

# STRATEGIC PLAN 2021 - 2025

(ECDNEK)

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Network for Kenya



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**ECD**  
NETWORK  
FOR KENYA

## **Strategic Plan 2021-2025**

*Outcome of the Strategic Plan review and refresh process carried out in April and May 2021 and attended by ECDNeK Board, Secretariat & Members*

## TABLE OF CONTENTS

1.	<i>Executive Summary</i> .....	3
2.	<i>About the strategic plan development process</i> .....	4
3.	<i>Walls of greatness</i> .....	4
4.	<i>The Strategic Plan framework</i> .....	7
5.	<i>Operational Action Plan</i> .....	8
5.1	<i>Clients/Services/Brand plan</i> .....	8
5.2	<i>Our People (Learning and Growth)</i> .....	11
5.3	<i>Internal Systems &amp; Processes plan</i> .....	13
5.4	<i>Financial Sustainability plan</i> .....	16
6.	<i>Strategy Map</i> .....	19
7.	<i>Contact us</i> .....	20

# 1. Executive Summary

The Early Childhood Development Network for Kenya (ECDNeK) aims to work for “A society where all children, ages 0-8 years, realise holistic Early Childhood Development for lifelong success. With a mission “to promote, support and sustain an enabling Early Childhood Development (ECD) environment in Kenya”.

A strong membership enables the ECDNeK to bring a broad range of actions together to advance its shared vision. Membership fees helps the network to strengthen its coordination role, bringing different actors together and enabling effective collaboration between the Government of Kenya and non-state actors.

This Strategic Plan is the outcome of a number of online/virtual workshops that were facilitated by The DEPOT & are the key components in the process of developing a robust and implementable strategy for ECDNeK. These strategy development workshops involved building of ‘Walls of Greatness’, a situation analysis tool that incorporates the SWOT and PESTLE analyses while keeping a positive frame of mind. This led into reviewing the vision, mission and values, followed by defining of the Strategic Goals, objectives, indicators, activities, responsible people, time frames and budgets for implementation. This outlines the fundamental strategic components of the plan.

A key focus of this process was to also review the mandate of ECDNeK, and to see how to live up to it. In support of this, a review was carried out on the vision, mission and values by using the Walls of Greatness. The Walls act as an inspiration of what we have managed to achieve so far (which provides an indication of our strengths, capabilities, and important stakeholders) and our ambition for the future (which defines our key focus areas).

Our Vision is ‘Strong multi-sectoral collaborations, advancing Nurturing Care for Early Childhood in Kenya’. And the Mission is to ‘Promote, support and sustain an enabling environment for the implementation of Nurturing Care for Early Childhood Development through research, advocacy, effective partnerships, coordination and capacity development of stakeholders’. The guiding values are ‘Multi-sectorality, Collaboration, Accountability, inclusivity, mutual trust, respect, & Integrity’.

## 2. About the strategic plan development process

To develop this strategic plan, a situation analysis of ECDNeK was undertaken using the 'Walls of Greatness', a tool developed by The DEPOT (*Dan Eldon Place of Tomorrow*). The DEPOT were the consultants facilitating the strategic plan development process.

The Walls of Greatness is a key part of the strategic planning process that launches with a situational analysis and a future dreaming exercise. The process acknowledges and celebrates the successes of the organization over the last strategic plan period; and then, bearing in mind the current external and internal environments (*incorporating the SWOT and the PESTLE mindset*), visualizes what the next strategic plan outcomes would look like if everything we want to see happen comes about.

This is in line with Appreciative Inquiry, which informs the strategic planning process by inviting us to engage stakeholders in using organizational strengths and successes to discover the best of what is, envision what the organization could become, construct the ideal design to enable fruition of the goals, and adjust practices to create sustainable positive change. This is an innovative process that has successfully replaced outdated, top-down strategic planning processes that result in identification of performance gaps with an Appreciative Inquiry(AI) strategic planning process that focusses on best practices, achievements, and successes to dream about co-constructing an organisation that is more ambitious and impactful.

