall be appointed by the Minister of Women and Child Development and they will be representatives from public sector, development partner organizations, private sector and civil society organizations.

#### *Work modalities:*

The National Steering Committee will convene on a quarterly basis. A two-week notice shall be provided for each meeting. The chairperson may call for extraordinary meetings and he/she shall give two working-days notice. The Chairperson of the committee will be the Principal Secretary of the Ministry of Women and Child Development. The Vice chairperson will be nominated by the Steering Committee itself from among the Civil Society members. When the PS is unable to chair the meeting, the Vice Chair will have to perform his/her duties. In absence of the two, members will appoint one amongst themselves to chair the meeting.

The Planning Department of the Ministry of Women and Child Development shall be responsible for the secretariat services and shall ensure that meetings take place as scheduled, necessary documents to facilitate the meetings of the Committee are made available to the members in good time and all relevant reports are produced. It will also facilitate the organization of the National Steering Committee meetings. The ECD, OVC, Child Rights and Protection, and WGHA TWGs shall report to the National Steering Committee.

Membership of the Steering Committee for Women and Child Development is composed of the Principal Secretaries for relevant line Ministries, Directors of relevant Government Departments, Country Directors/Representatives of relevant international and local NGOs, FBOs, CBO umbrella networks, of UN agencies, bilateral and multilateral donor representatives and the private sector, including other co-opted members. The Steering Committee is chaired by the Principal Secretary for the Ministry of Gender and Child Development. In order to ensure an effective multisectoral response to programs, the Steering Committee shall continue to provide oversight in the implementation of National Policies and Programs.

#### *Membership*

- a) Ministry of Gender and Child Development (MoGCD)
- b) Ministry of Education, Science and Technology (MoE)
- c) Ministry of Health and Population (MoH)
- d) Ministry of Agriculture and Food Security
- e) Ministry of Finance
- f) Ministry of Development, Planning and Cooperation
- g) Ministry of Disability and the Elderly
- h) Ministry of Justice
- i) Ministry of Local Government and District Administration
- j) Ministry of Irrigation and Water Development
- k) Office of the President and Cabinet Affairs (OPC)
- l) Department of Nutrition and HIV/AIDS
- m) National AIDS Commission
- n) Bilateral and multilateral donor representatives: UNICEF, GTZ, CIDA, EU, USAID, NORAD, USAID, WFP, DFID, World Bank, FAO, World Vision, Oxfam
- o) NAC funders Representatives
- p) Local Assemblies
- q) Co-opted relevant members

#### *Terms of reference*

- a) Provide political visibility, policy direction and support to programs,
- b) Ensure accountability of inputs from both internal and external partners of the programs in the Ministry and other partners,
- c) Provide guidance and advise to Programs' Technical Working Groups and networks,
- d) Advise relevant Cabinet and Parliament committees on issues related to the programs;
- e) Oversee, coordinate and facilitate implementation of the programs' National Strategic Plans,

- f) Mobilization resources and solicit highest-level commitment to the programs' National Strategic Plans;
- g) Facilitate linkages to other existing national frameworks,
- h) Advocate for integration of programs in National Development Programs, National HIV/AIDS Action Framework (NAF), National ECD Strategic Plan, the Malawi Growth and Development Strategy (MDGS) and other relevant policy documents; and
- i) Facilitate endorsement and monitor compliance of laws, policies and guidelines in support of ECD, OVC, Child Rights Protection, Gender and HIV/AIDS issues.

### 3.2 ECD Technical Working Group (TWG)

The ECD Technical Working Group makes programmatic and technical recommendations. It is composed of ECD technocrats and senior technical officials from implementing partners.

#### *Membership*

- Senior technical officials from member organizations of the Steering Committee
- ECD implementing partners in each of the relevant units and departments
- Representatives of civil society organizations

#### *Terms of reference*

- Provide technical advice to Steering Committee
- Coordinate and support planning, implementation, and monitoring and evaluation of ECD programs at all levels.
- Develop and disseminate technical and managerial guidelines on ECD
- Support the development and implementation of programs for children with special needs
- Monitor and evaluate the national implementation of the ECD Strategy
- Facilitate development of a research agenda
- Facilitate ECD Network fora for networking, collaboration, partnerships and coordination among ECD service providers.

### 3.3 District ECD Network

This provides fora for collaboration among ECD service providers at district and community levels. The District Social Welfare Office provides the secretariat for the Network, while the chairperson will be elected from the network members.

#### *Membership*

- Key line Ministries
- Representatives from FBO, CBO, ECD parents committees and caregivers
- NGO representatives

#### *Terms of reference*

- Provide an information-sharing platform
- Lobby for increased resource allocation
- Reinforce standards and quality control
- Monitor and supervise ECD programs
- Create and sustain links between partners
- Ensure sustainability of interventions.
- Receive and consolidate reports of various implementing partners
- Compile reports for submission to the Ministry of Gender and Child Development

### 3.4 Partner-specific roles and responsibilities

The roles and responsibilities of organizations in ECD as defined in the Policy Document should be upheld.

#### **1 - Ministry of Gender and Child Development**

The MoGCD will provide overall leadership through its administrative structure from Headquarters down to community level. This leadership role will be supported by policy and programmatic contributions from other sections and units in the Ministry.

In particular the MoGCD shall:

- i. Chair and provide the secretariat for the National Steering Committee on Women and Child Development and Technical Working Group (TWG).
- ii. Lead the processes of policy formulation, implementation review, M&E and coordination of ECD interventions
- iii. Coordinate expansion plans for human resources, facilities, logistics and resources, taking into consideration the activities of other line Ministries
- iv. Establish a management, monitoring and supervision structure for the Plan
- v. Mobilize and allocate resources for national ECD events
- vi. Maintain the national ECD database
- vii. Facilitate the development of training programs
- viii. Provide ongoing policy oversight and guidance for implementing the Plan.

The ECD Unit within the MoGCD will be in charge of implementing this Strategic Plan and will collaborate with all relevant Government Ministries, the private sector, research and training institutions, and NGOs as appropriate. The ECD Unit will also play a secretarial role in the Steering Committee and TWG.



**2 - Ministry of Education, Science and Technology**

- i. Member of Steering Committee and TWG
- ii. Member of multi-sectoral training, supervision and M&E teams
- iii. Make ECD part of the curriculum in teacher training colleges and other learning institutions
- iv. Strengthen the ECD approach for 6-8 age group in primary schools
- v. Create smooth transition for children moving from home to ECD centres and later to primary schools.

**3 - Ministry of Health and Population**

- i. Member of Steering Committee and TWG
- ii. Member of multi-sectoral training, supervision and M&E teams
- iii. Screen minor illnesses for both children and caregivers
- iv. Establish community-based health programs
- v. Conduct maternal and child immunization campaigns
- vi. Monitor health trends in ECD centres
- vii. Provide antenatal care and counselling for expectant mothers
- viii. Promote male involvement in child health care
- ix. Promote prevention of mother-to-child transmission of HIV
- x. Strengthen early detection of disabled children in ECD centres and households

**4 - Ministry of Agriculture and Food Security**

- i. Member of Steering Committee and TWG.
- ii. Member of multi-sectoral training and M&E teams
- iii. Ensure that there is food security, dietary diversification, sanitation, processing, preservation, storage and utilization of nutritious foods within households and ECD centres

**5 - Ministry of Irrigation and Water Development**

- i. Member of Steering Committee and TWG
- ii. Member of multi-sectoral training, supervision and M&E teams
- iii. Ensure that communities and ECD centres are mobilized to have sanitation facilities, access to safe water and adopt safe hygiene practices

**6 - Office of the President and Cabinet – Department of Nutrition and HIV/AIDS**

- i. Member of Steering Committee and TWG
- ii. Member of multi-sectoral training, supervision and M&E teams
- iii. Coordinate multi-sectoral nutrition program at national level and ensure consistency, adequacy and relevance across sectors
- iv. Promote food security, dietary diversification, sanitation, processing, preservation, storage and utilization of nutritious foods in households and communities

**7 - Ministry of Finance**

- i. Member of Steering Committee and TWG
- ii. Member of multi-sectoral training, supervision and M&E teams
- iii. Mobilise and allocate resources for ECD
- iv. Develop and maintain a resource tracking system

**8 - Ministry of Disability and the Elderly**

- i. Member of steering committee and TWG
- ii. Member of multi-sectoral training, supervision and M&E teams
- iii. Design programs for children with disabilities
- iv. Supervise, monitor and evaluate programs targeting children with disabilities
- v. Network with other stakeholders involved in the care and development of children with special needs
- vi. Promote inclusive services for children with special needs by all sectors

**9 - Ministry of Local Government**

- i. Member of Steering Committee and TWG
- ii. Member of multi-sectoral training, supervision and M&E teams
- iii. Assist District, Town and City Assemblies to establish ECD sub-committees
- iv. Formulate by-laws to regulate ECD activities following MoGCD guidelines
- v. Mobilize and channel resources for ECD services
- vi. Develop plans, and implement and monitor activities that promote ECD programs

**10 - Local Assemblies**

- i. Member of Steering Committee and TWG
- ii. Member of multi-sectoral training, supervision and M&E teams

- iii. Leadership operational decision-making for the implementation of ECD at district level
- iv. Ensure equitable resource allocation and holistic implementation of ECD throughout the district, in line with the national policy and guidelines
- v. Monitor progress of ECD implementation

**11 - Religious institutions**

- i. Promote spiritual and moral development of children aged 0-8 years
- ii. Promote family unity and stability through matrimonial counselling
- iii. Establish and promote childcare programs
- iv. Raise awareness of appropriate childcare practices
- v. Mobilize resources for childcare activities

