



IECD ANNUAL REPORT 2022



ABOUT THE INSTITUTE



Institute of Early Childhood Development:

- Legal institution endorsed by cabinet through IECD Act (2014) and established in 2014
- Institutional anchor for Early Childhood Care and Education (ECCE), under parent ministry - Ministry of Education
- Mandate is to provide coordination, leadership and strategic direction for ECCE at national level, and advice government on policy issues and programmes relating to ECCE.

Vision: Seychellois children enjoying quality early care and education through the shared commitment of all partners

Mission: To provide leadership in ECCE and to ensure, through collaboration with all other partners, the coordinated implementation of policies and programmes in order to improve the quality and the accessibility of early childhood care and education so that every child develops holistically, has positive learning experiences, and builds a strong foundation for success in school and everyday life. The IECD aims to be known as the leading authority in assuring quality in ECCE and recognized as a model of good practice in ECCE. The Seychelles IECD was designated as a Category 2 Centre for ECCE in 2019, under the auspices of UNESCO.

This is a prestigious recognition for the remarkable achievements and progress, following the adoption of a broad and holistic approach towards ECCE (Moscow Framework for Action, 2010) and the introduction of the Seychelles Framework on ECCE in 2011. Following the enactment of the IECD's new legal framework in 2022, the IECD will be transformed into a UNESCO Category 2 Centre for ECCE.

Functions:

- Regulatory
- Coordination, Research & Advisory
- Advocacy & Promotion
- Administration of Childcare Financial Assistance

PROGRAMME

01

Governance,
Legal, Policy,
Human Resources,
Finance &
Administration



Shirley Choppy
Chief Executive Officer



Laurette Lebon
Human Resource & Budget
Management Officer



Bernadette Pompee
Administrative Officer

PROGRAMME

02

Early Childhood
Care and
Education



Nathalie Moustache
Director for Regulatory
Affairs



Renelle Anacoura
Senior Compliance
Officer

PROGRAMME

03

Coordination,
Evaluation and
Research



Marie-France Barra
Director Programme
Coordination and Research

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Advocacy,
Communication
and Information



Corina Andre
Director Advocacy &
Information

CHAIRMAN'S MESSAGE

If you asked us to describe the past year at IECD, the word that comes to mind is "change." After a year battling by some unprecedented challenges beyond our control, namely the fire incident at Le Chantier Mall in late 2021, covid-19 pandemic, unanticipated staffing issues and external influences, we worked through uncertainty in 2022, rose to the challenge, continued to discharge our roles, and embraced change to lead the organization forward.

In general, we celebrated a good year in 2022 and I am thrilled to share the considerable progress which this change has brought about in the first year of our strategic planning cycle (2022 to 2026).

Major Achievements & Challenges

- **Legal Development:** The Early Childhood Development Bill 2022 was approved by the National Assembly and assented by the President of the Republic, Mr. Wavel Ramkalawan. This highly important piece of legislation will help increase, on a regional and international level, the recognition of the Republic and the Institute's leadership. Consistent to the obligations set forth under the UNESCO Agreement, relating to the UNESCO Category 2 Centres for ECCE, it will provide the legal basis to establish IECD as a Category 2 Centre for ECCE, under the auspices of UNESCO and for its effective operations.
- **Policy Development:** Effective multi-sectoral coordination and implementation of the National Action Plan ECCE (2021-2022). 81.3% of projects completion with a 14% increase compared to previous plan. In addition, the Seychelles Framework on ECCE (2011) revised to guide developments in ECCE until 2030, consistent with SDG's Targets.
- **Capacity Building:** Conducted trainings for 145 childcare service providers as a pre-licensing requirement and ongoing Continuous Professional Development. 26 registered childminders graduated & obtained a recognized Certificate in Child Care & Development. A first and exemplary initiative to professionalize ECCE workforce.
- **Standard Setting:** Subsequent to Cabinet approval of Framework on National Quality Standards for Childcare Services in 2021, a Draft Regulation was formulated in collaboration with Attorney General's Office and line Ministries and Agencies in ECCE. 6 childminders attained 100% compliance to national standards and were awarded for their consistent efforts and achievements.
- **Knowledge Production:** Around 1200 children aged 2-3 years old from registered and unregistered childcare services assessed. 87% have attained the level of readiness for crèche or pre-school education.
- **Advocacy Initiatives:** New campaigns - 'New Faces in ECCE' & '100% Compliance' implemented. The President of the Republic of Seychelles delivered a strong message on the exemplary and resilient ECCE System, and landmark achievements of Seychelles at the WCECCE in Uzbekistan in November 2022.
- **International Collaborations:** Active participation in conferences and webinars organized by African Union, CESA Cluster for ECCE; UNESCO and the ADEA on ECCE related matters. Attended inaugural meeting of the UNESCO Category 2 Centres and shared progress. Contributed inputs for the segment on ECCE in the UNESCO's Medium-Term Strategy 2022-2029, and the Global Partnership Strategy (GPS) for ECCE led by UNESCO.

These achievements which are elaborated above typify the outcome orientated approach which has been adopted and the professional commitment which has been promoted. It is not surprising that the organisation successfully implemented the national performance based budgeting model and became a mentor for other ministries and government agencies. It is no wonder that the organisation demands a high professional staffing profile to deliver on its mandate. However, like many small organizations, we have encountered some challenges. These include limitation in the full implementation and enforcement of our legal frameworks and major delays in the implementation of the yearly planned activities due to unpredictable circumstances.



Thank You Note

None of the above accomplishments would have happened—and none of this will happen—without the organization culture and discipline in performance that drives everything we do. The results speak for themselves. There's no doubt that our team members rose to every occasion in 2022, uniting under our shared purpose to advance the cause for ECCE, improve service provision and delivery, and for the holistic development of young children and their families. They remained steadfast and focused, and not allowing the many hurdles to slow them down. For this I am tremendously proud of them and extraordinarily thankful for their positivity, resilience and dedication.

As we wrap up 2022, I want to thank the board of directors for their immeasurable support, invaluable guidance and governance of this institution, through the unforeseen changes and assure its successful outcomes. Heartiest thanks to our consultants and external partners for trusting the organization, their great collaboration and for subscribing to our vision.

Looking Ahead

The team will continue to build on our persistent efforts to keep our programmes and initiatives in the strategic plan moving forward throughout this eventful year.

We anticipate implementing our important national and international mandate under our new and comprehensive legislation. In doing so, and as we transform IECD into a UNESCO Category 2 Centre for ECCE in the coming year, we will continue in our endeavour to contribute towards raising the quality of ECCE services, sustaining the multi-sectoral coordination and collaboration, and other related milestone programmes and initiatives, and the implementing UNESCO's strategic priorities and global development agendas – through regional and international cooperation.

I look forward to the year ahead and am excited about what we can achieve together for the children in Seychelles, in the region, on the continent and beyond.


Captain David Savy
Chairman
IECD Board of Directors



Reflections from our Staff

Tried by Fire coming out Gold

As a small, but high performing organisation IECD has once again proven during 2022 that 'size does not matter, but people do.' The kind of people that make up this thriving Institute are ones with the wellbeing of our young children at heart and the self-determination and commitment to match.

The IECD has faced ample challenges during the year, comparable to the strong flame which ravaged our office walls in October 2021. Through the flame many things were lost and burned but an equal amount if not more were revealed to be golden opportunities.

Working in an organisation like IECD proves to be challenging to one's comfort zone. Employees are encouraged, pushed and supported to be the best versions of themselves and this is evident through the great achievements recorded in 2022 and the past years.