All this is evolved in the context of the Balance Scorecard framework, which looks at the organization from four perspectives including: Clients/Services/Brand, Our People (learning & growth), Systems and Processes, and Financial Sustainability.

From this big picture, the organization's vision (*the impact to which we aspire*), mission (*what we do to achieve our impact*) and the core values (*what we believe in and how this affects our behavior*) are reviewed to ensure the desired future direction is reflected in these guiding statements. The strategic focus areas (*Goals*) and the more operational elements of Strategic Objectives, Activities, Indicators (*key performance indicators which track strategic performance and include measures, targets (our desired level of performance)*) and who does what and by when, and, where possible the Budget, are identified.

## 3. Walls of greatness

In developing the strategic plan, we built two Walls of Greatness:

- **Wall of Achievements** that looks at the previous strategic plan period (2017-2021), and invites us to identify what we are most proud of achieving over that period. It

guides us to look at the strengths, competencies & capabilities the organization has been exhibiting.

- **Wall of Ambition** that invites us to visualize the achievements we would like to see over the next strategic plan period (2021-2025).

### Wall of Achievements 2017-

<p><b>Our people</b></p> <ul style="list-style-type: none"> <li>• Establishment of the functional secretariat.</li> <li>• Board of Management in place having candid conversation.</li> <li>• Growth of the board and still growing.</li> <li>• Continuous capacity development of the secretariat and the board in the process of registering members.</li> <li>• Active presence in 5 counties and looking forward to reaching 47 counties.</li> </ul>	<p><b>Clients/beneficiaries/products/brand</b></p> <ul style="list-style-type: none"> <li>• Convened 3 successful National ECD stakeholders' conference.</li> <li>• Increased collaborations with relevant partners and government and ECDNeK presence has been felt in 5 counties.</li> <li>• Participation on curriculum reforms with MOE.</li> <li>• Dreams have been developed and growth of the network is being felt</li> <li>• Increased visibility through website, social media &amp; face to face.</li> <li>• Nationwide presence- member of National Early Childhood Education Committee in charge of pre- primary education implementation.</li> <li>• Participated in developing the advocacy strategy on NCF- hosted at MOH.</li> <li>• Invited by Senate Committee in Education to partner on issues to do with ECD.</li> <li>• Development of MOU with implementing partners.</li> <li>• Ongoing with network operations amidst Covid 19</li> </ul>
<p><b>Internal systems &amp; processes</b></p> <ul style="list-style-type: none"> <li>• ECDNeK office in place and presence of physical address.</li> <li>• Held first ECDNeK AGM.</li> <li>• Compliance requirements with the NGO board.</li> <li>• Constitution, contracts and MOU in place an indication of legal structures.</li> <li>• Registration and membership applications for partners.</li> <li>• Website and social media active</li> </ul>	<p><b>Financial Sustainability</b></p> <ul style="list-style-type: none"> <li>• Audited accounts</li> <li>• Secured some funding in collaboration with ECDNeK members to implement activities in five counties</li> <li>• Fundraising – concept development.</li> <li>• Members in kind support &amp; good will from partners.</li> <li>• Payment &amp; sustainability of secretariat.</li> <li>• Filed returns to NGOs board.</li> <li>• Filed returns to KRA.</li> </ul>