**12 - Association of Pre-School Playgroups in Malawi (APPM)**

- i. Register all ECD centres interested in joining the Association
- ii. Conduct training for child caregivers and other ECD providers
- iii. Produce and distribute learning and play materials
- iv. Provide technical support in ECD and supervise ECD centres

**13 - Cooperating partners**

- i. Support and augment Government efforts
- ii. Provide technical assistance on ECD
- iii. Provide resources for ECD activities

**14 - Communities**

- i. Establishment and manage ECD centres
- ii. Develop early stimulation and learning materials from locally available resources
- iii. Mobilise resources, including food, play materials, space and caregivers
- iv. Protect children and conduct advocacy on roles of the family
- v. Disseminate information on ECD activities
- vi. Ensure fair participation of children in ECD activities without discrimination
- vii. Conduct vulnerability assessment

**15 - Households and families**

- i. Provide adequate care for pregnant and lactating women
- ii. Provide adequate breastfeeding and complementary feeding

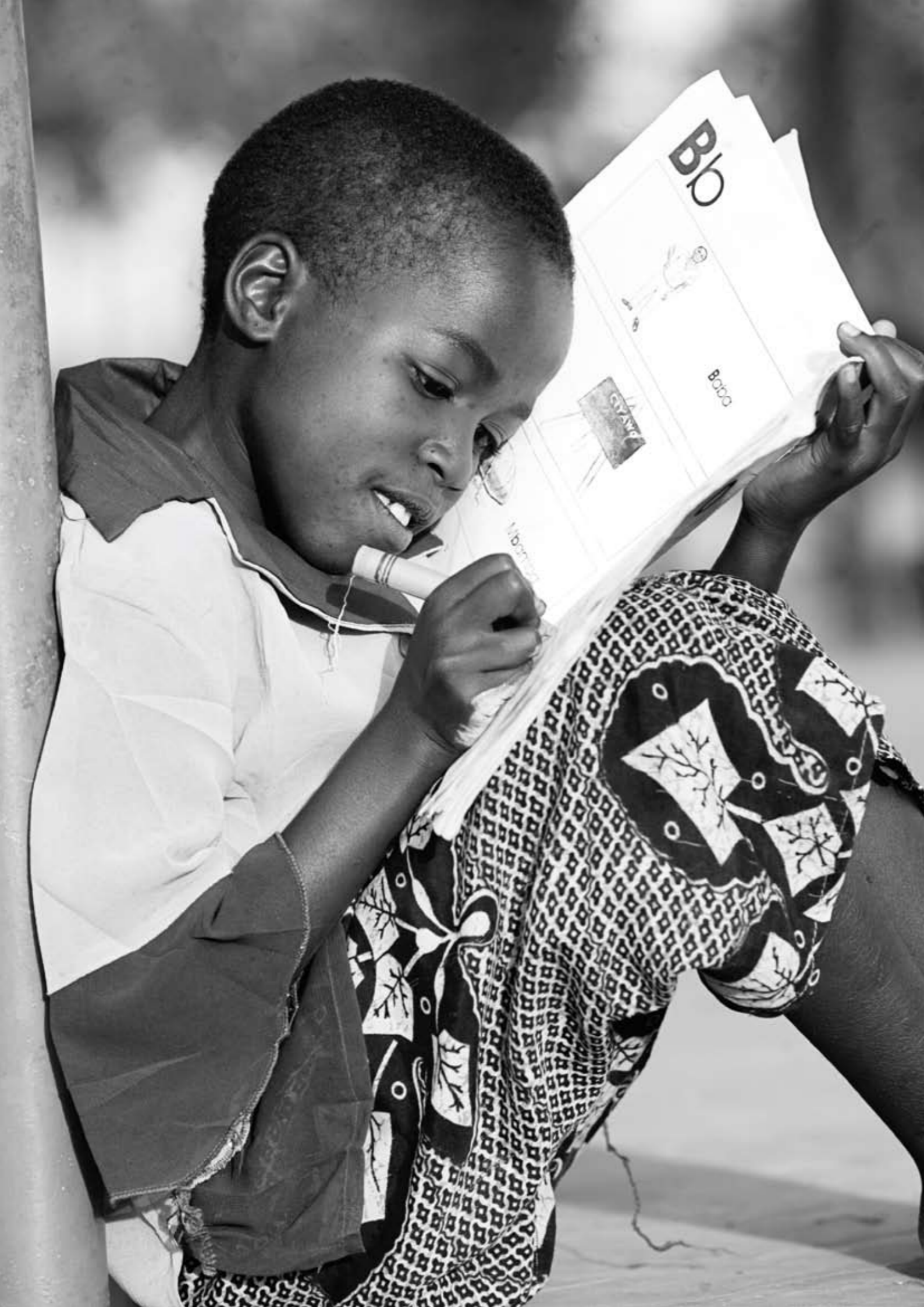
- iii. Promote positive feeding practices for children
- iv. Ensure hygienic and sanitary environment conducive to child survival, growth and development
- v. Undertake the required home healthcare practices to manage child illnesses, and make use of health facilities and advice
- vi. Provide psychosocial care to promote mental and social development
- vii. Provide affection to children, to encourage autonomy and to stimulate exploration
- viii. Protect children against all forms of abuse
- ix. Mobilize resources for childcare, protection and development
- x. Promote male participation in child care

**3.5 Human resources**

The Ministry and other key stakeholders should develop a comprehensive human resource development program that will provide qualified ECD personnel at national, district and community levels. MoGCD will use the results of the 2007 Human Resource Capacity Assessment and Functional Review to fill the gaps in staffing with personnel trained in ECD. Similarly, partners working on ECD should improve the human resource capacity levels of their staff members.

**3.6 Financing the Strategic Plan for five years**

Currently, UNICEF stands out as the major development partner supporting the national ECD agenda in Malawi. To identify other development partners that are interested in ECD, the Ministry will organize a round-table conference of potential donors. The Policy Document and the Strategic Plan will be presented at the conference in order to attract further funding. Initial funding will include both recurrent and development budgets.



## 4.1 STRATEGIES/OUTPUTS AND ACTIVITIES

Strategic outcome	Strategies (Output)	Activities
<b>1. Institutional framework for ECD developed and functional by 2014</b>	1.1 Review / develop child-focused laws in relation to ECD	1.1.1 Sensitize key stakeholders on current child-development-related legislation
		1.1.2 Identify gaps in current legislation that require law on ECD
		1.1.3 Establish a special law commission on ECD
		1.1.4 Draft an ECD Act and any other legislation, based on gaps identified
		1.1.5 Lobby Parliament to enact the new legislation
		1.1.6 Lobby the Executive to process the new legislation
		1.1.7 Sensitize key stakeholders on the new ECD legislation
	1.2 Strengthen the Department responsible for ECD within the MoGCD	1.2.1 Conduct functional review of MoGCD
		1.2.2 Fill any vacancies in the ECD Department
		1.2.3 Train staff in ECD at both technical and management levels
<b>2. Access and equity in centre-based ECD increased from 30% to 70% by 2014<sup>1</sup></b>	2.1 Increase numbers of ECD structures by 60% by 2014	1.2.4 Prepare a comprehensive annual work plan and introduce a budget line for ECD activities
		1.2.5 Lobby Minister of Finance to provide a budget allocation for ECD
		2.1.1 Determine requirements for ECD structures by District and TA
		2.1.2 Upgrade 5,665 current ECD centres (CBCCs) <sup>2</sup> by 2014
		2.1.3 Build and equip 34 ECD resource centres
		2.1.4 Attach at least 2 trainers-of-trainers to each of the resource centres
		2.1.5 Construct 7,000 standard ECD centres across the country by 2014
		2.1.6 Open 1,000 special ECD centres in existing health facilities by 2014
2.1.7 Open 1,000 special ECD centres in existing market facilities by 2014		
2.1.8 Open 30 special ECD centres in existing prison facilities by 2014		

Strategic outcome	Strategies (Output)	Activities
		2.1.9 Open 1,500 ECD centres in public institutions e.g. churches, rural growth centres, hotels and other social meeting places
	2.2 Mobilize local and external sources	2.2.1 Set up ECD teams for advocacy and resource mobilization at local levels
		2.2.2 Hold a national multi-donor stakeholder resource mobilization round table discussion
		2.2.3 Draw up ECD proposals for funding by development partners
	2.3 Implement inclusion policy (special needs, gender, HIV and AIDS, street children, children in difficult circumstances)	2.3.1 Develop curriculum
		2.3.2 Develop tailor-made teaching and learning aids (including technologies), mobility and other accessories for children with special needs
		2.3.3 Train special needs teachers
		2.3.4 Provide child/user-friendly structures
<b>3. Quality and relevance of ECD enhanced by 2014</b>	3.1 Build the human capacity to design, develop and implement ECD programs	3.1.1 Conduct ECD training needs assessment by district
		3.1.2 Train full-time caregivers in basic ECD, and distribute relevant learning aids and play resources
		3.1.3 Train ECD specialists to Masters level
		3.1.4 Train ECD-certificate teachers
		3.1.5 Hold training sessions for ToTs (10 ECD trainers in each district and in tertiary institutions)
		3.1.6 Offer in-service ECD training to service-providers (caregivers, older people, primary school teachers and other extension workers)
		3.1.7 Hold parenting orientation workshops targeting the parents of 0-2-year-old infants
		3.1.8 Orientate the parent committees of ECD centres
		3.1.9 Create a cadre of ECD trainers in each district
		3.1.10 Develop a holistic one-year diploma in ECD