It is indeed a privilege to form part of such a success driven and outstanding organisation and there's no other place I'd rather be. "Each one's work will become clear; for the Day will declare it, because it will be revealed by fire; and the fire will test each one's work, of what sort it is" 1 Corinthians 3:13

Mrs. Nathalie Moustache
Director Regulatory Affairs



Opportunities in abundance at IECD

When I first joined IECD, I had the notion of child development but did not know in depth about ECCE. Growing with IECD during the three years enabled me to better understand the holistic development of a child, especially in the early years. IECD itself is a very small organization with staff who work collaboratively together and meet the field's expectations. It has also been seen as a Best Practice Hub for ECCE by IBE-UNESCO and, more recently, as a UNESCO Category 2 Centre for ECCE. This clearly demonstrates the hard work of the people who started the Institute, its staff and the collective and tireless work to make it what it is today.

I personally appreciate the opportunity that was given to me to attend the World ECCE Conference held in Tashkent, Uzbekistan in November 2022. This experience also gave me a wider spectrum of what ECCE is and helped me acknowledge why IECD has been given the prestige mandate as a UNESCO Category 2 Centre.

I would like to wish the Centre and my fellow colleagues all the best in fulfilling our new role as an International Centre.

Ms. Marie-France Barra
Director Programme Coordination and Research



Together, we can achieve more!

The Institute places great emphasis on staff welfare, training and professional development. I have seized the many opportunities, during my tenure, which have made me reach where I am today.

As the Human Resource and Budget Management Officer and based on what we have been through this year, I joined the Board of Directors and CEO to encourage my fellow colleagues to always aim high and work diligently, show great commitment, respect, and a strong sense of belonging to the organization, be kind to one another, and refrain from getting involved in unproductive actions and negative influences. In the workplace, we should display a positive working attitude that will bring an optimistic, can-do approach to all of our tasks and responsibilities. This will motivate the staff around us to do their utmost best and help to move projects and initiatives forward, when setbacks occur or challenges are faced.

These qualities are highly important and more relevant now that we have attained a remarkable milestone in our journey – an international status as a UNESCO Category 2 Centre and its eventual operation in 2023. As one of the oldest staff, I am so very proud to be part of this huge success. I remain committed and determined to continue to support the Institute in its new mandate, to reach even greater heights, and increase its recognition and visibility, and that of our Seychelles.

Ms. Laurette Lebon
Human Resource and Budget Management Officer



Reflections from our Partners

'As a UNESCO Category 2 Centre for ECCE, the Institute of Early Childhood Development is to provide global intellectual and operational leadership, as well as capacity building for UNESCO Member States to advance the development of ECCE. The geographical scope of the UNESCO Category 2 Institute means that Seychelles has acceded to a global recognition as a leader in this field. In executing its mandate, the IECD will among others, lead global intellectual dialogue on the importance of ECCE, provide operational guidance on how to give effect to its intellectual insights, lead global policy dialogue on ECCE, as well as promote the strengthening of ECCE systems across UNESCO Member States.

With 2030 around the corner, and with current assessments showing that the world is not on track to achieve Sustainable Development Goal 4 (SDG 4) and its targets, the Republic of Seychelles IECD UNESCO Category 2 Institute for ECCE must advocate for, and support the realization of SDG 4.2. A toll order for a small Island State, but one that does not surpass the capacity of giants whose shoulders carry and propel forward this Island State to critical global acclaim. I am proud of what we have achieved together for Seychelles and happy to note that my contribution has been well valued and appreciated.

'I wish Madame Choppy and the Staff of the Institute much success in this critical international endeavor. Keep flying the Seychellois flag very high', said Dr. Marope.

Dr. Mmantsetsa Marope
Executive Director - World Heritage Group

I have known the Institute since its inception and witnessed its transformation and expansion to where it is today. Over the years, I have accompanied the Institute and contributed towards the formulation and execution of its comprehensive and modern legal frameworks. The success of the Institute relates to the demonstration of good governance, technical and managerial leadership and abilities, and the contribution of staff members. To me, this is very important, in order for the Institute, to meet its strategic goals and actions, although it is not always easy. Whilst providing legal assistance to the Institute, I have observed that the CEO and Management are supportive of team members, partners and stakeholders in for Early Childhood Care and Education. They often seeks out the broad perspective of team members on work-related matters and initiatives, exercise full compliance to all relevant government policies in place, before forming holistic solutions to difficulties and challenges.

Another thing, which has impressed me a lot, is the drive to high standard and performance and quality work deliverables, with the support of external expertise. As a legal advocate of ECCE and strong institutions, these are essential ingredients, although not exhaustive, for other entities to emulate from in order to become a high-performing and successful organization. As a Seychellois, I am very proud of the team as it has put Seychelles on the world map vis-à-vis ECCE. I wish the CEO and Staff the very best in their demarche to establish IECD as a UNESCO International Centre for Early Childhood Care and Education, I hope the great teamwork, spirit, and motivation to reach greater heights prevails in the coming year.

Mr. Bernard Adonis
Legal Counsel





PROGRAMME
01:



Programme 1: Governance, Legal, Policy & Other Initiatives



IECD attends its inaugural meeting of the UNESCO Category 2 Centres

The CEO of IECD and members of the management team attended the 6th Meeting of UNESCO Category 2 Centers on 24th March, with the topic “Together to Foresee the Future of Education Quality”. The UNESCO Regional Center for Quality and Excellence in Education (RCQE) Center in Saudi Arabia hosted the webinar in partnership with the UNESCO Regional Bureau for Education in the Arab States. The meeting was under the Patronage of His Excellency, The Minister of Education in the Kingdom of Saudi Arabia, Dr Hamad Al Sheikh, chairperson of the UNESCO RCQE. Also present were Ms Fatimah Roaiss, UNESCO RCQE Deputy Director-General, Dr Abdul Rahman bin Ibrahim Almedaires, RCQE Director-General and Ms Stefania Giannini, Assistant Director-General for Education – UNESCO.

In the opening speech, the Minister of Education in the Kingdom of Saudi Arabia and the Assistant Director-General for Education UNESCO, emphasized the need to connect all the Category 2 Centres and the mission areas as a unique opportunity to change the course to bring about quality education. The meeting followed with a briefing on the role of Category 2 Centres in the UNESCO Strategy 2022-2029 and presentations from nine Category 2 Centres, including the CEO of IECD, Mrs Shirley Choppy, who highlighted critical areas of work, key achievements, and vital future projects of the Institute of Early Childhood Development.

All centres, including the IECD, emphasized that the Covid-19 pandemic’s actual impact on learning had resulted in higher long-term challenges. They are encouraging research collaboration and mutual activities to stimulate new approaches. The need to continue the collaborative effort, not to leave anybody behind, as stated in the Agenda 2030 for Sustainable Development, to share knowledge and success stories, stimulate new approaches and innovation, and work wisely under the UNESCO umbrella. IECD emphasized that collaboration promotes adopting the early childhood system, as other Category 2 Centers have stated, emphasizing inclusion and equality for lifelong learning.



Development and implementation of Early Stimulation & Learning (ESL) programme and resources for children in Home-Based Child Care Establishments

Objective: The objective of this project is to develop and implement educational resources that promote early stimulation and learning for children aged 2 to 4 years in home-based childcare services. The initiative is funded by UNESCO under the Participation Programme and involves a dedicated team of professionals.

Programme Review: Starting in May 2022, the Early Stimulation and Learning Programme underwent a comprehensive review process based on feedback received from childminders during the trial phase in 2021. The review sessions included regular consultations and working sessions. The feedback indicated that the previous version of the programme was content-heavy, challenging to navigate due to its size, and lacked consistent resources and support.

Programme Enhancements: As a result of the review, several enhancements were made to the programme. This included redesigning the layout, reevaluating the principles of early learning, and incorporating more stimulation and play-based manipulative activities. The content was simplified, and additional creative activities, terminologies, and instructions were included to facilitate childminders' understanding and execution of the programme.

Programme Structure: The ESL Programme is now divided into three sub-programmes, focusing on key elements of early literacy such as language development, story-telling, pre-mathematics, and cognitive concepts. These sub-programmes align with current international best practices for children aged 0 to 3 years and developmentally appropriate materials.