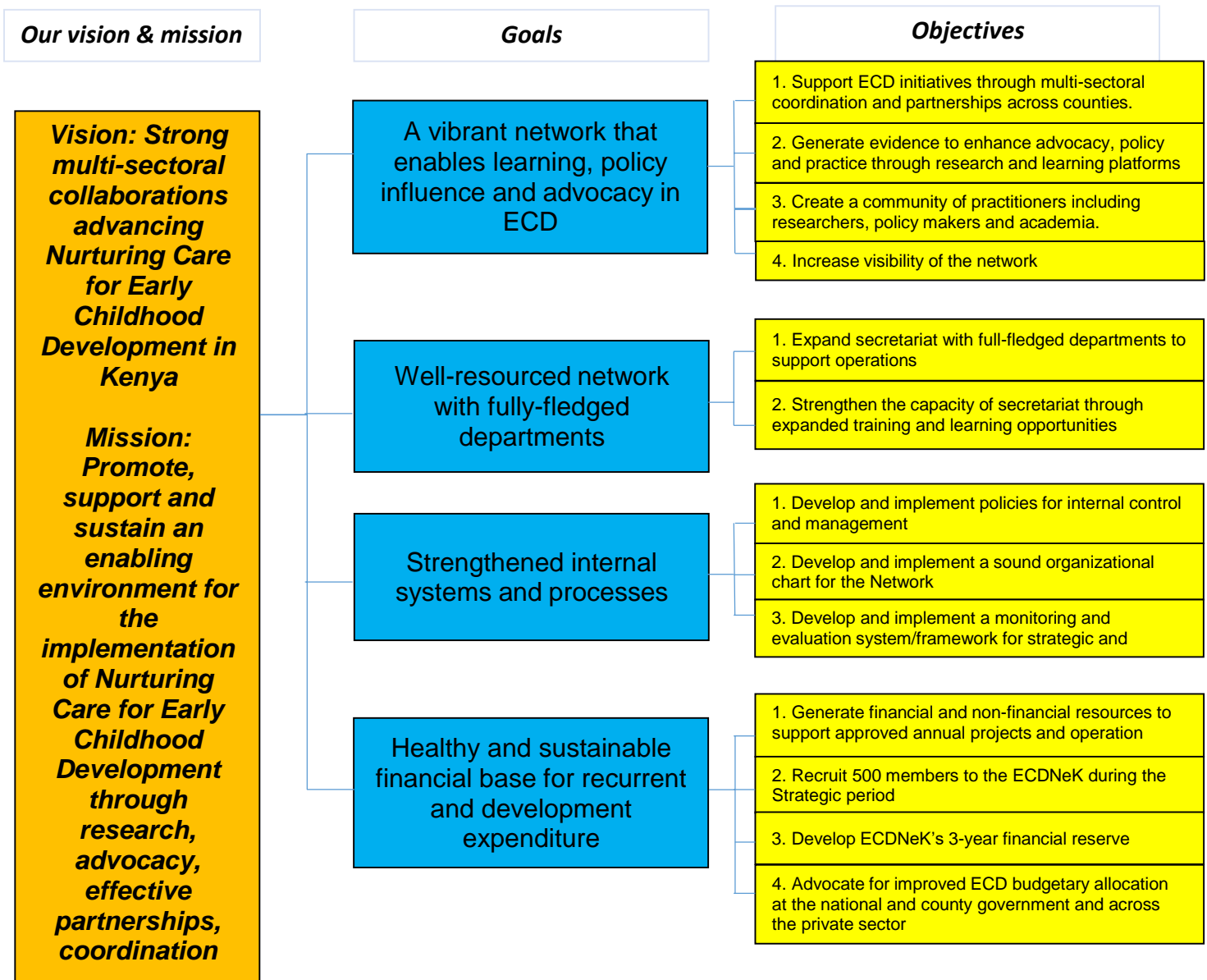
## Wall of Ambition 2021-2025

<p><b>Our people</b></p> <ul style="list-style-type: none"> <li>• Broadened secretariat, competence fully resourced secretariat (Proper contracting, well compensated)</li> <li>• Enhanced secretariat with different departments (M&amp;E and Research)</li> <li>• Continuous capacity building of the secretariat</li> <li>• Website ranked number one and traffic for all ECD content directed to our website.</li> <li>• The network owning offices that are bigger to accommodate different departments</li> <li>• Solid networks with membership in the 47 counties and also focusing on grass root levels.</li> <li>• Vibrant engagement with counties.</li> </ul>	<p><b>Clients/beneficiaries/products/brand</b></p> <ul style="list-style-type: none"> <li>• ECDNeK leading ECD initiatives/ agenda/ decisions in all counties - being a voice to represent children and ECD members in the country.</li> <li>• National organization articulating its roles, influencing and informing how ECD is integrated into government systems and programs.</li> <li>• Membership registration: At Least 500 members fully registered and adding value to the organization/expanded membership and engaging partners.</li> <li>• Retention of all registered members.</li> <li>• ECDNeK scope redefined and its voice heard with active presence in the 47 counties.</li> <li>• ECDNeK advocacy in development of standard quality in implementation of services guided by Nurturing Care Framework (NCF).</li> <li>• Professional training of members; ECDNeK members trained on basic courses.</li> <li>• Create a community of researchers, practitioners, professionals and scholars through engagement of institutions like universities.</li> <li>• Achieve a more visible and recognition in coordination level (government, NGOs and donors).</li> <li>• Mentorship of young practitioners for continuity; -professionals, researchers and new employees joining the membership organizations.</li> <li>• Generation of evidence to inform advocacy.</li> <li>• Participating in regional ECD conferences.</li> <li>• Regional influence as a voice of ECD working with regional conveners such as AFECN.</li> <li>• Celebrating a decade of excellence with all members of the network and the founding members.</li> <li>• A national network that can be documented as a success story for other country networks in the region to come learn and share</li> <li>• Government recognizing and centering the ECDNeK on consultations on matters ECD in the country.</li> </ul>