Strategic outcome	Strategies (Output)	Activities
		3.1.11 Institute minimum standards at entry level for ECD caregivers and other practitioners
	3.2 Mainstream ECD activities in other relevant sectors, beginning 2009	3.2.1 Mainstream and harmonize ECD curriculum with those of MoE, MoH and MoGCD at all levels
		3.2.2 Cluster ECD centres to feed into primary schools
		3.2.3 Mainstream ECD in private sector
		3.2.4 Incorporate ECD curriculum into training of primary school teachers
		3.2.5 Review the ECD curriculum periodically to ensure relevance
	3.3 Develop ECD standards	3.3.1 Further develop ECD curriculum
		3.3.2 Review/translate existing ECD caregivers syllabus
		3.3.3 Introduce ECD curriculum within Magomero Training College
		3.3.4 Develop capacity of tertiary institutions to offer curriculum development and training in ECD
		3.3.5 Organize attachment for university students to ECD projects in the government and private sectors
		3.3.6 Develop/review operational guidelines and accreditation system
		3.3.7 Disseminate operational guidelines and accreditation system
		3.3.8 Orientate existing ECD practitioners
		3.3.9 Develop parent education guides from existing parenting manual
<b>4. Profile and visibility of ECD raised by 2014</b>	4.1 Develop an advocacy and communication strategy for ECD	4.1.1 Commission a multi-sectoral task force to develop the strategy
		4.1.2 Hold workshop to draft ECD communication strategy and develop messages

Strategic outcome	Strategies (Output)	Activities
		4.1.3 Consult stakeholders on communication strategy
	4.2 Conduct advocacy campaign on the communication strategy	4.2.1 Sensitize general public, policy makers and technocrats on the importance of ECD
		4.2.2 Encourage MoF, donors and assemblies to invest financially and materially in ECD
		4.2.3 Establish a Cabinet committee on ECD
		4.2.4 Lobby for the institutionalisation of a national ECD week
		4.2.5 Develop and disseminate national IEC materials on ECD
	4.3 Develop and implement communication tools for ECD	4.3.1 Create an interactive website for ECD
		4.3.2 Set up panel of ECD experts to guide development and implementation of ECD and contribute to body of knowledge in Malawi
		4.3.3 Devise and disseminate ECD messages through billboards, newspapers, TV and radio (drama, jingles etc.)
		4.3.4 Convene annual national and international ECD conferences
<b>5. Leadership, partnerships and coordination enhanced by 2014</b>	5.1 Consolidate sector policy, leadership, coordination and implementation by 2012	5.1.1 Revise the OVC Steering Committee to include ECD
		5.1.2 Hold ECD Steering Committee meetings
		5.1.3 Hold National ECD Network meetings
		5.1.4 Revise District OVC committees to include ECD
		5.1.5 Hold District ECD committee meetings
		5.1.6 Undertake local and international exchange visits
	5.2 Establish civil society machinery with interest in ECD to coordinate organizations implementing ECD in Malawi	5.2.1 Map all ECD providers

Strategic outcome	Strategies (Output)	Activities
		5.2.2 Review ECD Network
		5.2.3 Create an umbrella civil society organization
	5.3 Build the capacity of key institutions to design, develop and implement ECD programs	5.3.1 Assess the institutional and technical capacity of the APPM and other organizations that may implement ECD
		5.3.2 Draw up a capacity development plan
		5.3.3 Monitor implementation of capacity development
<b>6. Research and M&amp;E for ECD enhanced by 2014</b>	6.1 Establish an M&E system by December 2009	6.1.1 Review existing M&E tools in ECD
		6.1.2 Develop a comprehensive M&E system
		6.1.3 Train officers and stakeholders in new system
		6.1.4 Disseminate the M&E tools
		6.1.5 Harmonize ECD M&E with that of MoGCD
		6.1.6 Develop a database for ECD
	6.2 Hold regular planning and review meetings	6.2.1 Hold annual national stakeholder meetings
		6.2.2 Regularise district stakeholder meetings
		6.2.3 Compile and disseminate ECD implementation reports
	6.3 Strengthen research and development capacity for ECD	6.3.1 Develop a national research agenda for ECD
		6.3.2 Commission research into ECD as necessary
		6.3.3 Conduct research
		6.3.4 Create a forum to disseminate ECD research findings regularly

<sup>1</sup>Assuming a 10% annual increase over the next 5 years, subject to the availability of technical and financial resources.

<sup>2</sup>Community-based childcare centres.

**STRATEGIC OUTCOME 1: Legal and institutional framework for ECD developed and functional by 2014**

Strategy/Output Description		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
1.1	Review/develop child-focused laws in relation to ECD	Legal framework established	As previous year	As previous year	As previous year	As previous year
1.2	Strengthen the Department responsible for ECD within the MoGCCD	Department responsible for ECD strengthened	As previous year	As previous year	As previous year	As previous year

**STRATEGIC OUTCOME 2: Access and equity in centre based ECD increased from 30% to 85% by 2014**

Strategy/Output Description		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
2.1	Increase numbers of ECD structures by 60% by 2012	ECD structures increased by 3%	ECD structures increased by 5%	ECD structures increased by 10%	ECD structures increased by 7%	ECD structures increased by 5%
2.2	Mobilize local and external resources	Local and external resources mobilized	As previous year	As previous year	As previous year	As previous year
2.3	Implement inclusion policy (special needs, gender, HIV and AIDS, children in/on the street, children in difficult circumstances)	Inclusion policy implemented	As previous year	As previous year	As previous year	As previous year

**STRATEGIC OUTCOME 3: Quality and relevance of ECD enhanced by 2014**

Strategy/Output Description		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
3.1	Build the human capacity to design, develop and implement ECD programs	Human capacity to implement ECD program	As previous year	As previous year	As previous year	As previous year
3.2	Mainstream ECD activities in other relevant and key sectors, beginning 2009	ECD mainstreamed in other relevant and key sectors	As previous year	As previous year	As previous year	As previous year
3.3	Develop ECD standards	ECD standards developed	ECD standards utilized	ECD standards utilized	ECD standards utilized	ECD standards utilized

**STRATEGIC OUTCOME 4: The profile and visibility of ECD raised by 2014**

Strategy/Output Description		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
4.1	Develop an advocacy and communication strategy for ECD	Advocacy and communication strategy developed	Advocacy and communication strategy implemented	Advocacy and communication strategy implemented	Advocacy and communication strategy implemented	Advocacy and communication strategy implemented
4.2	Conduct advocacy campaign on the communication strategy	ECD campaign rolled out	ECD campaign rolled out	ECD campaign rolled out	ECD campaign rolled out	ECD campaign rolled out
4.3	Develop and implement communication tools for ECD	Communication tools developed	Communication tools	Communication tools	Communication tools	Communication tools

Strategy/Output Description		OUTPUT TARGETS (PER FINANCIAL YEAR)				
5.1	Consolidate sector policy, leadership, coordination and implementation by 2010	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
		Sector policy, leadership, coordination and implementation consolidated	Sector policy, leadership, coordination and implementation consolidated	Sector policy, leadership, coordination and implementation consolidated	Sector policy, leadership, coordination and implementation consolidated	Sector policy, leadership, coordination and implementation consolidated
5.2	Establish civil society machinery with interest in ECD to coordinate organizations implementing ECD in Malawi	Civil society machinery established	Civil Society Machinery functional	Civil Society Machinery functional	Civil Society Machinery functional	Civil Society Machinery functional
5.3	Build the capacity of key institutions to design, develop and implement ECD programs	Capacity for key institutions developed	Capacity for key institutions developed	Capacity for key institutions developed	Capacity for key institutions developed	Capacity for key institutions developed

#### STRATEGIC OUTCOME 6: Research, monitoring and evaluation for ECD enhanced by 2014

Strategy/Output Description		OUTPUT TARGETS (PER FINANCIAL YEAR)				
6.1	Establish M&E system by December 2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
		M&E system established by December 2009	M&E system functional	M&E system reviewed by June 2011	M&E system functional	M&E system functional
6.2	Hold regular planning and review meetings	Regular planning and review meetings conducted	Regular planning and review meetings conducted	Regular planning and review meetings conducted	Regular planning and review meetings conducted	Regular planning and review meetings conducted
6.3	Strengthen research and development capacity for ECD	Research and development capacity increased	Research and development capacity increased	Research and development capacity increased	Research and development capacity increased	Research and development capacity increased

STRATEGIC OUTCOME 1		Legal and institutional framework for ECD developed and functional by 2014					
Strategy/Output 1.1		Review/develop child-focused laws in relation to ECD					
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK		
1.1.1 Sensitize key stakeholders on current child-development-related legislation	MoGCD	Sensitization meetings	Jan - Dec 2009	12 months	Delays		
1.1.2 Identify gaps in the legislation that require law on ECD	MoGCD	Study report on gaps	June - Dec 2009	7 months	Lack of funding		
1.1.3 Establish a special law commission on ECD	MoGCD	Special Law Commission set up	Feb - June 2009	5 months	Delays		
1.1.4 Draft an ECD Act and other legislation, based on gaps identified	Special Law Commission	ECD Act drafted	July 2009 - June 2010	12 months	Lack of funding		
1.1.5 Lobby Parliament to enact the new legislation	MoGCD	ECD Act enacted	Feb 2009 - June 2010	12 months	Apathy		
1.1.6 Lobby the Executive to process the new legislation	MoGCD	New legislation in place	Feb 2009 - June 2010	17 months	Delays		
1.1.7 Sensitize key stakeholders on the new ECD legislation	MoGCD	Reports published	June 2010 to 2012	24 months	Lack of funding		