Training of Registered Childminders

To ensure successful implementation, additional training sessions were conducted for registered childminders on the revised sub-programmes. Three rounds of training sessions were held on Mahe and Praslin, including participants from La Digue. The sessions were directed and facilitated by the ESL Programme Team members, providing childminders with the necessary knowledge and strategies to apply in their daily activities. Details of the sessions' participation are in the tables below.

Table 1: First ESL Programme Training Session on Mahe and Praslin

	Venue	Date	Number of childminder attended the session
1.	IECD Headquarters	12 th February 2022	39
2.	IECD Headquarters	19 th February 2022	36
3.	Bahai Centre, Baie Ste Anne Praslin	26 th February 2022	13
4.	IECD Headquarters	5 th March 2022	06



Table 2: Second ESL Programme Training Session on Mahe and Praslin

	Venue	Date	Number of childminder attended the session
1.	SITE Auditorium	14 th May 2022	25
2.	Bahai Centre, Baie Ste Anne Praslin	21 st May 2022	15
3.	STC Conference Room	4 th June 2022	21



Table 3: Third ESL Programme Training Session on Mahe and Praslin

	Venue	Date	Number of childminder attended the session
1.	Community Centre, Baie Ste Anne Praslin	13 th August 2022	15
2.	STC Conference Room	22 nd October 2022	26

Monitoring the Implementation of the Programme

Monitoring and Evaluation: A monitoring and evaluation component was embedded in the programme to ensure its effective implementation. On-site visits were conducted, providing childminders and their assistants with hands-on demonstrations, supportive assistance, and a variety of strategies to improve their practices. A checklist was used to capture information for further analysis and programme enhancements. A total of 63 childminders on Mahe, Praslin, and La Digue were visited during the monitoring process.

Feedback from Childminders and Assistants: Feedback from childminders and their assistants indicated their overall satisfaction with the revised programme structure and activities. They found the programme less overwhelming and easier to follow. The training sessions increased their confidence in applying new strategies in their daily activities. They appreciated the support, guidance, and encouragement received during the visits and expressed their desire for more visits and guided activity demonstrations.

Soft Launch and Exhibition

The fully reviewed and finalized programme was officially launched on November 26, 2022, coinciding with Children’s Universal Day. Throughout the second half of 2022, childminders were provided with ongoing support and assistance, which will continue in 2023. To showcase the success stories and artistic talents of the children and their childminders, an exhibition was organized. Over 50 art pieces were judged, and the best ones were selected for the exhibition. The children also performed a classic children’s story, “The Three Little Pigs,” which was well-received by the guests. The exhibition was inaugurated by the First Lady, Mrs. Linda Ramkalawan, who commended the programme for its positive impact on children’s holistic development.





Future Implementation

The ESL Programme will be fully implemented in 2023. The Institute expects home-based childcare service providers to comply fully with the national standards on early learning and interaction, with ongoing support and encouragement from the Regulatory Affairs Section. Feedback sessions will be organized to discuss strengths, limitations, and the way forward, ensuring continuous improvement in the programme.



World Conference on ECCE (WCECCE) 2022: Seychelles ECCE delegation leaves its mark in Uzbekistan

A group of high-level officials in Early Childhood Care and Education (ECCE) attended the WCECCE in Tashkent, Uzbekistan from November 14-16. The Seychelles delegation was represented by a multisectoral group of ECCE professionals led by Mrs Shirley Choppy, Chief Executive Officer of IECD, with team members comprising Mrs Michelle Fred (Health), Mrs Nathalie Moustache (IECD), Ms Marie-France Barra (IECD), Ms Beryl Laboudallon (Social Affairs), and Mr Cyril Pillay (Education).



The WCECCE is a UNESCO intergovernmental meeting for Category 2 Member Countries that aims to reaffirm the right of every young child to quality care and education from birth to age eight. The conference was held from November 14-16, 2022, with the aim to urge member states to renew and expand their commitment to invest in Sustainable Development Goal (SDG) Target 4.2, ensuring that “All girls and boys have inclusive access to quality early childhood development care and pre-primary education so that they are ready for primary education.”

According to UNESCO’s Assistant-Director General for Education, Ms. Stefania Giannini, the aim of the second World Conference on ECCE is to take stock of the progress of Member States towards achieving the SDG 4.2 target on ECCE and other early childhood-related SDG targets since 2010. It also aims to learn from member states and exchange knowledge about how to put in place and scale up quality ECCE policies and programs, and to further strengthen global partnership and solidarity for the cause of early childhood to expand and improve ECCE services and programs in all Member States.

The official opening ceremony of the conference was held on November 15, where the Seychelles delegation carried a special message from His Excellency, President Wavel Ramkalawan, delivered through a video. The message reached a large audience of 2,681 delegates from 147 member states, including 77 ministers and vice-ministers.



The conference revolved around four main themes, discussing various issues in high-level sessions, side events, and other gatherings. Key points from each theme included:

- **Inclusion, quality, and well-being:** Emphasis on play-based learning, stimulation, teaching in the child’s mother tongue, and promoting learning in non-formal settings. Governments should invest in early childhood identification of at-risk learners, connecting them with relevant intervention and follow-up services to prevent delays.
- **ECCE workforce and caregivers:** Focus on training and professional development of the ECCE workforce to enhance quality. Recognizing the pivotal role of ECCE teachers as professionals, ensuring decent working conditions, salaries, and access to professional growth.
- **Policy, governance, and finance:** Emphasizing political commitment, leadership, and investment in ECCE. Need for better coordination among sectors responsible for early childhood and the significance of data to improve governance and management.
- **Programme innovations:** Exploring neuroscience on early brain development to inspire investments in holistic early childhood programs. Highlighting the need for innovative ECCE provision models and addressing sustainability and education for all.



The conference participants agreed on a set of priorities to accelerate SDG 4.2 progress and increase investment in ECCE. These priorities will be implemented through the adopted Tashkent Declaration and Commitments to Action for Transforming Early Childhood Care and Education. Member States, the international community, and UNESCO have reaffirmed the right of every child to inclusive, quality care, and pre-primary education.

During the conference, the Seychelles delegation actively participated in most of the planned events. On the final day, they engaged in a visit and tree planting activity at a child care center. The delegation extends its gratitude to UNESCO and the Ministry of Preschool Education in Uzbekistan for co-organizing this highly informative and successful conference.





Policy and Legal Framework

National Assembly approves Early Childhood Development Bill 2022

On 8th September, the National Assembly approved the Early Childhood Development Bill 2022, which replaced the IECD Act 2014. The bill was initiated in 2021 following approval by the cabinet and signing of an agreement with UNESCO and the Ministry of Education. The aim was to transform and establish the Institute of Early Childhood Development into an international centre (UNESCO Category 2 Centres) for Early Childhood Care and Education, in recognition of the country's and the Institute's progress in the sector.

Presenting the bill, Minister for Education, Dr Justin Valentin, explained that its objective is to align the current Institute of Early Childhood Development Act, 2014 (IECD Act) with the modern criteria and obligations outlined in the UNESCO Agreement. This includes provisions related to UNESCO Category 2 Centres for Early Childhood Care and Education. The bill aims to enhance the regulatory powers of IECD, allowing it to operate effectively as a Category 2 Centre and increase regional and international recognition for the Republic and the institute's leadership.

The Institute serves as the main implementing entity of this legal instrument, with the core objective of improving services provided in non-compulsory stage childcare facilities for children aged 0 to 5 years, thereby advancing ECCE on a broader scale.



Members from the Linyon Demokratik Seselwa (LDS) and the United Seychelles (US) expressed support for the bill, acknowledging the outstanding work of IECD under the leadership of Mrs. Choppy, the CEO. They recognized the necessity of IECD, as an institution dedicated to raising the country's educational excellence.

