COTLANDS 2019 THEORY OF CHANGE

Strategic goal 1			
Strengthen communities by creating access for vulnerable children to a comprehensive package of services through early learning playgroups.			
Outcomes	**Activities**	**Indicators**	**Recording tool**

Outcome 1
4000 children have access to play-based early learning playgroups to improve school readiness.
 	
Outcome 2
ELFs are capacitated to identify health, psychosocial and developmental needs and refer children for intervention.
 	
Outcome 3
Hunger is mitigated through meal provision.
	Activities
	1. Capacitate staff to deliver the ELPG programme.
	2. Deliver a play-based early learning programme.
	3. Collect statistical data.
	4. Monitor the implementation of the programme through baseline and summative assessments.
	5. Evaluate children's school readiness using the Early learning outcomes measurement tool.
		Indicators
		1. No of provinces
		2. No of districts
		3. No of wards
		4. No of ELPGs
		5. No of ELPG sessions
		6. No of children
		   ▪ Age
		   ▪ Gender
		   ▪ Race
		   ▪ Disabilities
		7. Percentage attendance
		8. No of meals
		9. No of ELF/A
		10. No of referrals
		   ▪ Health
		   ▪ Psychosocial intervention
		   ▪ Developmental intervention
		11. Baseline and summative assessment scores
		12. Early Learning Outcomes Measurement (ELOM)
		13. No of staff skills development sessions
		14. Monitoring checklist compliance scores
			- Monthly stats collection sheet in OneDrive
			- Registers for children
			- Baseline and summative assessment sheets
			- ELPG summary sheets
			- Capacity building registers
			- Monitoring checklist
			- ELOM measurement tool

Strategic goal 2 Provide capacity building and equipment through community based resource and incubation hubs (toy libraries) to improve the quality of early childhood development (ECD) programmes			
Outcomes	**Activities**	**Indicators**	**Recording tool**

Outcome 1 200 ECD programmes are served by Cotlands toy library depots and mobiles to access skills and resources, promoting play-based early childhood development.
 	
Outcome 2 Women entrepreneurs are supported to set up and manage ECD programmes (ECD centres, playgroups and home visiting programmes)
 	
Outcome 3 Parents and caregivers are empowered to promote holistic early childhood development.
	1. Capacitate toy libraries to implement Cotlands standard operating procedures. 2. Procure, find, make and manage, age, developmentally and culturally appropriate educational resources. 3. Train parents, ECD practitioners, early learning playgroup facilitators and home visitors to deliver play-based activities.
	   a. ECD centre programme (42 weeks)
	   b. Parenting programme
	   c. Toys from waste
	   d. Birth to 2 stimulation
	   e. Play-based learning 4. Participate in annual events promoting play-based learning (World Play Day, National Book Week and holiday programmes). 5. Provide safe places for children to play.
		1. No of resources (formula per site) 2. No of resources per category 3. No of resources processed 4. No of resources lent 5. No of members
		  ▪ ECD
		  ▪ Community
		  ▪ ELF 6. No of training sessions
		  ▪ ECD centre programme (42 weeks)
		  ▪ Parenting programme
		  ▪ Toys from waste
		  ▪ Birth to 2 stimulation
		  ▪ Play-based learning 7. No of adults trained
		  ▪ Gender
		  ▪ Race
		  ▪ Age 8. No of events hosted 9. No of play sessions 10. No of children attended play sessions 11. No of internal training sessions presented in hours 12. No of toy librarians 13. No of ECD programmes capacitated 14. No of site visits 15. No of practitioners 16. No of secondary beneficiaries (children) 17. No of events
			Monthly stats collection sheet in OneDrive

Strategic goal 3		
Support programme and community development through projects and strategic partnerships to increase opportunities for play-based learning, improving school readiness		
Outcomes	**Activities**	**Indicators**	**Recording tool**
Outcome 1 10 projects are conceptualised, implemented and supported to deliver play-based early learning programmes. **Outcome 2** Promote job creation and women empowerment through new ECD ventures.	1. Actively source new partnership opportunities. 2. Conduct needs assessments. 3. Develop project plans. 4. Setup play-based programmes as new ventures. 5. Implement skills development programme. 6. Conduct on site monitoring and support of the new venture. 7. Monitor implementation of the project. 8. Create network and information sharing opportunities. 9. Manage projects to achieve agreed outputs.	1. No of partnerships/projects ▪ Identified ▪ Initiated ▪ Concluded 2. Province, District, Ward 3. No of playgroups established 4. No of ECD centres capacitated 5. No of Toy Libraries set up ▪ Mobile ▪ Depot 6. No of adults trained ▪ Race ▪ Gender ▪ Age 7. No of external training sessions ▪ ECD centre programme (42 weeks) ▪ Parenting programme ▪ Toys from waste ▪ Birth to 2 stimulation ▪ Play-based learning • Toy library setup and administration 8. No of monitoring visits 9. No of jobs created as a result of the partnership ▪ Casual ▪ Temp ▪ Full time ▪ Contract 10. Compliance scores 11. No of secondary beneficiaries (children)	