STRATEGIC OUTCOME 1		Legal and institutional framework for ECD developed and functional by 2014				
Strengthen the Department responsible for ECD in MoGCD						
TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK	
1.2.1 Conduct functional review of MoGCD	MoGCD	Review report published	By December 2009	9 months	Delays	
1.2.2 Fill vacancies in ECD Department	MoGCD	Vacancies filled	July - Dec 2009	6 months	Lack of financing commitment	
1.2.3 Train staff in ECD at both managerial and technical levels	MoGCD	Officers trained	July 2009 - June 2014	54 months	Low budget allocation	
1.2.4 Prepare a comprehensive annual work plan and introduce a budget line for ECD activities	MoGCD	ECD budget line in existence	By December 2009	9 months	Refusal by Treasury	
1.2.5 Lobby Minister of Finance to provide a budget allocation for ECD	MoGCD	ECD budget allocation granted	By June 2010	9 months	Low budget allocation	

STRATEGIC OUTCOME 2		Access and equity in centre based ECD increased from 30% to 85% by 2014				
Increase numbers of ECD structures by 60% by 2014						
Strategy/Output 2.1	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK	
2.1.1 Determine requirements for ECD structures by District and TA	MoGCD	Inventory of ECD structures carried out	Jan - Dec 2009	12 months	Lack of funding	
2.1.2 Upgrade 5,665 current ECD centres (CBCCs) by 2014	MoGCD	ECD centres upgraded	By Dec 2014	40 months	Lack of funding	
2.1.3 Build and equip 34 ECD resource centres	MoGCD	ECD centres built and equipped	By Dec 2014	40 months	Lack of funding	
2.1.4 Attach at least 2 ToTs to each of the resource centres	MoGCD	68 ToTs attached to the centres	By Dec 2014	40 months	Lack of funding	
2.1.5 Construct 7,000 standard ECD centres across the country by 2014	MoGCD, NGOs, FBOs, District Assemblies	7,000 standard ECD centres open	By Dec 2014	54 months	Lack of funding	
2.1.6 Open 1,000 special ECD centres in existing health facilities by 2014	MoGCD, NGOs, FBOs, District Assemblies	1,000 special ECD centres-HCs open	By Dec 2014	54 months	Lack of funding	

<b>STRATEGIC OUTCOME 2 Access and equity in centre based ECD increased from 30% to 85% by 2014</b>						
<b>TASK</b>	<b>RESPONSIBILITY</b>	<b>MEASUREMENT</b>	<b>BEGIN/END DATE</b>	<b>DURATION</b>	<b>RISK</b>	
2.1.7 Open 1,000 special ECD centres in existing market facilities by 2014	MoGCD, NGOs, FBOs, District Assemblies	1,000 special ECD centres-Markets open	By Dec 2014	54 months	Lack of funding	
2.1.8 Open 30 special ECD centres in prison facilities by 2014	MoGCD, NGOs, FBOs, District Assemblies	30 special ECD centres in prison open	By Dec 2014	60 months	Lack of funding	
2.1.9 Open 1,500 ECD centres in public institutions e.g. churches, rural growth centres, hotels and other social places	MoGCD, NGOs, FBOs, District Assemblies	1,500 ECD centres in public institutions open	By Dec 2014	54 months	Lack of funding	
Strategy/Output 2.2 Mobilize local and external resources						
2.2.1 Set up ECD teams for advocacy and resource mobilization at all levels	MoGCD and ECD Network	Advocacy teams at work	By December 2009	3 months	Delay	
2.2.2 Hold a national multi-donor-stakeholder resource mobilization round table discussion	MoGCD and UNICEF	Meetings held and minuted	2009 – Dec 2014	54 months	Apathy	
2.2.3 Draw up ECD proposals for funding by development partners	MoGCD	Proposals drawn up	2009 – Dec 2014	54 months	Apathy	

<b>STRATEGIC OUTCOME 2 Access and equity in centre based ECD increased from 30% to 85% by 2014</b>						
<b>Strategy/Output 2.3 Implement inclusion policy (special needs, gender, HIV and AIDS, children on the street, children in difficult circumstances)</b>						
<b>TASK</b>	<b>RESPONSIBILITY</b>	<b>MEASUREMENT</b>	<b>BEGIN/END DATE</b>	<b>DURATION</b>	<b>RISK</b>	
2.3.1 Develop curriculum	MoGCD	New curriculum in use	By June 2010	16 months	Lack of funding and delays	
2.3.2 Develop tailor-made teaching and learning aids (including technologies), mobility and other accessories	MoGCD and Ministry of Disability	Tailor-made teaching and learning aids developed	By June 2011	28 months	Lack of funding and delays	
2.3.3 Train special needs teachers	MoGCD, MoE	Training courses held	By Dec 2014	54 months	Lack of funding	
2.3.4 Provide child/user-friendly structures	MoGCD, MoE	Special needs facilities in place	Jan 2009 to Dec 2010	24months	Lack of funding	



STRATEGIC OUTCOME 3 Quality and relevance of ECD enhanced by 2014						
Build the human capacity to design, develop and implement ECD programs						
Strategy/Output 3.1	TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
	3.1.1 Conduct ECD training needs assessment by district	MoGCD	Study report written	By Dec 2009	12 months	Delays
	3.1.2 Train full-time caregivers in basic ECD and distribute relevant learning aids and play resources	MoGCD	Training courses held	Jan 2009 – Dec 2014	60 months	Lack of funding and delay in approval
	3.1.3 Train ECD specialists to Masters level	MoGCD	Training courses held	Jan 2009 – Dec 2014	60 months	Lack of funding
	3.1.4 Train ECD certificate teachers	MoGCD	Training courses held	Jan 2009 – Dec 2014	60 months	Lack of funding
	3.1.5 Hold training sessions for ToTs (10 ECD trainers in each district and in tertiary institutions)	MoGCD	Training courses held	Jan 2009 – Dec 2014	60 months	Lack of funding
	3.1.6 Offer in-service ECD training for service providers (caregivers, older people, primary school teachers and other extension workers)	MoGCD	In-service training	Jan 2009 – Dec 2014	60 months	Lack of funding

STRATEGIC OUTCOME 3 Quality and relevance of ECD enhanced by 2014						
Mainstream ECD activities in other relevant and key sectors beginning 2009						
Strategy/ Output 3.2	TASK	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
	3.1.7 Hold parenting orientation workshops targeting parents of 0-2-year-old infants	MoGCD	Orientation workshops held	Jan 2009 – Dec 2014	60 months	Lack of funding
	3.1.8 Orientate the parent committees of ECD centres	MoGCD	Workshops held	Jan 2009 – Dec 2014	60 months	Lack of funding
	3.1.9 Create a cadre of ECD trainers in each district	MoGCD & NGOs	ECD trainers in place	Jan 2009 – Dec 2012	48 months	Lack of funding
	3.1.10 Develop a holistic one-year diploma in ECD	Colleges	Diploma course set up	Jan 2009 – Dec 2009	12 months	Lack of funding
	3.1.11 Institute minimum standards at entry level for ECD caregivers and other ECD practitioners	MoGCD and DHRMD	Minimum standards in place	July 2009 to Dec 2009	6 months	Delays
	3.2.1 Mainstream and harmonise ECD curriculum with those of MoE, MoH and MoGCD at all levels	MoGCD, MoE, MoH, OPC Department of Nutrition/ HIV	Curriculum in place	July 2009 – June 2010	12 months	Delays and limited coordination

<b>STRATEGIC OUTCOME 3</b>						
<b>Quality and relevance of ECD enhanced by 2014</b>						
<b>TASK</b>	<b>RESPONSIBILITY</b>	<b>MEASUREMENT</b>	<b>BEGIN/END DATE</b>	<b>DURATION</b>	<b>RISK</b>	
3.2.2 Cluster ECD centres to feed into primary schools	MoGCD, MoE	ECD centres clustered to feed primary schools	January 2010–December 2013	48 months	Delays	
3.2.3 Mainstream ECD in private sector	MoGCD, MoE	ECD mainstreamed	January 2010–December 2014	60 months	Lack of acceptance	
3.2.4 Incorporate ECD into training curriculum for primary school teachers	MoE, MoGCD	ECD in training curriculum of primary school teachers	By December 2010	16 months	Lack of cooperation	
3.2.5 Review the ECD curriculum periodically to ensure relevance	MoGCD, MoE, MIE	ECD curriculum fully relevant	Jan 2010– Dec 2014	54 months	Lack of technical guidance	
<b>Strategy/Output 3.3</b>						
<b>Develop ECD standards</b>						
3.3.1 Further develop ECD standards	MoGCD	ECD standards developed	2009 – July 2010	12 months	Lack of funding	
3.3.2 Review/ translate existing ECD syllabus	MoGCD	ECD syllabus revised	July 2009 – December 2010	16 months	Lack of funding	
3.3.3 Introduce ECD curriculum within Magomero Training College	MoGCD	ECD curriculum in place at Magomero	July – Dec 2009	6 months	Lack of funding	