Seychelles has made remarkable progress in early childhood education and is on track to achieve the United Nations' Sustainable Development Goal Target 4.2, which aims to ensure inclusive access to quality early childhood development care and pre-primary education for all children, enabling them to be ready for primary education. This new legal framework aims to promote holistic child development and establish an efficient framework for ECCE. It will lead to improvements and enhanced quality in services provided by child care facilities for children aged 0 to 5 years, thus contributing to advancements in ECCE on a wider scale.

Assent to the Early Childhood Development Act, 2022

The President of the Republic, Mr. Wavel Ramkalawan, assented to the new Early Childhood Development Act 2022 on December 6th, in the presence of the Chairman of IECD Board, Capt. David Savy, CEO, Mrs. Shirley Choppy, Assistant Principal State Counsel, Mr. Stephan Knights, Legal Draftsperson, Ms. Amelie Nourrice, and IECD management members. This Act will ensure further developments in ECCE, addressing gaps and challenges experienced with the previous law, such as an increase in illegal child care services and the absence of quality standards and assurance for preschool, among others.



The overarching objective of the Early Childhood Development Act 2022 is to adapt the provisions of the current Institute of Early Childhood Development Act, 2014 to the more modern criteria and obligations set forth under the UNESCO Agreement. Specifically, it focuses on those relating to the UNESCO Category 2 Centres for ECCE and allows the IECD, under the auspices of UNESCO, to operate effectively with functional autonomy.

While assenting to this Bill, President Ramkalawan emphasized the importance of reliable and consistent services for children aged 0-5 years, stating that many of them are already affected by societal issues. He expressed confidence that the Act will enable IECD to implement a proper development programme for Seychelles and ensure the best for children. Shirley Choppy, the chief executive of IECD, described the day as historic for IECD, ECCE, and, most importantly, for the development of young children and their families, Child Care service providers, and professionals



in ECCE. She highlighted that the aim of the Act is to elevate early childhood development by implementing standards to improve the quality of service provision, early learning and development, and children's readiness for formal education.

Under the new legal framework, the Institute will draft approved national standards for child care centers into a regulation, facilitating the registration and regulation of the 33 Childcare centers registered with the Ministry of Education starting next year. Additionally, a review of the existing IECD National Standards on Childminding Regulation (2016) will align them with the new ECD Act 2022.

IECD receives the Director of UNESCO's Regional Office

On May 18th, the team at the Institute and the Secretary-General of the Seychelles National Commission for UNESCO met with Professor Hubert Gijzen, the Regional Director & Representative of UNESCO Regional Office for Eastern Africa. The Regional Director's visit aimed to gain insights into IECD, its achievements, the ECCE system, the best practice pillars in place, and its transformation into a Category 2 Centre under the auspices of UNESCO, with the support and commitment of the Government.

During the meeting, the historical background of the Institute's journey as a legal entity and institutional anchor was presented, highlighting its growth from a humble beginning to a recognized international centre for ECCE. The excellent working relationship and unwavering support received from international partners such as UNESCO HQ, the International Bureau of Education, World Bank, and SEED Institute in Singapore were also acknowledged.

Professor Hubert Gijzen, the Regional Director, congratulated the IECD Team on this significant achievement and emphasized that as a Category 2 Centre, IECD is expected to assist other countries in the region, sub-region, and beyond in developing ECCE in their respective countries. He emphasized the crucial role of IECD and ECCE in lifelong learning, suggesting that IECD should develop programs including education for sustainable development at ECCE, initiatives directly benefiting mothers, and ECCE activities organized for the East African Region, SIDS in ECCE, the continent, and beyond. He stressed the importance of focusing not only on the child's development but also on building caregivers' capacity to educate the children and providing guidance and support to mothers, especially teenage mothers, in their children's education.



Professor Gijzen reiterated UNESCO's support to IECD in engaging significantly in projects and initiatives and sharing its expertise in ECCE to promote UNESCO's objectives and programs. He extended the Regional Office's support and technical assistance in establishing and implementing the UNESCO Category 2 Centre for ECCE. The meeting fostered fruitful discussions, strengthened cooperation, and made an active contribution to the overall strategy of UNESCO and SDG.

Courtesy Visit to IECD by the President of Early Childhood Development Association from Malta

In March 2022, the Board and Management had the honor of meeting Dr Anna Baldacchino, the President of the Early Childhood Development Association of Malta. Dr Baldacchino, who possesses extensive experience and knowledge in early childhood care and education, requested the visit to share her experiences, discuss her work in ECCE in Malta, and learn more about the Institute, its mandate, and achievements in ECCE.

During the visit, the CEO and Project Officers provided an overview of IECD's mandate, accomplishments, and ongoing projects under the National Action Plan for ECCE 2021-2022. They also highlighted the recent recognition of IECD as a UNESCO Category 2 Centre. Dr Baldacchino shared insights into the ECCE system in Malta and presented enriching findings from her research. The meeting resulted in identifying areas for cooperation and exchange, making it a fruitful visit. The Institute looks forward to collaborating with Dr Baldacchino and her association on matters related to ECCE.



President Ramkalawan holds talks with the Head of UNESCO

On Monday, February 14th, 2022, while on a mission in Paris, France, President Wavel Ramkalawan of Seychelles held talks with the Director General of UNESCO, Mrs. Audrey Azoulay, at the UNESCO Headquarters. During their discussions, President Ramkalawan expressed the sincere appreciation of the people of Seychelles for the longstanding support provided by UNESCO. The meeting also served as an opportunity to highlight Seychelles as a Category 2 Centre of UNESCO, namely the Seychelles Institute of Early Childhood Development. The government has approved the IECD as a national chapter of UNESCO through the signing of an agreement between Seychelles and UNESCO in 2021. Preparations are underway to establish IECD as a Category 2 Centre for ECCE under the auspices of UNESCO, and it is expected to be operational in 2023.



Minister's second visit to IECD

On April 25th, 2022, the Chairman, CEO, and Staff of IECD welcomed the Minister for Education, Dr Justin Valentin, during his visit to the Head Office of the Institute. The primary objective was for the Minister to familiarize himself with the Institute's new physical location on the 3rd Floor of the Espace Building, as the previous offices had to be relocated due to a fire incident at Le Chantier Mall building.

During the visit, the Minister interacted briefly with the staff, discussing their activities and sharing ideas on collaborative research projects and more. Subsequently, the Minister met with the Chairman and CEO to discuss achievements, follow-up actions, and future plans. The discussion centred around the findings of a comprehensive exercise conducted by a special committee, as well as measures implemented to address specific areas that may impact the Institute's operations and hinder its progress. The Minister expressed his support for the approved measures and plans of the Institute and conveyed overall satisfaction with the facility and progress made. He wished the team success in their endeavours.



Launch of the Results-Based Management Framework and IECD's Participation in Training Workshops

A think-tank, consisting of staff and external partners with experience and expertise in the ECCE sub-sector, was assembled to work on the strategic documents. External working sessions, guided by the Board and CEO, were organized, resulting in a valuable experience for everyone involved. The Board commended the team for their highly technical and excellent work, expressing appreciation to the donors who sponsored the strategic planning retreat.



The Result-Based Management (RBM) Framework focuses on enhancing the performance of the Public Sector by ensuring accountability, transparency, and result-based delivery from all public entities and public servants. Establishing and measuring the link between a public servant's role and its relation to the overall Ministries, Departments, and Agencies (MDA's) respective objectives is crucial to the success of this programme. The official launch of the Framework took place on Monday, March 21st, 2022, conducted by the President of the Republic, followed by mandatory capacity development training for all MDAs, co-organized by the Ministry of Finance, National Planning and Trade, and the Public Service Bureau.