<p><b>Internal systems &amp; processes</b></p> <ul style="list-style-type: none"> <li>• ECDNeK office expanded to have more departments.</li> <li>• Enhanced sound financial management (ERP) payrolls, financing, human resource.</li> <li>• Strong Internal control systems/ policies (HR and Finance)</li> <li>• A board that can take the network to the next level with diverse expertise on finance/legal/management/practice</li> <li>• Co-Fundraising with the network members MOUs</li> </ul>	<p><b>Financial Sustainability</b></p> <ul style="list-style-type: none"> <li>• Build a pool of resources to sustain the organization solidly for three years without external funding.</li> <li>• Robust fundraising strategy; Sufficient resources to run and Co- fundraise and collaboration for continuity.</li> <li>• A business model in place to ensure financial stability and building of organization reserves.</li> <li>• Robust membership in terms of subscription.</li> </ul>



## 4. The Strategic Plan framework

The strategic plan framework begins with the big picture of the organization's vision (*the impact to which we aspire*), mission (*what we do to achieve our impact*) and core values (*what we believe in and how this affects our behavior*). It then goes into the strategic focus areas of Goals, and the more operational elements of Objectives, Activities, Indicators (key performance indicators which track strategic performance and include our measures, targets (our desired level of performance), and who does what and by when).





# 5. Operational Action Plan

## 5.1 Clients/Services/Brand plan

Goal: A vibrant network that enables learning, policy influence and advocacy in ECD									
Objectives	Indicators	Activities	Responsible	Budget	Time frame				
					2021	2022	2023	2024	2025
1. To support ECD initiatives through multi-sectoral coordination and partnerships across counties.	- Number of joint activities and partnerships formed	<ul style="list-style-type: none"> <li>To create partnerships and collaborations.                             <ul style="list-style-type: none"> <li>To map ECD actors and develop a database</li> <li>To coordinate counties and grassroots ECD champions</li> </ul> </li> </ul>	ECDNeK Secretariat	USD 1,182,596					
	- Number of engagement forums = 1 quarterly	<ul style="list-style-type: none"> <li>Conduct regional convening's with and through Council of Governors and County Regional Blocks such as Lake Basin Region, Jumuiya ya Kaunti za Pwani, Nomadic Block etc</li> </ul>							
		<ul style="list-style-type: none"> <li>Conduct Consultative forums with agencies. Quarterly Stakeholder forums in counties (reflection, review of progress) for both network and government.</li> </ul>							