<b>STRATEGIC OUTCOME 3</b>						
<b>Quality and relevance of ECD enhanced by 2014</b>						
<b>TASK</b>	<b>RESPONSIBILITY</b>	<b>MEASUREMENT</b>	<b>BEGIN/END DATE</b>	<b>DURATION</b>	<b>RISK</b>	
3.3.4 Develop capacity of tertiary institutions to offer curriculum development and training in ECD	MoGCD	Training courses held	July 2009 – Dec 2012	36 months	Lack of funding	
3.3.5 Organize attachment for university students to ECD projects in government and private sectors	MoGCD, University	Attachments in place	Jan 2009 – Dec 2014	60 months	Lack of funding	
3.3.6 Develop/ review operational guidelines and accreditation system	MoGCD, MoE	Guidelines and accreditation system operational	December 2009	6 months	Lack of funding	
3.3.7 Disseminate operational guidelines and accreditation system	MoGCD	Report written	2009 – Dec 2014	60 months	Lack of funding	
3.3.8 Orientate existing ECD practitioners	MoGCD	Reports written	2009 – Dec 2014	60 months	Lack of funding	
3.3.9 Develop parent educational guides from existing parenting manual	MoGCD	Guides published	July 2009 – June 2010	12 months	Lack of funding	

STRATEGIC OUTCOME 4					
The profile and visibility of ECD raised by 2014					
Develop an advocacy and communication strategy for ECD					
Strategy/Output 4.1	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
4.1.1 Commission a multi-sectoral task force to develop the strategy	MoGCD	Task Force set up	Oct 2008 - Dec 2008	3 months	Lack of funding
4.1.2 Hold workshop to draft ECD communication strategy and develop messages	MoGCD and National ECD Network	Strategy devised	Oct 2008 - Dec 2008	3 months	Lack of funding
4.1.3 Consult stakeholders on communication strategy	MoGCD	Consultants' reports submitted	Jan – March 2009	3 months	Lack of funding
Strategy/Output 4.2	Conduct advocacy campaign on the communication strategy				
4.2.1 Sensitize general public, policy makers and technocrats on the importance of ECD	MoGCD, Mol, media houses	Debates held	July 2009 - Dec 2014	18 months	Lack of funding
4.2.2 Encourage MoF, donors and Assemblies to invest financially and materially in ECD	MoGCD	Sufficient resources for ECD	July 2009 - Dec 2010	18 months	Lack of prioritization of ECD issues
4.2.3 Establish Cabinet committee on ECD	MoGCD	Cabinet Committee in place	July 2009 – Dec 2010	18 months	Delays

STRATEGIC OUTCOME 4					
The profile and visibility of ECD raised by 2014					
Develop and implement communication tools for ECD					
Strategy/Output 4.3	RESPONSIBILITY	MEASUREMENT	BEGIN/END DATE	DURATION	RISK
4.3.1 Create an interactive website for ECD within Government Website	MoGCD & Mol	Website live	July - Dec 2009	6 months	Lack of technical guidance
4.3.2 Set up panel of ECD experts to guide development and implementation of ECD and contribute to body of knowledge in Malawi	MoGCD	ECD panel in place	Jan - June 2009	3 months	Lack of technical guidance
4.3.3 Devise and disseminate ECD messages through billboards, newspapers, TV and radio (drama, jingles etc.)	MoGCD, Mol, MoE, MoH, media houses	ECD messages disseminated	Jan 2009 - June 2010	18 months	Lack of funding
4.3.4 Convene annual national and international ECD conferences	MoGCD	Conferences held	Jan 2009 – Dec 2014	60 months	Lack of funding

<b>STRATEGIC OUTCOME 5 Leadership, partnerships, coordination of ECD enhanced</b>						
<b>Consolidate sector policy, leadership, coordination and implementation beginning July 2009</b>						
<b>Strategy/Output 5.1</b>	<b>TASK</b>	<b>RESPONSIBILITY</b>	<b>MEASUREMENT</b>	<b>BEGIN/END DATE</b>	<b>DURATION</b>	<b>RISK</b>
	5.1.1 Revise the OVC steering committee to include ECD	MoGCD	ECD in Steering Committee	By June 2009	6 months	Rejection
	5.1.2 Hold ECD Steering Committee meetings	MoGCD	Steering Committee Meetings held	Jan 2009 – Dec 2014	60 months	Poor attendance
	5.1.3 Hold national ECD Network meetings	MoGCD	Network meetings held	Jan 2009 – Dec 2014	60 months	Poor attendance
	5.1.4 Revise District OVC committees to include ECD	MoGCD	ECD in district committees	Jan 2009 – Dec 2014	60 months	Poor attendance
	5.1.5 Hold District ECD committee meetings	Assemblies	District meetings held	Jan 2009 – Dec 2014	60 months	Poor attendance
	5.1.6 Undertake exchange visits locally and internationally	MoGCD	Visits made	Jan 2009 – Dec 2014	60 months	Poor attendance
<b>Strategy/Output 5.2 Establish civil society machinery with interest in ECD to coordinate organizations implementing ECD</b>						
	5.2.1 Map all ECD providers	MoGCD	ECD providers' inventory carried out	Jan - Dec 2009	12 months	Lack of funding
	5.2.2 Review ECD Network	MoGCD	Report written	By June 2009	6 months	Poor attendance
	5.2.3 Create an umbrella civil society organization	CSO	Umbrella CSO organization set up	Jan - Dec 2009	12 months	Lack of technical guidance

<b>STRATEGIC OUTCOME 5 Leadership, partnerships, coordination of ECD enhanced</b>						
<b>Build capacity in key institutions to design, develop and implement ECD programs</b>						
<b>Strategy/Output 5.3</b>	<b>TASK</b>	<b>RESPONSIBILITY</b>	<b>MEASUREMENT</b>	<b>BEGIN/END DATE</b>	<b>DURATION</b>	<b>RISK</b>
	5.3.1 Assess the institutional and technical capacity of the APPM and other organizations that could implement ECD	MoGCD	Assessment reports published	By Dec 2009	12 months	Lack of funding and technical assistance
	5.3.2 Draw up a capacity development plan	MoGCD	Capacity development plan written	By Dec 2009	12 months	Lack of technical guidance
	5.3.3 Monitor implementation of capacity development	MoGCD	Monitoring report written	June 2009 – Dec 2014	54 months	Lack of technical guidance

**STRATEGIC OUTCOME 6** Research, monitoring and evaluation for ECD enhanced**Establish an M&E system by December 2009**

<b>Strategy/Output 6.1</b>					
<b>TASK</b>	<b>RESPONSIBILITY</b>	<b>MEASUREMENT</b>	<b>BEGIN/END DATE</b>	<b>DURATION</b>	<b>RISK</b>
6.1.1 Review existing M&E tools in ECD	MoGCD	M&E tools revised	June - Dec 2009	6 months	Lack of funding and technical assistance
6.1.2 Develop a comprehensive M&E system	MoGCD	M&E system in place	By Dec 2009	6 months	Lack of funding and technical assistance
6.1.3 Train officers and stakeholders in M&E system	MoGCD	Training courses held	By Dec 2012	18 months	Lack of funding and technical assistance
6.1.4 Disseminate the M&E tools	MoGCD	Dissemination report written	July 2009 – June 2010	12 months	Lack of funding and technical assistance
6.1.5 Harmonize ECD M&E system with that of MoGCD	MoGCD	MoGCD M&E system harmonized	July – Dec 2009	6 months	Lack of funding and technical assistance
6.1.6 Develop a database for ECD	MoGCD	ECD database set up	July – Dec 2009	6 months	Lack of funding and technical assistance

**STRATEGIC OUTCOME 6** Research, monitoring and evaluation for ECD enhanced**Hold regular planning and review meetings**

<b>Strategy/Output 6.2</b>					
<b>TASK</b>	<b>RESPONSIBILITY</b>	<b>MEASUREMENT</b>	<b>BEGIN/END DATE</b>	<b>DURATION</b>	<b>RISK</b>
6.2.1 Hold annual national stakeholder meetings	MoGCD	Meetings held	Jan 2009 – Dec 2014	60 months	Low attendance
6.2.2 Regularize district stakeholder meetings	MoGCD	District meetings held	Jan 2009 – Dec 2014	60 months	Low attendance
6.2.3 Compile and disseminate ECD implementation reports	MoGCD	Reports written	Jan 2009 – Dec 2014	60 months	Inadequate response

**Strengthen research and development capacity for ECD**

6.3.1 Develop a national research agenda for ECD	MoGCD	Research agenda drawn up	By Dec 2009	12 months	Lack of technical guidance
6.3.2 Commission ECD research as necessary	MoGCD	ECD research conducted	Jan 2009 – Dec 2014	60 months	Lack of funding
6.3.3 Conduct research	MoGCD	Research reports published	Jan 2009 – Dec 2014	60 months	Lack of funding
6.3.4 Create a forum to disseminate research findings regularly	MoGCD	Research forum set up and findings disseminated	Jan 2009 – Dec 2014	60 months	Lack of funding

# APPENDIX COSTING MATRIX



## 41 NATIONAL STRATEGIC PLAN FOR EARLY CHILDHOOD DEVELOPMENT

## APPENDIX COSTING MATRIX

Strategic Outcome 1: Institutional framework for ECD developed and functional by 2014

Strategic Output Target 1.1: Review/develop child related laws in relation to ECD