Strategic Planning

The first group of MDAs, including IECD, attended the initial phase of the training on March 23rd and 24th, 2022, at The Guy Morel Institute (TGMI) and the International Conference Centre Seychelles, respectively. The training focused on the 'Strategic Planning' pillar of Results-based Management, facilitated by Mrs. Shella Mohideen, Chief Secretary of the Public Service Bureau and Mr. Christian Cafrine, an external consultant. All Programme Managers and the Human Resource & Budget Management Officer participated in the training. After the training, during a debriefing session, the team found the activities enriching and exciting, and the obtained documents, including the generic templates, were helpful in the strategic planning process.

Programme Performance-Based Budgeting

The second phase of the training, covering 'Budget Preparation and Performance Management Readiness,' was held on April 20th and 21st at TGMI, aimed to achieve an effective and efficient service delivery, as the ultimate goal for any responsible Government for good public financial governance.

Firstly, the training was facilitated by Ms. Astride Tamatave, Comptroller General of the Finance Department. The areas covered include principles of budgetary governance, types of budget, the budget cycle among other financial technical aspects and more importantly the alignment of the budget with the MDA's strategy. On her part, Ms. Noella Vinda, Director of Public Budget Management sensitised the team on Medium Term Expenditure Strategy and its features, budget process and key consideration, and the team was introduced to the concept of 'Zero-based Costing', which all MDAs has been advised and encouraged to use for budget planning and preparation for 2023 and beyond.

The CEO, Programme Managers, and Human Resource & Budget Management Officer participated in the two-day training. The team found the topics covered to be informative and highly engaging, with 'zero-based budgeting' being particularly most engaging and beneficial. The knowledge acquired facilitated the work of the Internal RBM Committee on the strategic planning results framework and the preparation of the (MTES).



Performance Management System

The third phase of the training on the RBM programme was the Performance Management System (PMS) held on 22nd August 2022 and facilitated by Ms. Jill Tirant, Principal Performance Management Officer from the Public Service Bureau. The CEO, Programme Managers and HRBMO attended the training. The main aim of this training was to provide a framework to link the measurable performance of personnel responsible for each function at all levels of the organisation so they can commit to the results they intend to achieve with the resources they have been allocated. The topics covered were performance management planning, SMART (Specific, Measurable, Attainable, Realistic & Timely) objectives, key performance indicators, core competencies, performance contract, performance evaluation & improvement.

Based on that, IECD embarked on a trial phase of the performance management contract for period August to December 2022. To initiate the process, the CEO and the HRBMO sensitized all staff on the contract document, procedures to follow and timelines, and the end of contract appraisal review. All staff signed their contracts on 26th September 2022 and the individual appraisal sessions were held during the first week of December 2022.



The Public Service Bureau plans to conduct a survey and visits to a sample of organisations in 2023, for a briefing with the Chief Executives as well as other staff, to get their views on how the process went in 2022.

Performance Monitoring & Evaluation

The fourth and last phase of the RBM training programme was the Performance Monitoring & Evaluation (PM&E), which was held on 13th October 2022 and facilitated by Mr. Brian Hoareau, the Principal Monitoring & Evaluation Officer from the Public Service Bureau.

The main objectives of the PM&E training were:

- Understand the principles and application of Performance M&E in the context of RBM.
- Learn about the different PM&E Tools for monitoring and reporting of strategic plan and MTES.
- Apply the PM&E tools to monitor strategic plan and MTES and report on performance.

It is worth noting that IECD is among the very few organisations which have been using the PM&E template consistently, since it was first introduced. During the training, the IECD's PM&E Template was showcased to the participants as a good model and the facilitator acknowledged and complimented the IECD team for the good work accomplished so far.



PROGRAMME
02:

PROGRAMME 2: Early Childhood Care and Education

The Regulatory Affairs Section of the Institute is responsible for ensuring the implementation of national standards for home-based childcare services and provide training and professional development sessions for registered and unregistered home service providers. This progress report highlights the main activities and achievements of the section in 2022.

Registration & Compliance:

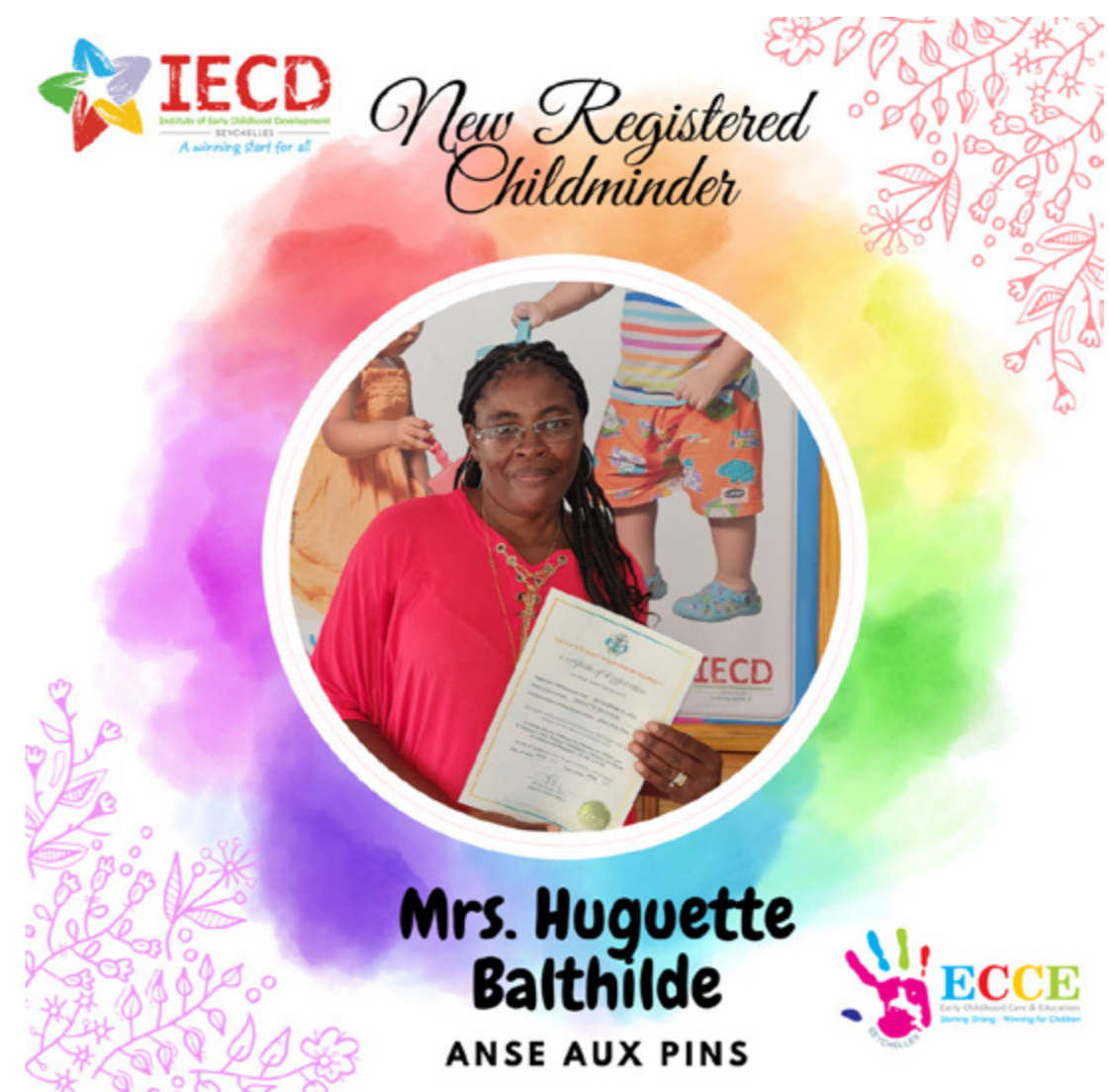
Monitoring, support & inspection visits: A total of 252 visits were conducted at registered and unregistered home-based childcare services. This included formal inspection visits, spot-check visits, follow-up visits, and readiness & familiarization visits. The number of visits increased by 30 compared to the previous year.