Strategic goal 4 Provide SETA accredited training			
Outcomes	**Activities**	**Indicators**	**Recording tool**
Outcome 1 Register Cotlands as an accredited training provider with the ETDP Seta by extending our scope **Outcome 2** Digitise the ECD Level 4 qualification onto the Trainiac e-learning platform of Falkor. **Outcome 3** Develop administrative processes and procedures, as well as marketing collateral for the institute **Outcome 4** Link the e-learning platform to the online assessment, moderation and verification as well as recognition of prior learning platform of Passion4Performance International Pty Ltd (P4P).	1. Create a training division using existing staff and appoint a manager. 2. Train staff on instructional design and the online platform. 3. Set up budget and determine cost of the ECD Level 4 Online course as well as the cost to RPL. 4. Meet with ETDP Seta to inform them of intent to pilot an online ECD qualification, in collaboration with the RPL platform of P4P. 5. Create an identity for the training institute (name, logo) 6. Determine what legal entity the institute should be (NPO, trust or Pty Ltd.) Register the institute. 7. Acquire ECD Level 4 material 8. Find a suitable and affordable e-learning and assessment platform 9. Digitise the material onto the platform 10. Populate P4P platform with the assessment content so that learners can complete their portfolio of evidence online. 11. Advertise the training using marketing collateral 12. Create administrative processes and procedures 13. Support learners 14. Plan graduation ceremony	1. Number of registrations 2. Number of facilitators, assessors and moderators 3. No of students busy 4. No of students completing the course 5. No of students registered for RPL 6. No of students completing RPL 7. Profit of training	Online platform

Outcomes	Activities	Indicators	Recording tool

Outcome 1
Cotlands board ensures compliance to all legislative requirements.
 	
Outcome 2
Business development activities are strengthened to grow income to extend Cotlands programmes.
 	
Outcome 3
Accurate and transparent financial systems are implemented that comply with good governance standards to support the work of the organisation.
 	
Outcome 4
Skilled, committed people are employed who contribute to the achievement of Cotlands strategy.
 	
Outcome 5
An effective marketing and communication strategy advocates for the importance of play-based early learning and promotes Cotlands brand.
	Governance activities
	- Appoint and manage CEO
	- Review and approve Cotlands constitution
	- Approve annual strategy
	- Approve budget
	- Approve annual financial statements
	- Produce annual report
	- Hold Annual General Meeting
	
	Business Development Activities
	- Identify new donors
	- Maintain current donors
	- Generate income to cover operational expenses
	
	Finance Activities
	- Account for income and expenditure
	- Set an annual budget
	- Produce monthly management accounts
	- Prepare for annual financial audit
	
	HR activities
	- Recruit and retain skilled staff
	- Implement performance management system
	- Manage payroll
	- Develop work skills plan
	- Succession planning for key roles
		Governance indicators
		1. Frequency of board and committee meetings
		
		Business Development and finance indicators
		1. Total income – per category
		  • Training
		  • Projects
		  • Bequests
		  • Collection tins
		  • Community groups
		  • Corporates
		  • Trust and foundations
		  • Individuals
		  • Government
		  • Direct mail
		  • Foreign
		2. Total expenditure
		3. Cost per beneficiary – ELPG
		  • Per region
		4. Cost per beneficiary – Toy Library
		  • Per region
		5. Cost per beneficiary per project
		6. Average corporate donation
		7. Average individual donation
		
		HR Indicators
		1. Total workforce
		2. Staff turn over
		  a. No of resignations
		  b. No of dismissals
		3. Staff qualification
		4. Staff training – hours	

Strategic goal 5

Sustain strong governance and compliance through transparent and effective business development, finance, and human resource processes

	Marketing and communication activities - Implement a brand awareness and PR company - Implement a social media campaign - Update Cotlands website	5. Staff satisfaction 6. Staff complement - Age - Race - Sex - Disability 7. Absenteeism **Marketing and Communications Indicators** 1. No of unique visits on face book 2. No of unique visits on the website 3. Most popular content 4. How did visitors arrive – what keywords 5. How many donated – rand value 6. Click through rate 7. No of print adverts 8. No of digital adverts 9. No of media features and value	