Activities	Input	Input measure	Units of inputs					Cost Type	Target Indicators					Cost in Malawi Kwacha(MK) Per Year					Total cost for Activity/ Output for 5 Years	Responsible Agency				
			1	2	3	4	5		1	2	3	4	5	1	2	3	4	5						
			Y	E	A	R	S	Y	E	A	R	S	Y	E	A	R	S							
1.1.1. Sensitize key stakeholders on the current child development related bills	Sensitisation meetings	Days	3					5					915,000	0	0	0	0	13,725,000	0	0	0	0	13,725,000	MoWCD, ECD Network
1.1.2 Establish gaps in the child development related bills that require law on ECD	Man months	Man-days	45					1					73,000	0	0	0	0	3,285,000	0	0	0	0	3,285,000	MoWCD, ECD Network
1.1.3 Establish a special law commission to draft a law for ECD	Law commission of 30 set up	Days	2					6					382,500	0	0	0	0	4,590,000	0	0	0	0	4,590,000	MoWCD, ECD Network
1.1.4 Develop and enact laws based on the gaps identified	Meetings	Days	6	6				5	5				382,500	0	0	0	0	11,475,000	11,475,000	0	0	0	22,950,000	MoWCD, ECD Network
1.1.5 Lobby Parliament to enact the new legislation	3 meetings of 20 MPs each conducted	Days	3	3				1	2				366,000	0	0	0	0	1,098,000	2,196,000	0	0	0	3,294,000	MoWCD
1.1.6 Lobby the Executive to process the new legislation	2 Cabinet meetings conducted	Days	2	2				1	1				823,500	0	0	0	0	1,647,000	1,647,000	0	0	0	3,294,000	MoWCD
1.1.7 Sensitize key stakeholders on the ECD law	3 meetings of 60 stakeholders conducted	Days	2	2	2			1	1	1			1,098,000	0	0	0	0	2,196,000	2,196,000	2,196,000	0	0	6,588,000	MoWCD
Sub total													0	0	0	0	0	38,016,000	17,514,000	2,196,000	0	0	57,726,000	
<b>Strategic Output Target 1.2: Strengthen the Department Responsible for ECD in MoWCD</b>																								
1.2.1 Conduct functional review of MoWCD	Functional review conducted	Man days	45					1					73,000	0	0	0	0	3,285,000	0	0	0	0	3,285,000	MoWCD
1.2.2 Fill the vacancies in the Department responsible for ECD	Child development officers recruited	4 Meetings (of 2 days each) by recruitment committee of 6 officers	2	2				2	2				56,000	0	0	0	0	224,000	224,000	0	0	0	448,000	MoWCD
1.2.3 Train staff in ECD at both managerial and technical levels	70 Management and technical staff trained	Years	1	1				27	43				560,000	0	0	0	0	15,120,000	24,080,000	0	0	0	39,200,000	MoWCD, ECD Network
1.2.4 Prepare a comprehensive annual work plan and introduce budget-line for ECD activities	Annual ECD work-plan prepared	Days	4	4	4	4		1	1	1	1		415,000	0	0	0	0	1,660,000	1,660,000	1,660,000	1,660,000	0	6,640,000	MoWCD, ECD Network
1.2.5 Lobby Ministry of Finance to provide budget line for ECD	Lobbying meetings	Days	1	1	1			1	1	1			466,500	0	0	0	0	466,500	466,500	466,500	0	0	1,399,500	MoWCD, ECD Network
Sub total													466,500	0	0	0	0	20,755,500	26,430,500	1,660,000	1,660,000	0	50,972,500	MoWCD, ECD Network
<b>Total Strategic Outcome 1</b>													<b>466,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>58,771,500</b>	<b>43,944,500</b>	<b>3,856,000</b>	<b>1,660,000</b>	<b>0</b>	<b>108,698,500</b>	

1 Assuming a 10% annual increase over the next 5 years, subject to the availability of technical and financial resources

2 Community-based childcare centres

Strategic Outcome 2: Access and Equity in centre based ECD increased from 30% to 70% by 2014  
Strategic Output Target 2.1: To increase numbers of ECD structures by 60% by 2014

Activities	Input measure	Units of inputs					Cost Type	Target Indicators					Unit cost Yr1	Cost in Malawi Kwacha(MK) Per Year					Total cost for Activity/ Output for 5 Years	Responsible Agency				
		1	2	3	4	5		1	2	3	4	5		1	2	3	4	5						
2.1.1 Determine requirements for ECD structures by District and TA	Study to determine the requirements	1					Consultancy	45					73,000.0	0.0	0.0	0.0	0.0	3,285,000						MoWCD, ECD Network
2.1.2 Upgrade 5665 current ECD centres (CBCCs) by 2014	5665 current ECD centres upgraded in communities, prisons, hospitals and markets	1	1	1	1	1	1	1500	1500	1000	1000	665	1,200,000	1,800,000,000	1,800,000,000	1,200,000,000	798,000,000	6,798,000,000						MoWCD, ECD Network
2.1.3 Build and equip 34 ECD resource centres (including ancillary facilities)	Well built and equiped ECD Resource Centre	1	1	1	1	1	1	9	10	10	10	5	3,400,000	0	34,000,000	34,000,000	17,000,000	115,600,000						MoWCD
2.1.4 Attach at least 2 ToTs in each of the resource centres.	68 ToTs attached to the centres	12	12	12	12	12	Monthly allowance	68	68	68	68	68	56,000	0	45,696,000	45,696,000	137,088,000							MoWCD
2.1.5 Construct 7,000 standard ECD centres across the country by 2014	7,000 standard ECD centres constructed	1	1	1	1	1	1	1500	2000	2000	1500	5,000,000	0	10,000,000,000	10,000,000,000	7,500,000,000	35,000,000,000							MoWCD
2.1.6 Open 1000 ECD centers in existing health facilities by 2014.	1000 ECD centers opened in health facilities	1	1	1	1	1	1	100	200	400	200	100	1,280,000	128,000,000	512,000,000	256,000,000	1,280,000,000							MoWCD
2.1.7 Open 1000 ECD centers in existing market facilities by 2014.	1000 ECD centers in market facilities	1	1	1	1	1	1	100	200	400	200	100	1,280,000	128,000,000	512,000,000	256,000,000	1,152,000,000							MoWCD
2.1.8 Open 30 special ECD centers in prison facilities by 2014.	30 special ECD centers in prisons	1	1	1	1	1	1	5	10	10	5	1,280,000	6,400,000	12,800,000	12,800,000	38,400,000								MoWCD
2.1.9 Open 1500 ECD centers in the public institutions, for example churches, rural growth centers, hotels and other social places.	1500 ECD centers in the public institutions	1	1	1	1	1	1	100	300	400	300	1,280,000	128,000,000	512,000,000	512,000,000	1,920,000,000								MoWCD, ECD Network
Sub total								2,190,400,000	10,236,285,000	12,828,496,000	12,316,496,000	8,872,696,000	46,444,373,000											

1 Assuming a 10% annual increase over the next 5 years, subject to the availability of technical and financial resources

2 Community-based childcare centres

Strategic Output Target 2.3: Implement inclusion policy (special needs, gender, HIV and AIDS, Children in/on the street, children in difficult circumstances)

Activities	Input measure	Units of inputs					Cost Type	Target Indicators					Unit cost Yr1	Cost in Malawi Kwacha(MK) Per Year					Total cost for Activity/ Output for 5 Years	Responsible Agency							
		1	2	3	4	5		1	2	3	4	5		1	2	3	4	5									
2.3.1 Develop curriculum	Special needs ECD Curriculum	45					Consultancy	1					73,000	0	3,285,000	0	0	0	0	0	3,285,000						MoWCD, ECD Network
2.3.2 Develop tailor made Learning aids (including technologies), mobility and other accessories	Tailor made ECD teaching and learning aids	35					Consultancy/ meetings	1	1				73,000	0	2,555,000	0	0	0	0	0	2,555,000						MoWCD, ECD Network
2.3.3 Train special need teachers	5 training sessions of 30 each for ECD Special needs teachers	1	1	1	1	1	1	60	60	30			240,000	0	14,400,000	14,400,000	7,200,000	0	36,000,000						MoWCD, ECD Network		
2.3.4 Provide child/user-friendly structures	Special needs structures provided to 7000 ECD centres	1	1	1	1	1	1	1500	2000	2000	1500	635,000	0	952,500,000	1,270,000,000	952,500,000	4,445,000,000							MoWCD, ECD Network			
Sub total								0	972,740,000	1,284,400,000	14,117,011,000	13,597,811,000	50,947,673,000													MoWCD, ECD Network	

1 Assuming a 10% annual increase over the next 5 years, subject to the availability of technical and financial resources

2 Community-based childcare centres

Strategic Outcome 3: Quality and Relevance of ECD enhanced by 2014

Strategic Output Target 3.1: Build the human capacity to deliver, design, develop and implement ECD programmes

Activities	Input measure	Units of inputs					Cost Type	Target Indicators					Unit cost Yr1	Cost in Malawi Kwacha(MK) Per Year					Total cost for Activity/ Output for 5 Years	Responsible Agency							
		1	2	3	4	5		1	2	3	4	5		1	2	3	4	5									
3.1.1 Conduct ECD training needs assessment by district	ECD training needs assessment conducted	60					Consultancy	1					73,000.0	0	4,380,000	0	0	0	0	0	4,380,000						MoWCD
3.1.2 Train full time caregivers in basic ECD and distribute relevant learning aids and play resources	11330 caregivers trained	5	5	5	5	5	1	2500	2500	2500	1330	12,500	156,250,000	156,250,000	156,250,000	83,125,000	708,125,000								MoWCD, MoE, ECD Network		
3.1.3 Train ECD specialist to Masters level	10 ECD specialists sponsored to Masters level	2	2				1	5	5			1,200,000	0	12,000,000	12,000,000	0	0	0	0	24,000,000						MoWCD, MoE, ECD Network, Universities	
3.1.4 Train ECD certificate teachers	150 ECD certificate teachers trained	1	1	1	1	1	1	30	30	30	30	240,000	7,200,000	7,200,000	7,200,000	7,200,000	36,000,000								MoWCD, MoE, ECD Network, Universities		