Introduction of new indicators: New indicators for inspection and compliance were introduced in 2022, including the measurement of 'Level of Compliance' to national standards. The recorded level of compliance for registered childminders was 85%, setting a new national baseline for monitoring and measuring progress over time.

Campaign for 100% compliance: A campaign targeting 100% compliance to national standards was implemented. Six childminders who achieved the highest level of compliance were recognized for their dedication. The Chief Executive Officer of IECD and the Director for Regulatory Affairs presented tokens of appreciation to them on Children's Day.

New registrations: Four new childminders registered their services with IECD in 2022, representing 17% of the forecasted registrations. Some prospective childminders faced delays in registration due to not meeting the mandatory standards.



Training & Professional Development

Continuous Professional Development (CPD) Sessions: Eighteen (18) CPD sessions were successfully conducted, and 100 registered childminders attended two or more sessions. The sessions aimed to enhance their skills and knowledge in childcare practices. A breakdown of this initiative is included in Table 4 below:

The Institute organised and coordinated the Pre-Registration and Sensitization Training (PRESET) Programme for a 9th & 10th Group of unregistered and prospective childminders on Mahe. A total of 48 participants took part in the training.

Table 4: CPD Training Sessions

CPD Session	Facilitating Agency	Number of sessions	Date sessions conducted in 2022	Number of participants
1 Training on Covid-19 Prevention, Identification and Reporting	Public Health Authority in collaboration with World Health Organisation (WHO)	2	19 th March (Praslin)	11
			26 th March (Mahe)	25
2 Training for the implementation of Early Learning Programme	Early Learning Technical Working Group	7	12 th February	39
			19 th February	36
			26 th February (Praslin)	13
			5 th March	6
			21 st May (Praslin)	15
			28 th May	32
3 Paediatric First Aid (New Cohort)	Red Cross Society of Seychelles	2	3 rd & 10 th September	10
			8 th & 15 th October	8
4 Paediatric First Aid (Refresher for existing childminders)	Red Cross Society of Seychelles	7	20 th August	9
			27 th August	14
			17 th September	11
			24 th September	16
			19 th November	11
			3 rd December	8
5 th November (Praslin)	9			
Total Number of Participants:				294



Table 5: PRESET Programme

Preset Programme	Session Dates	Number of new participants	Number of participants repeating the training as a refresher	Official Certificate Ceremony
9 th Group	2 nd April to 28 th May	21	1	9 th July 2022 Savoy Seychelles Resort and Spa, Beau Vallon, Mahe
10 th Group	17 th September to 19 th November (Saturdays only)	24	2	17 th December 2022 Seychelles Trading Company Conference Room, Latanier Road, Victoria



Review of the IECD National Standards on Childminding Regulation (2016)

Staff of the Regulatory Affairs Section participated in working sessions to review the existing regulation and align it with the provisions of the new Early Childhood Development (ECD) Act 2022. The review process will continue in 2023 in consultation with relevant partners.

Supporting registered Childminders with national standards implementation

A small project was initiated to support childminders facing difficulties in implementing specific standards, particularly the Administration Standard. Training sessions for five childminders was conducted by an external facilitator, Ms. Marvel Simeon on 7th May 2022 to share information and provide practical examples of how to better organise their documents and records. A total of 12 subsequent visits were conducted to provide guidance and support. Significant improvements were observed, with an average 42% increase in compliance to the Administration Standard compared to the previous year.

Overall, the Regulatory Affairs Section made some significant progress in ensuring compliance with national standards, supporting childminders through training and professional development, and reviewing regulation to align with new Early Childhood Development Act 2022.



Audit Provision in Centre-Based Child Care Services

The Audit Exercise (Phase 2) was conducted in collaboration with various partners to assess compliance with national standards in 19 registered Day Care Centres. Partners in ECCE Sectors include, the Seychelles Fire & Rescue Services Agency, Public Health Authority, Social Affairs, Health Care Agency, Seychelles Planning Authority and the Institute of Early Childhood Development. The level of compliance for this group of Child Care Centres was 57%, showing improvement compared to Phase 1 (47%) in the previous year. Areas for improvement were identified and implementation plans were drawn up, and follow-up monitoring visits were conducted to track progress.



Recognition of Prior Learning (RPL) for Home-Based Child Care Providers

IECD, in collaboration with the Seychelles Qualification Authority (SQA) and the Seychelles Institute of Teacher Education (SITE), developed a training programme at a Certificate Level of the National Qualifications Framework through the Recognition of Prior Learning (RPL) Approach. The programme aimed to recognize the skills and knowledge of experienced registered childminders.

The first cohort of 26 candidates, aged between 30 to 61 years old, successfully completed the programme, and a special graduation ceremony was held on the 5th of November 2022 to award them with a 'Certificate in Child Care and Development'.

With the successful completion of the first cohort, IECD in consultation with SQA has extended the RPL Programme for other interested childminders. A second cohort of eighteen (18) childminders have registered for the programme, amongst whom fourteen (14) are from Mahe and four (4) from Praslin. A team of 5 coordinators was trained by SQA to work alongside the new cohort and assist them to develop their portfolios, in line with the requirements of the Unit Standards of the Training Programme. This task will be undertaken as of January 2023.

Below are some of the childminders' reaction following their successful journey towards attaining a recognised qualification in the child care sub-sector.



"It was not easy and I wanted to give up. I called the coordinator and told her that i wanted to quit. She encouraged me to think about it. Moreover, with my family's support and after praying a lot. I am proud that I did it".

Mrs. Maureen Esther from Les Mamelles



"I wish to thank Ms. Sonia and my team. We worked well together. We did it with the help of Ms. Sonia"

Mrs. Lydia Basset from Anse Royale



"I wanted to stop because I was afraid. After all those years that I have not been in school, I had to go back and look for the papers. I said to myself that I could not do it, sometimes I cried when the children left. Now there is no going back. I thank God, the coordinators and all my colleague childminders. Thank you".

Mrs. Judy Dufresne from Plaisance



IECD hails landmark achievement in Seychelles' early childhood education

The first cohort of childminders successfully completed their training in 'Child care and Development' through Recognition of Prior Learning (RPL) and received their certificates on November 5, 2022, during a special graduation ceremony held at SITE. The CEO of IECD described this achievement a significant milestone for Seychelles' education system, particularly in the field of early childhood education, as it recognized and accredited the first group of registered childminders with certificates accredited by SQA. These certificates specifically cover childminders responsible for children aged zero to three years who have not yet started pre-school or crèche.

During the certificate presentation ceremony, the exceptional performance of the childminders was acknowledged, and Ms Mesha Pelissier was recognized as the Best Academic Performer among the 26 childminders. Ms Pelissier, a 45-year-old childminder based in St. Louis, takes care of ten children and has dedicated herself to childminding as her full-time career. The second-best academic performer, Mrs Alice Jean from Les Canelles, was also recognized. Both childminders expressed their appreciation for the training, acknowledging its challenging yet rewarding nature as they had to balance their work, family life, and studies.

They expressed gratitude towards the Institute, the partner institutions such as SQA, SITE, and RPL Coordinators for developing a programme and qualification that recognize their knowledge, competency, and experience. They noted that this qualification will assist them and their fellow childminders in improving the quality of service provision and enhancing the holistic development of young children.

Overall, the certificate ceremony symbolized a proud moment for the Seychelles education system, emphasizing the importance of recognizing and supporting the professional development of childminders who play a crucial role in nurturing and educating young children.





PROGRAMME
03:

PROGRAMME 3: Coordination, Evaluation and Research

The Programme Coordination & Research section plays a crucial role in coordinating, implementing, monitoring, and evaluating early childhood development programs and projects in collaboration with relevant partners in Early Childhood Care and Education. Additionally, it is responsible for conducting research and establishing a national database on early childhood development to provide relevant data for policy formulation and programme development.

