

ANNEX 1

The below are country examples of operational plans with ECE components.

GHANA EXAMPLE

Program Area/Policy Priority		Early Childhood Education																	
Strategy		Improving access to quality Early Childhood Education																	
Component	Activity	Objective	Indicator	Output	Cost	Responsible Unit/Person	Funding Source	Implementation Timelines					Estimated Cost					Budget Gap	Comment
								Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
ECE public awareness campaign and outreach to families and communities about the value of ECE and good parenting skills	Disseminate information on the benefits of at-age enrollment, in with other ECD programs on nutrition, health, and birth registration.	To re-enforce ECE public awareness and outreach strategy across the country	# of parents receiving messages, by location	CE public awareness campaign conducted	200,000	ECE Unit	UNICEF/MoE						50,000	50,000	30,000	30,000	40,000	20,000	There is a need for resource mobilization to fill the gap
	Conduct a parental perception study.	To inform program development for parenting skills	Parental perception study available	Parental perception study published	100,000	ECE & Parent Engagement Units	MoE/					100,000	N/A	N/A	N/A	N/A	N/A	N/A	N/A
							UNICEF/ World Bank												
	Develop programs to promote good parenting skills and continue on-going age-appropriate activities and stimulation suitable for the home setting.	To improve parental knowledge and age-appropriate enrollment	Parenting program developed	Parenting program conducted	150,000	ECE & Planning Units	GPE/MoE					50,000	100,000	N/A	N/A	N/A	N/A	N/A	

Note: This is from a working draft of the operational plan.

Analysis

1. **For Ghana, the approach was to develop a separate ECE subsector operational plan.**
2. **This operational plan has components for each strategy, with associated activities.**
3. **Key take-aways:**
 - a. Countries can adapt the operational plan template to suit their needs and context.
 - b. There is no one perfect template but the major elements (strategies, activities, outputs, indicators, cost, responsibility, funding source and timelines) should be captured.
 - c. The operational plan is aligned with the recommendations.
 - The operational plan was developed via a consultative process through a series of workshops and small group meetings.
 - The strategies have corresponding activities which “break down” the strategies into manageable, action-oriented tasks.
 - Activities are sequenced. The parental perception study will take place first, which will help inform the activity on developing parenting programmes to strengthen parents’ knowledge and skills with supporting their children’s early learning at home and in the preschool setting.
 - There is a SMART indicator and target for each activity. For example, the indicator “# of parents receiving messages, by location” is:
 - **Specific** as it is not vague. If multiple dissemination channels (i.e. TV, radio, community mobilization and engagement in-person sessions, and SMS), the indicator could be disaggregated further by dissemination channel type. If multiple service providers (state, non-state, faith-based, etc.) will disseminate messages, the indicator may be disaggregated by service provider information source.
 - **Measurable.** This is measurable. Ghana is developing relevant measurement tools to track parental engagement programmes through radio, television and SMS. Existing protocol or other data collection methods will need to be agreed for indicators such as this that may not be part of existing data collection mechanisms.
 - **Attainable,** as this activity will be implemented in a continuous manner, time constraints will not likely impede achieving this activity. Ghana stakeholders will need to identify how this will be implemented at scale over five years. As financial resources have already been identified as a gap, resource limitations may require either modifying the activity and its corresponding indicator and target or working with strategic stakeholders/partners to develop investment cases for resource mobilization.
 - **Relevant.** The indicator is relevant - the activity is disseminating information and respond to the needs, and the indicator measures if information/needs have been received/met.
 - **Timebound.** The indicator’s timeframe is outlined within a specific timeframe (continuous over 5 years), in line with the ESP and Medium Term Development Strategic Plans. If multiple service providers will support this activity through various dissemination channels and service providers with centralized materials being developed and phased in over time to various geographic locations, this detail may be specified in program design or other documentation outlining implementation plans and details.
 - Those responsible for implementation are clearly stated.
 - The unit costs are stated.