		<ul style="list-style-type: none"><li>• To Sensitize the county government on their mandate on ECD</li></ul>							
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		<ul style="list-style-type: none"> <li>○ Conduct Workshops and mobilization seminars/forums</li> <li>○ Cross learning opportunities for members and government</li> </ul>							
		<ul style="list-style-type: none"> <li>● Organise one nurturing care training (Care for Child Development) per year for capacity building for stakeholders.</li> </ul>							
2. To generate evidence to enhance advocacy, policy and practice through research and learning platforms	<p>Number of Research activities and seminars conducted</p> <p>Number of policies reviewed affecting ECD</p> <p>Research strategy implemented</p>	<ul style="list-style-type: none"> <li>● Development of a research strategy for the 5 years</li> <li>● Engage in concept development and raising resources to undertake research</li> <li>● Support with documentation, publishing and dissemination of research work by members.</li> <li>● Provide learning opportunities for members through learning networks, conferences, webinars, technology-enabled platforms, publications and policy briefs</li> <li>● Explore/map various digital ecosystems for use/adoption</li> </ul>	ECDNEK Secretariat/ Board of Management/ Academia	USD 985,000					

<p>3. To create a community of practitioners including researchers, policy makers and academia.</p>	500 ECD members recruited	<ul style="list-style-type: none"> <li>To increase membership through increased registration of practitioners <ul style="list-style-type: none"> <li>Recruitment of ECD members (500 within 5 years)</li> </ul> </li> </ul>	<p>ECDNeK Secretariat/Board of Management</p>	<p>USD 516,000</p>					
	20 county chapters formed	<ul style="list-style-type: none"> <li>To map out and develop strategic partnerships with stakeholders (national, regional, knowledge-base, and pragmatic / logistics considerations)</li> </ul>							
	10 webinars and seminars conducted.	<ul style="list-style-type: none"> <li>Formation of at least 20 county chapters in the 5 years</li> </ul>							
		<ul style="list-style-type: none"> <li>Annual Capacity building trainings on management for members of the network</li> </ul>							
		<ul style="list-style-type: none"> <li>To offer mentorship opportunities for practitioners (volunteers, programmes)</li> </ul>							
		<ul style="list-style-type: none"> <li>Form learning networks on ECD across counties</li> </ul>							
		<ul style="list-style-type: none"> <li>Mentorship programs for young scholars (internship programme)</li> </ul>							
		<ul style="list-style-type: none"> <li>Explore partnerships with learning institutions both local and international to increase publications on ECD</li> </ul>							

4. To increase visibility of the network	Communication & awareness raising strategy developed & implemented	<ul style="list-style-type: none"> <li>Develop a communication &amp; awareness raising strategy and implement it <ul style="list-style-type: none"> <li>Conduct social media engagements with various trending ECD hashtags</li> <li>Share sensitization posters via social media.</li> <li>Face to face engagements with county governments</li> <li>Conduct media tours to enlighten people on ECD</li> </ul> </li> </ul>	ECDNeK Secretariat/Board of Management	USD 143,000						
<b>TOTAL</b>				<b>USD 2826,596</b>						

## 5.2 Our People (Learning and Growth)

Goal: Well-resourced network with fully-fledged departments									
Objectives	Indicators	Activities	Responsible	Budget	Time frame				
					2021	2022	2023	2024	2025
1. To expand secretariat with full-fledged departments to support operations	Employee satisfaction rate	<ul style="list-style-type: none"> <li>Carry out annual employee satisfaction survey <ul style="list-style-type: none"> <li>Use satisfaction survey to improve working conditions at the secretariat</li> </ul> </li> </ul>	Secretariat						
		<ul style="list-style-type: none"> <li>Conduct salary and compensation survey to</li> </ul>							

	Reviewed department policy manuals	<p>help inform remuneration of secretariat staff</p> <ul style="list-style-type: none"> <li>• Hire competent personnel and offer remuneration as per the market rate</li> <li>• Enroll more interns and volunteers to support secretariat</li> <li>• Review department policy manuals</li> </ul>		USD 42,000					
2. To strengthen the capacity of secretariat through expanded training and learning opportunities	5 trainings conducted in the strategic period one per year	<ul style="list-style-type: none"> <li>• Carry out a training needs assessment for the secretariat</li> <li>• Train secretariat and conduct refresher courses on Finance, Procurement, admin, programs, monitoring and evaluation, research)</li> </ul>	Secretariat	USD 53,000					
<b>TOTAL</b>				<b>USD 95000</b>					