Implementation of the National Action Plan (NAP) ECCE 2021-2022

Monitoring Strategies

The National Action Plan ECCE 2021-2022 serves as the guiding plan for ECCE in the country for a two-year period. It upholds holistic principles and acts as a catalyst for collaborative structures that have been thoughtfully constructed. The plan plays a pivotal role in guiding sector projects towards the ECCE vision of providing a strong foundation for all children. In addition to the structures for development, implementation, and evaluation outlined in the national plan, the following monitoring structures and processes have been implemented:

Surveillance Visits: In order to assess progress towards achieving related outputs, the IECD team has conducted surveillance visits. These visits involve offering necessary support to sector teams in health, education, social affairs, and local government/community affairs. The operational plans are re-examined, and implementation strategies are reviewed. Initially, the surveillance visits were conducted once per quarter, per sector, for the first two quarters of 2022. However, starting from the 3rd quarter, the number of visits was increased to intensify support and monitoring ahead of the plan's evaluation. A total of 26 visits were completed by the end of 2022.

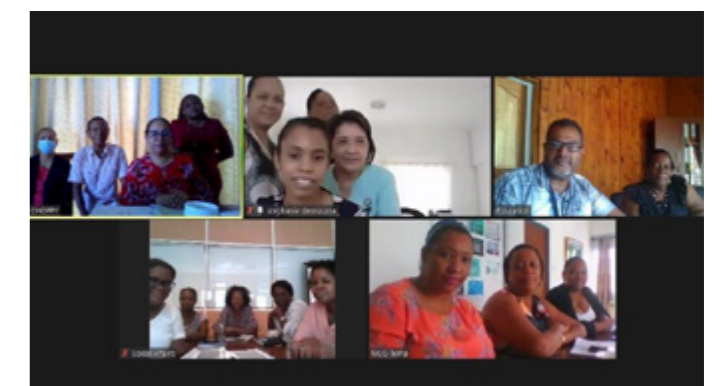
Table 6: Surveillance visits to sectors

Quarter 2022	Expected Total Visits (Target)	Total Visits Completed
1	4	2
2	4	5
3	8	9
4	8	10
Total	24 Visits	26 Visits

National Coordinating Committee (NCCOM) Meetings: The NCCOM serves as a forum for sector chairpersons of the ECCE Technical Team to meet on a monthly basis. These meetings provide an opportunity to provide feedback on the progress of projects at the sector level and discuss other related matters. Chaired by the CEO of IECD, a total of 11 meetings were held in 2022. The overall attendance rate for all sectors was 86.5%, indicating improved collaboration among sectors in delivering on the goals and priorities of the national ECCE agenda.



National Progress Workshops: Two national progress workshops were conducted to facilitate information sharing and discussions among chairpersons and members of sector technical teams. The Mid-Year Progress Review workshop, held virtually on July 15th, 2022, provided an opportunity to assess project performance and implementation of the plan. The second workshop, the National Sector Evaluation Workshop, took place on December 10th, 2022, with the participation of sector teams, partners, and stakeholders in ECCE. This workshop preceded an independent review of the NAP 2021-2022, marking the end of the two-year implementation cycle. The progress report revealed a milestone completion rate of 81%, compared to 67% for the previous NAP 2019-2020, indicating a remarkable achievement nationally. All sectors, including IECD, were commended for their consistent efforts and commitment towards ECCE.



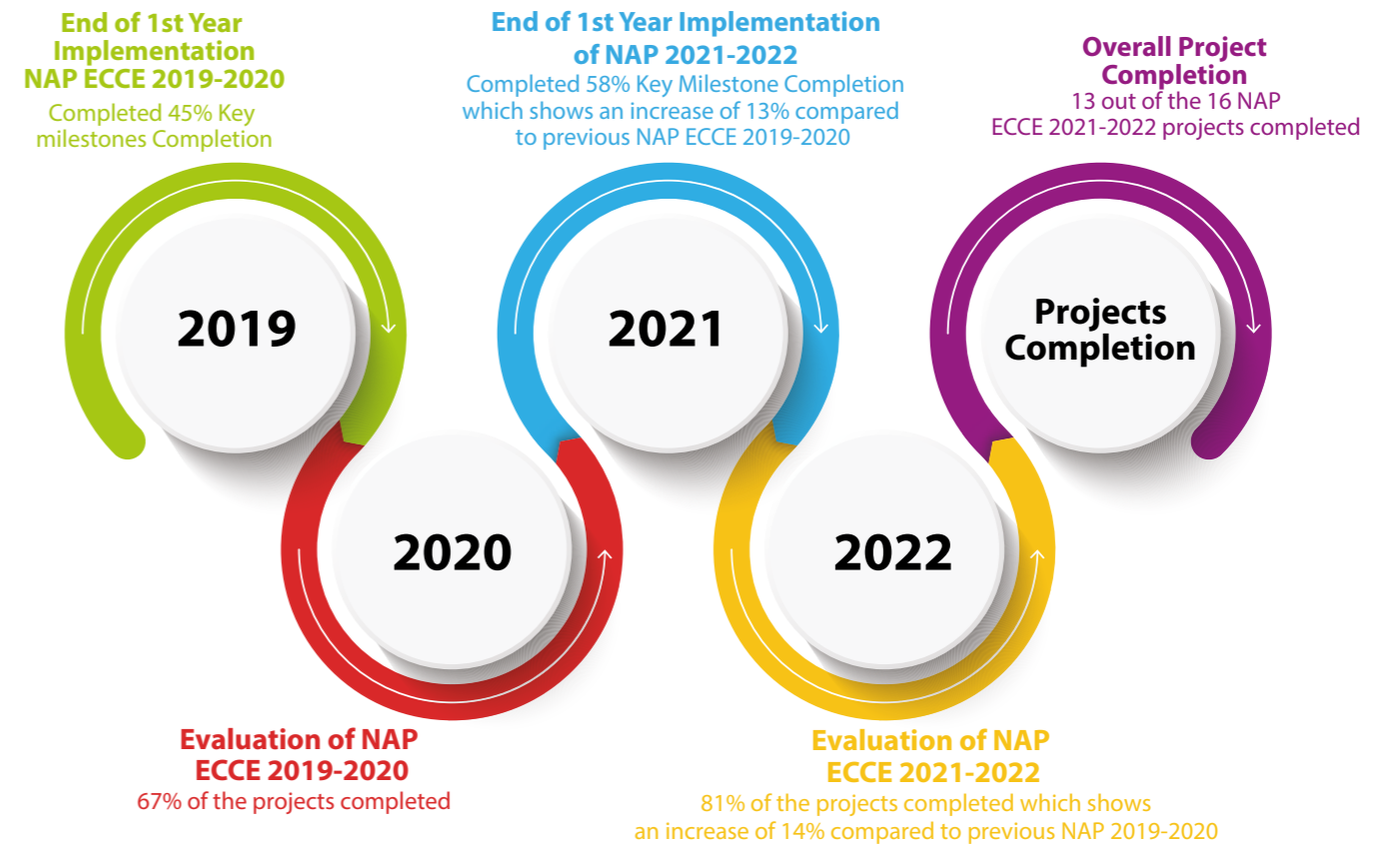
IECD Technical Team for ECCE: The Technical Team for ECCE consists of some Management Members and Project Officers leading projects in the National Action Plan for ECCE 2021-2022. The Technical Team meets on a monthly basis to share information and provide feedback on the progress of projects, among other related ECCE matters. The Committee is chaired by the CEO and a total of 11 meetings were held in 2022 and recorded a 97 percent attendance rate. In all IECD managed to successfully complete all the six projects in the National Action Plan. This shows that in the absence of two former members, the few members have worked extremely hard and are truly committed with the consistent implementation of the projects.



The figure below provides more details and statistical information about progress made in implementation of the two previous national plans.