1 Assuming a 10% annual increase over the next 5 years, subject to the availability of technical and financial resources

2 Community-based childcare centres

3.1.5 Conduct training of ToIs (ECD trainers in each district and tertiary institutions)	Training workshops	Days	10	10	10	10	10	10	10	10	1	1	1	1	1	1,205,000	0	12,050,000	12,050,000	12,050,000	0	36,150,000	MoWCD/ECD Network
3.1.6 Conduct ECD in-service training for service providers (caregivers, primary school teachers and other extension workers)	4000 care givers and other extension workers trained	Sessions	1	1	1	1	1	1	1	1	800	800	800	800	800	165,000	132,000,000	132,000,000	132,000,000	132,000,000	132,000,000	660,000,000	MoWCD/ECD Network
3.1.7 Conduct parenting orientation workshops targeting 0-2 year old.	500 workshops	Days	3	3	3	3	3	3	3	3	100	100	100	100	1,000,000	300,000,000	300,000,000	300,000,000	300,000,000	300,000,000	1,500,000,000	MoWCD/ECD Network	
3.1.8 Conduct ECD centres parent committee orientations	56650 parent committee members oriented	Days	5	5	5	5	5	5	5	5	15000	15000	10000	10000	7,600	570,000,000	570,000,000	380,000,000	380,000,000	380,000,000	2,152,700,000	MoWCD/ECD Network	
3.1.9 Develop a holistic one year diploma in ECD	1 year diploma	Days	1								30				560,000	0	16,800,000	0	0	0	0	16,800,000	MoWCD, MoE, ECD Network, Universities
3.1.10 Institute minimum standards at entry level for ECD caregivers and other practitioners	Minimum standards for ECD caregivers and other practitioners	Days	4								1				915,000	0	3,660,000	0	0	0	0	3,660,000	MoWCD, MoE, ECD Network, Universities
<b>Sub total</b>																1,165,450,000	1,214,340,000	999,500,000	987,500,000	775,025,000	775,025,000	5,141,815,000	

**Strategic Output Target 3.2: Mainstream ECD activities in other relevant and key sectors beginning 2009**

Activities	Input	Input measure	Units of inputs	Cost Type	Target Indicators	Unit cost yr 1	Cost in Malawi Kwacha(MK) Per Year					Total cost for Activity/ Output for 5 Years	
			1	2	3	4	5	1	2	3	4	5	
	Y	E	A	R	S	Y	E	A	R	S	A	R	S
3.2.1 Mainstream ECD curriculum with those of MOE, MOH and MoWCD at all levels.	3 Workshops	Weeks	2					3,745,000	0	22,470,000	0	0	0
3.2.2 Cluster ECD centres to feed into the primary school level	3 Workshops	Weeks	3					2,745,000	0	24,705,000	0	0	0
3.2.3 Mainstream ECD in private and other sectors	3 Workshops	Weeks	3					2,745,000	0	24,705,000	0	0	0
<b>Sub total</b>								0	71,880,000	0	0	0	0

1 Assuming a 10% annual increase over the next 5 years, subject to the availability of technical and financial resources  
2 Community-based childcare centres

**Strategic Output Target 3.3: Develop ECD standards**

Activities	Input	Input measure	Units of inputs	Cost Type	Target Indicators	Unit cost yr 1	Cost in Malawi Kwacha(MK) Per Year					Total cost for Activity/ Output for 5 Years	
			1	2	3	4	5	1	2	3	4	5	
	Y	E	A	R	S	Y	E	A	R	S	A	R	S
3.3.1 Develop ECD Curriculum	ECD Curriculum	Months	3					500,000	0	1,500,000	0	0	0
3.3.2 Review existing ECD Syllabus	ECD Syllabus	Months	2					500,000	0	1,000,000	0	0	0
3.3.3 Introduce ECD curriculum within Magomero Training College	3 workshops	Days	5	5				486,500	0	4,865,000	2,432,500	0	0
3.3.4 Develop capacity of tertiary institutions to offer curriculum development and training in ECD	ECD Curriculum for tertiary institutions							0	0	0	0	0	0
3.3.5 Organize attachments for university students to ECD projects in the government and private sectors	Students on attachments	months	2	2	2	2	2	35,000	350,000	700,000	700,000	700,000	3,150,000
3.3.6 Develop/review operational guidelines and accreditation system	Operational guidelines and accreditation system	Days	5	5				486,000	2,430,000	4,860,000	0	0	7,290,000
3.3.7 Disseminate operational guidelines and accreditation system	Dissemination of guidelines	Days	2					915,000	0	1,830,000	0	0	1,830,000
3.3.8 Conduct orientation of existing ECD practitioners	ECD practitioners	Days	5	5	5	5	5	915,000	9,150,000	22,875,000	22,875,000	22,875,000	100,650,000
3.3.9 Develop Parenting Education Guides from existing Parenting Manual	Parenting guides	Days	5					415,500	0	2,077,500	0	0	2,077,500
<b>Sub total</b>								11,930,000	39,707,500	26,007,500	23,575,000	23,575,000	124,795,000
<b>Total Strategic Outcome 3</b>								<b>1,177,380,000</b>	<b>1,325,927,500</b>	<b>1,025,507,500</b>	<b>1,011,075,000</b>	<b>798,600,000</b>	<b>5,266,610,000</b>

**Strategic Outcome 4: The profile and visibility of ECD raised by 2014**

**Strategic Output Target 4.1: Develop an advocacy and communication strategy**

Activities	Input	Input measure	Units of inputs	Cost Type	Target Indicators	Unit cost yr 1	Cost in Malawi Kwacha(MK) Per Year					Total cost for Activity/ Output for 5 Years	
			1	2	3	4	5	1	2	3	4	5	
	Y	E	A	R	S	Y	E	A	R	S	A	R	S
4.1.1 Commission a multi-sectoral task force to develop the strategy	Multi-sectoral task force												0
4.1.2 Conduct workshop to draft ECD strategy and develop messages	ECD strategy and Messages												0

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2 Community-based childcare centres



4.1.3 Conduct stakeholder consultations on the ECD strategy	stakeholder consultations																			0	
Sub total																					0

### Strategic Output Target 4.2: Conduct the advocacy Campaign on the ECD communication strategy

Activities	Input	Input measure	Units of inputs					Cost Type	Target Indicators					Unit cost Yr 1	Cost in Malawi Kwacha(MK) Per Year					Total cost for Activity/ Output for 5 Years	Responsible Agency				
			1	2	3	4	5		1	2	3	4	5		1	2	3	4	5			1	2	3	4
4.2.1 Sensitize general public, policy makers and technocrats on the importance of ECD	Sensitisation meetings	Days	1	1	1	1	1	Meetings	4	4	4	4	4	1,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000	MoWCD	
4.2.2 Advocate to MoF, donors and assemblies for financial and resource investments in ECD	Investment in ECD													0	0	0	0	0	0	0	0	0	0	0	
4.2.3 Advocate to law makers for an ECD Act in Malawi	ECD Act													0	0	0	0	0	0	0	0	0	0	0	
4.2.4 Establish a cabinet committee on early childhood development	Cabinet committee on children established	Months	6					Meetings	2	1	1	1	1	600,000	3,600,000	0	0	0	0	0	0	0	0	3,600,000	MoWCD
4.2.5 Lobby for establishment of national ECD day	National ECD day													0	0	0	0	0	0	0	0	0	0	0	MoWCD
4.2.6 Develop and disseminate a national ECD IEC materials	IEC materials developed	Person days	45					Consultancy and meetings	1					73,000	3,285,000	0	0	0	0	0	0	0	0	3,285,000	MoWCD
Sub total														4,000,000	10,885,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	26,885,000		

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2 Community-based childcare centres

### Strategic Output Target 4.3: Institute and implement communication tools for ECD

Activities	Input	Input measure	Units of inputs					Cost Type	Target Indicators					Unit cost Yr 1	Cost in Malawi Kwacha(MK) Per Year					Total cost for Activity/ Output for 5 Years	Responsible Agency				
			1	2	3	4	5		1	2	3	4	5		1	2	3	4	5			1	2	3	4
4.3.1 Create an interactive web-site for ECD	Website developed and maintained	Person days	10						1					73,000	730,000	0	0	0	0	0	0	0	0	730,000	MoWCD
4.3.2 Formulate panel of ECD experts to guide development and implementation of ECD/or contribute to body of knowledge in Malawi	ECD experts													0	0	0	0	0	0	0	0	0	0	0	0
4.3.3 Develop and disseminate ECD messages through billboards, newspapers, TV and radio (drama, jingles etc).	ECD Messages													0	0	0	0	0	0	0	0	0	0	0	0
4.3.4 Convene annual national and international ECD conferences	ECD Conferences													0	0	0	0	0	0	0	0	0	0	0	0
Sub total														730,000	730,000	0	0	0	0	0	0	0	0	730,000	
<b>Total Strategic Outcome 4</b>														<b>4,730,000</b>	<b>10,885,000</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>27,615,000</b>		

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2 Community-based childcare centres

Strategic Outcome 5: Leadership, Partnerships and Coordination enhanced by 2014  
Strategic Output Target 5.1: Consolidate sector policy, leadership, coordination and implementation by 2014