### 5.3 Internal Systems & Processes plan

Goal: Strengthened internal systems and processes									
Objectives	Indicators	Activities	Responsible	Budget	Time frame				
					2021	2022	2023	2024	2025
1. To develop and implement policies for internal control and management	Gaps report  List of Policies developed	<ul style="list-style-type: none"> <li>Undertake a comprehensive review of existing policies, identify gaps and develop final policies for board approval</li> <li>Management orientation and implementation of the policies</li> <li>Conduct periodic audits of practices and procedures in alignment with policies</li> </ul>	Secretariat/ Board	USD 28,000					
	Risk register developed	<ul style="list-style-type: none"> <li>Develop and implement a risk mitigation plan</li> <li>Conduct periodic risks assessment</li> </ul>	Consultant and Secretariat	USD 10,000					



	Asset Register developed	<ul style="list-style-type: none"> <li>Maintain an updated asset register</li> </ul>	Secretariat	USD 3,000					
	Management Information Systems used in all areas of management	<ul style="list-style-type: none"> <li>Carry out a Management Information Systems (MIS) audit of ECDNeK</li> <li>Develop a requirements list for MIS for ECDNeK</li> <li>Source funding for the equipment</li> <li>Procure equipment as per the needs list</li> </ul>	Consultant	USD 20,000					
2. Develop and implement a sound organizational chart for the Network	Organizational chart in place	<ul style="list-style-type: none"> <li>Assess existing departments, prioritize and expand as may be appropriate for efficient delivery of the mandate</li> <li>Conduct regional and global benchmarking to revamp internal management structure</li> <li>Strengthen organizational controls by separation of duties and powers</li> </ul>	Secretariat and Board	USD 20,000					

3. Develop and implement a monitoring and evaluation system/framework for strategic and operational plans	Operational plans developed	<ul style="list-style-type: none"> <li>Develop departmental operational plans in line with the strategic plan objectives</li> <li>Align operational plans with budgets</li> </ul>	Consultant	USD 20,000						
	Quarterly Progress reports	<ul style="list-style-type: none"> <li>Conduct bi-annual reviews and report on progress toward achievement of strategic plans and objectives to stakeholders</li> </ul>	Secretariat and Board	USD 40,000						
	Communication and implementation plan developed	<ul style="list-style-type: none"> <li>Development of communication and implementation plan</li> </ul>	Consultant	USD20,000						
	Scorecards developed	<ul style="list-style-type: none"> <li>Develop and use management scorecards to measure departmental progress on goals</li> </ul>	Consultant	USD 10,000						
<b>TOTAL</b>				<b>USD 171,000</b>						

## 5.4 Financial Sustainability plan

<b>Goal:</b> Healthy and sustainable financial base for recurrent and development expenditure									
<b>Objectives</b>	<b>Indicators</b>	<b>Activities</b>	<b>Responsible</b>	<b>Budget</b>	<b>Time frame</b>				
					2021	2022	2023	2024	2025
1. Generate financial and non-financial resources to support approved annual project and operation budgets	Annual budget	<ul style="list-style-type: none"> <li>Develop and utilize annual budgets for fiduciary responsibility</li> </ul>	ED, Board treasurer & Accountant	USD 5,000					
		<ul style="list-style-type: none"> <li>Actively develop and sustain local and international funding relation</li> </ul>	ED, Board treasurer & Accountant	USD 10,000					
		<ul style="list-style-type: none"> <li>To develop and implement a resource mobilization strategy</li> </ul>	ED, Board treasurer & Accountant	USD 5,000					
	MOUs and funding proposals	<ul style="list-style-type: none"> <li>Build internal competencies in resource development</li> </ul>	ED, Board treasurer & Accountant	USD 2,000					
		<ul style="list-style-type: none"> <li>Identify and attract local community in-kind participation</li> </ul>	ED/Secretariat	USD 5,000					

2. Recruit 500 members to the ECDNeK during the Strategic period	Membership register	<ul style="list-style-type: none"> <li>Intensify membership promotion and marketing to generate paid-up members</li> </ul>	ED/Board/Accountant	USD 5,000					
		<ul style="list-style-type: none"> <li>Ensure annual subscriptions are paid in time</li> </ul>	Accountant	USD 5,000					
	Annual financial reports	<ul style="list-style-type: none"> <li>Undertake periodic financial reporting and accounting to the membership to foster trust and commitment</li> </ul>	ED/Board/Accountant	USD 15,000					
		<ul style="list-style-type: none"> <li>Intensify membership promotion and marketing to generate paid-up members</li> </ul>	Communication officer/assistant	USD 30,000					
3. Develop ECDNeK's 3-year financial reserve	Business model plan	<ul style="list-style-type: none"> <li>Develop a business model for generation of surplus financial resources through research, admin costing etc.</li> </ul>	ED/Board/Accountant	USD 10,000					

		<ul style="list-style-type: none"> <li>Attract and retain membership from local researchers interested to fundraise for research through the Network that net in a percentage income</li> </ul>	ED	USD 8,000					
		<ul style="list-style-type: none"> <li>ECD Network will link and encourage members to co fundraise based on organisations focus and strengths</li> </ul>	ED	USD 8,000					
4. Advocate for improved ECD budgetary allocation at the national and county government and across the private sector	Desk review reports on county budgetary allocations	<ul style="list-style-type: none"> <li>Undertake County and National government ECD investment analysis to inform advocacy</li> </ul>	Secretariat	USD 32,000					
	MOUs with corporations	<ul style="list-style-type: none"> <li>Lobby for inclusion of ECD in the Corporate Social Responsibility frameworks of lead national corporations</li> </ul>	ED/Board/Accountant	USD 8,000					
<b>TOTAL</b>				<b>USD 148,000</b>					
<b>GRAND TOTAL</b>				<b>USD 3,240,596</b>					

# 6.Strategy Map

<p align="center"><b>Early Childhood Development Network for Kenya (ECDNeK)</b></p> <p align="center"><i>Vision: Strong multi-sectoral collaborations advancing Nurturing Care for Early Childhood Development in Kenya</i></p> <p align="center"><i>Mission: Promote, support and sustain an enabling environment for the implementation of Nurturing Care for Early Childhood Development through research, advocacy, effective partnerships, coordination and capacity development of stakeholders</i></p> <p align="center"><i>Values: Multi-sectorality, Collaboration, Accountability, inclusivity, Mutual Trust &amp; Respect, Integrity</i></p>					
<b>Clients/serv es/brand</b>	<b>A vibrant platform that enables learning, policy influence and advocacy in ECD</b>	Support ECD initiatives through multisectoral coordination, partnerships across	Generate evidence to enhance advocacy, policy and practice through research and learning platforms	Create a community of practitioners including researchers, policy makers and academia	Increase visibility of the network
<b>Internal Sys. &amp; Processes</b>	<b>Strengthened internal systems &amp; processes</b>	Develop and implement policies for internal control and management	Develop and implement a sound organizational chart for the Network	Develop and implement a monitoring and evaluation system/framework for strategic and operational plans	
<b>Our people</b>	<b>Well-resourced network with fully-fledged departments</b>	Expand secretariat with full-fledged departments to support operations		Strengthen the capacity of secretariat through expanded training and learning opportunities	
<b>Financial</b>	<b>Healthy and sustainable financial base for recurrent and development expenditure</b>	Generate financial and non-financial resources to support approved annual project and operation	Recruit 500 members to the ECDNeK during the Strategic period	Develop ECDNeK's 3-year financial reserve	Advocate for improved ECDNeK budgetary allocation at the national and county government and across the private sector

## **7. Contact us**

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