Activities	Input	Input measure	Units of inputs					Cost Type	Target Indicators					Unit cost					Total cost for Activity/ Output for 5 Years	Responsible Agency		
			1	2	3	4	5		1	2	3	4	5	Yr 1	1	2	3	4			5	
5.1.1 Review the OVC steering committee to include ECD.	OVC Committee <sup>1</sup> ToBs	Days	2					Meeting	1					386,000	772,000	0	0	0	0	0	772,000	
5.1.2 Conduct ECD Steering Committee meetings	ECD Steering committee conducted	Session days	4	4	4	4	4	Meeting	4	4	4	4	4	1,280,000	20,480,000	20,480,000	20,480,000	20,480,000	20,480,000	20,480,000	102,400,000	MoWCD
5.1.3 Conduct National ECD Network meetings	Quarterly ECD Network meetings conducted	Session days	4	4	4	4	4	Meeting	4	4	4	4	4	1,600,000	25,600,000	25,600,000	25,600,000	25,600,000	25,600,000	25,600,000	128,000,000	MoWCD
5.1.4 Set up and Review district children's committees to include ECD	District children's committees ToBs	Days	2					Meeting	1					386,000	772,000	0	0	0	0	0	772,000	
5.1.5 Conduct District ECD Committee meetings	District ECD committee meetings conducted	Session days	28	28	28	28	28	Meeting	4	4	4	4	4	45,714	0	5,120,000	5,120,000	5,120,000	5,120,000	5,120,000	20,480,000	
5.1.6 Undertake exchange visits locally and internationally	Exchange visits conducted	Days	5	5	5	5	5	Meeting	1	1	1	1	1	560,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	14,000,000	
5.1.7 Hold and attend national and international conferences	National and international conferences attended.	Sessions, days	5	5	5	5	5	Meeting	1	1	1	1	1	1,600,000	0	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	32,000,000	
Sub total														50,424,000	62,000,000	62,000,000	62,000,000	62,000,000	62,000,000	62,000,000	298,424,000	

Strategic Output Target 5.2: Establish a Civil Society machinery with interest in ECD to coordinate organizations implementing ECD in the country

Activities	Input	Input measure	Units of inputs					Cost Type	Target Indicators					Unit cost					Total cost for Activity/ Output for 5 Years	Responsible Agency			
			1	2	3	4	5		1	2	3	4	5	Yr 1	1	2	3	4			5		
5.2.1 Undertake stakeholder mapping of ECD providers	ECD providers inventory	Man days	60					Consultancy	1					30,000	0	1,800,000	0	0	0	0	0	1,800,000	
5.2.2 Review ECD Network	ECD network ToBs	Days	2					Meeting	1					386,000	772,000	0	0	0	0	0	772,000		
5.2.3 Create an umbrella Civil Society organization	ECD Civil Society Organisation	Resource	1	1	1	1	1	Resource Support	1	1	1	1	1	18,000,000	0	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000	72,000,000		
Sub total														772,000	19,800,000	18,000,000	18,000,000	18,000,000	18,000,000	18,000,000	74,572,000		

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2 Community-based childcare centres

Strategic Output Target 5.3: Build the capacity for key institutions to design, develop and implement ECD programmes

Activities	Input	Input measure	Units of inputs					Cost Type	Target Indicators					Unit cost					Total cost for Activity/ Output for 5 Years	Responsible Agency		
			1	2	3	4	5		1	2	3	4	5	Yr 1	1	2	3	4			5	
5.2.1 Assess the institutional and technical capacity of the Association of Pre - School Playgroups in Malawi and other organisations implementing ECD	Institutional and technical capacity assessment report.	Man, days	84	84	140	84	140	Meeting	1	1	2	1	2	32,000	2,688,000	2,688,000	8,960,000	2,688,000	8,960,000	25,984,000	MoWCD	
5.2.2 Develop a capacity development plan	Capacity Development Plan developed	Session, days	3					Meeting	1					533,333	0	1,599,999	0	0	0	0	1,599,999	MoWCD
5.2.4 Monitor implementation of capacity development plan	Implementation of Capacity development monitored	Trips, days	4	1	2	1	2	Meeting	1	2	1	2	1	3,000,000	0	3,000,000	12,000,000	3,000,000	12,000,000	30,000,000		
Sub total														2,688,000	7,287,999	20,960,000	5,688,000	20,960,000	57,583,999			
<b>Total Strategic Outcome 5</b>														<b>53,884,000</b>	<b>89,087,999</b>	<b>100,960,000</b>	<b>85,688,000</b>	<b>100,960,000</b>	<b>430,579,999</b>			

Strategic Outcome 6: Research, monitoring and evaluation for ECD enhanced by 2014  
Strategic Output Target 6.1: Establish a monitoring and evaluation system by December 2009

Activities	Input	Input measure	Units of inputs					Cost Type	Target Indicators					Unit cost					Total cost for Activity/ Output for 5 Years	Responsible Agency		
			1	2	3	4	5		1	2	3	4	5	Yr 1	1	2	3	4			5	
6.1.1 Review existing ECD tools on M&E	ECD M&E tools	Days	6	6				Meeting	1	1				412,500	2,475,000	2,475,000	0	0	0	0	4,950,000	MoWCD, ECD Network, and Universities, and the ER&D
6.1.2 Develop a comprehensive M&E system	Monitoring and evaluation system developed	man-days	45					Consultancy	1					32,000	0	1,440,000	0	0	0	0	1,440,000	MoWCD, ECD Network, and Universities, and the ER&D
6.1.3 Train officers and stakeholders in M&E system	120 officers trained per year	Weeks	1	1	1	1	1	Training	120	120	120	120	120	165,000	0	19,800,000	19,800,000	19,800,000	19,800,000	79,200,000	MoWCD	
6.1.4 Disseminate the M&E tools	Dissemination meetings conducted	Sessions, days	15					Meeting	1	1				915,000	0	13,725,000	0	0	0	0	22,875,000	MoWCD

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6.1.5 Harmonise ECD M&E system with that of MoWCD	Harmonised M&E system	Man-days	30	1	Consultancy	1	45,000	0	1,350,000	0	0	0	1,350,000
6.1.6 Develop a database for ECD	ECD monitoring visits and database	Man-days	45	1	Consultancy/ monitoring visits	1	45,000	2,025,000	0	0	0	0	2,025,000
6.1.7 Conduct M&E visits	Days	Days	10	10	10	10	4	300,000	12,000,000	12,000,000	12,000,000	12,000,000	60,000,000
Sub total							4,500,000	50,790,000	31,800,000	40,950,000	31,800,000	12,000,000	171,840,000

**Strategic Output Target 6.2: Conduct Regular Planning and review meetings**

Activities	Input	Input measure	Units of inputs	Cost Type	Target Indicators	Unit cost yr 1	Cost in Malawi Kwacha(MK) Per Year					Total cost for Activity/ Output for 5 Years	Responsible Agency													
			1	2	3	4	5	1	2	3	4	5														
	Y	E	A	R	S	Y	E	A	R	S	Y	E	A	R	S											
6.2.1 Conduct national scheduled stakeholder meetings	Biannual National ECD stakeholder meetings	Days	3	3	3	3	3	2	2	2	2	2	2	2	2	2	915,000	2,745,000	5,490,000	5,490,000	5,490,000	5,490,000	24,705,000	MoWCD		
6.2.2 Regularize district stakeholder meeting	District ECD stakeholder meetings	Days	3	3	3	3	3	58	58	58	58	58	58	58	58	58	366,000	31,842,000	63,684,000	63,684,000	63,684,000	63,684,000	63,684,000	286,578,000	MoWCD	
6.2.3 Compile and disseminate ECD implementation reports	Quarterly ECD implementation reports	Days/Issues of reports	4	4	4	4	4	2	4	4	4	4	4	4	4	4	2,100,500	16,804,000	33,608,000	33,608,000	33,608,000	33,608,000	33,608,000	151,236,000	MoWCD	
Sub total								51,391,000	102,782,000	102,782,000	102,782,000	102,782,000	102,782,000	102,782,000	102,782,000	102,782,000									462,519,000	MoWCD

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2 Community-based childcare centres

**Strategic Output Target 6.3: Strengthen research and development capacity for ECD**

Activities	Input	Input measure	Units of inputs	Cost Type	Target Indicators	Unit cost yr 1	Cost in Malawi Kwacha(MK) Per Year					Total cost for Activity/ Output for 5 Years	Responsible Agency				
			1	2	3	4	5	1	2	3	4	5					
	Y	E	A	R	S	Y	E	A	R	S	Y	E	A	R	S		
6.2.1 Develop a national research agenda for ECD	National Research agenda developed	Days	1					1	1,600,000	1,600,000	0	0	0	0	0	1,600,000	MoWCD, ECD Network, Universities, and the EP&D
6.2.2 Commission various research in ECD	National Research agenda disseminated	Days	1					1	1,600,000	0	0	0	0	0	0	0	MoWCD
6.2.3 Conduct Research on various areas of ECD	Research Conducted	Person-Days	1	3	3	3	3	3,000,000	3,000,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	39,000,000	MoWCD
6.2.4 Create a research forum to disseminate research findings regularly	Dissemination meetings conducted	Days	1	1	1	1	1	540,000	0	0	0	0	0	0	0	0	MoWCD
6.2.4 Disseminate research findings regularly	Dissemination meetings conducted	Days	1	1	1	1	1	540,000	0	0	0	0	0	0	0	0	MoWCD
Sub Total								4,600,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000	40,600,000	
Total Strategic Outcome 6								60,491,000	162,572,000	143,582,000	152,732,000	143,582,000	143,582,000	143,582,000	143,582,000	674,959,000	
<b>Grand Total</b>								<b>3,487,351,500</b>	<b>12,860,383,999</b>	<b>15,435,005,000</b>	<b>14,855,162,000</b>	<b>10,878,113,000</b>	<b>10,878,113,000</b>	<b>57,456,135,499</b>			

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