Figure 1: Comparison of Progress Review Status

NAP ECCE 2019-2022 Comparison of Progress Review Status



Research Projects and Dissemination of Findings in National ECCE Forum

IECD conducted three studies and co-convoked three National ECCE Forum to build capacity of and sensitize professionals/relevant partners and stakeholders on the findings of these important initiatives undertaken in collaboration with ECCE sectors.

Data Management in the Social Affairs Sector

The data management project was initiated by IECD in 2018 to address the challenges faced by ECCE sectors in collecting, processing, and archiving data on early childhood development. The project came about in support of the World Bank's recommendations through the SABER-ECD report in 2013.

In 2021, IECD launched the project in the social affairs sector in its initial stage by conducting a situational analysis to gather the types of data collected, the procedures in place, and the strengths and challenges experienced with regards to ECD information. The findings of the situational analysis were shared in a forum on March 21, 2022. It was attended by 60 social workers, among other professionals, leaders, and relevant sectoral partners. Some results of the situational Analysis are as follows:



Finally, despite the intricacy of the type of data collected, social workers understand the objective for which the data were collected and are optimistic about the future of this project in the social affairs sector and to migrate from the reliance on paper-based data collecting techniques to a technology-based data management system.

Assessment of Early Learning Readiness 2021

The May 7th, 2022 dissemination of assessment focused on early learning readiness among children aged 3 to 4 years old in both Registered and Unregistered Child Care settings. The implications of the findings were discussed for Childminders, Day Care Operators, Crèches, and Parents. Key stakeholders in the ECCE field attended the forum.

The IECD initiated the assessment in 2019, initially targeting children in registered home-based childcare services. It was later expanded to include centre-based childcare services in 2020 and unregistered services, as well as children being cared for by their parents and relatives at home, in 2021. The aim was to establish a national baseline level of early learning readiness in preschool and crèche education for children aged between 3 to 4 years old in Seychelles. Despite resource constraints, the IECD took this bold step to establish a standardized measure and national baseline to confirm its institutionalization by 2023. Research has shown that early skills in the assessed domains are predictive of students' long-term outcomes. See below some interesting results:

Gender Parity

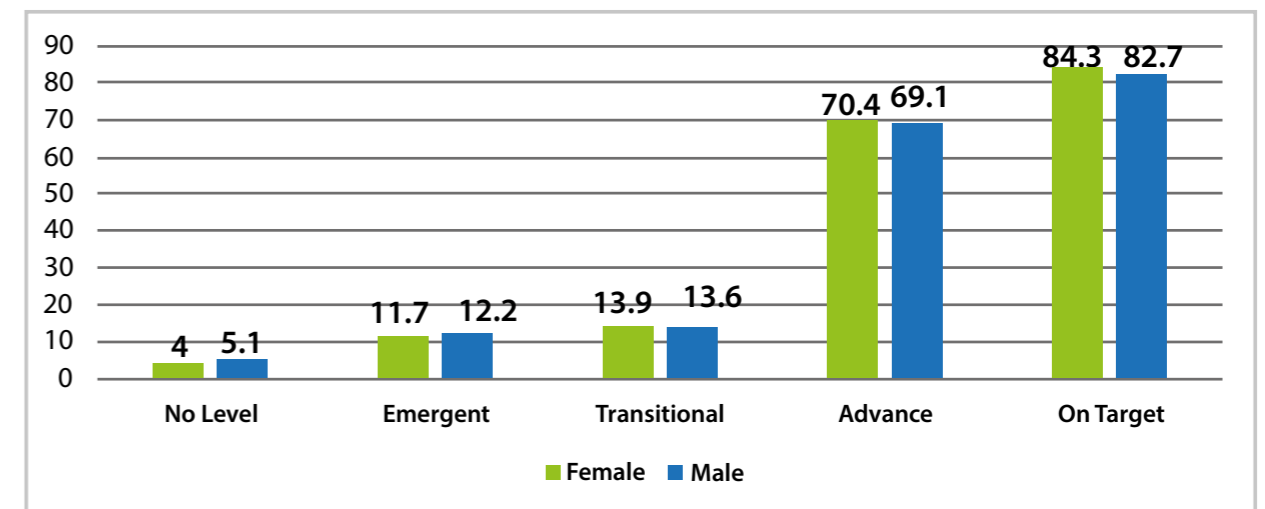
Based on the data provided, it is evident that there is strong evidence to conclude that the performance of girls and boys in terms of success rate was similar. Both genders had a success rate of 29.6% (75 out of 253) in the assessment. This suggests that there is gender parity in terms of performance, as the gap between girls and boys has closed

Table 7: Performance by gender

Gender	N	Mean	Success Rate(%)
Female	581	29.6	75
Male	605	29.6	75

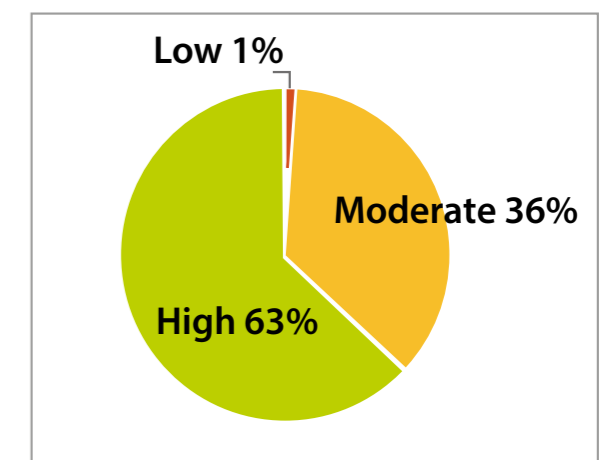
The baseline set in 2021 for early learning readiness is high at 83%. This indicates that a significant proportion of children aged 3 to 4 years in Seychelles are prepared for formal early childhood education. There was no significant difference in the performance between girls and boys, highlighting gender equality in terms of learning outcomes. Additionally, no significant difference was found between the three types of care services. Although not statistically significant, there is a tendency for high parental engagement and high proficiency to be positively linked, suggesting a potential correlation between these factors.

Performance by level



Parental Engagement

The assessment in 2021 also explored the link between parental engagement and learning outcomes. The overall level of parental engagement was categorized into three levels: high, moderate, and low. The study revealed that 63% of parents showed a high level of engagement, which is encouraging, as parental engagement has a direct impact on learning. Parents, particularly from unregistered childcare services, recommended that the IECD continue to promote and provide support to increase the percentage of high-level parental engagement in the following year. An analysis examining the link between the level of engagement and readiness showed no significant difference.



Review of the Seychelles Framework on Early Childhood Care and Education (2022)

In 2022, the Institute of Early Childhood Development (IECD) undertook a comprehensive review of the Framework on Early Childhood Care and Education (ECCE) in Seychelles. The review process involved collaboration and consultation with key sectors, partners, and stakeholders involved in ECCE. Dr Andre Leste, an approved consultant, was responsible for drafting the framework, and six working groups were established to focus on different themes related to ECCE such as governance, early learning and development, families and community, access, workforce, and data availability. The working groups consisted of representatives from various sectors and external partners, and they addressed the various themes. Over 50 participants from ECCE sectors and partner agencies actively participated in the project. Key sectors and agencies represented included Education, Health, Local Government & Community Affairs, Social Affairs, Family Affairs, Attorney General's Office, Finance, ICT and others.

Multiple working sessions were held, during which participants discussed achievements, challenges, and recommendations for each theme within ECCE. The first stakeholders' consultation workshop took place on April 29th, 2022, at the SITE Auditorium. A final high-level stakeholder's engagement meeting took place on October 25th,



2022, to discuss the strategic policy priorities of the framework and gather inputs from sectors and agencies in line with their strategic priorities and plans. In December 2022, the final report, titled “The Seychelles Framework for ECCE (2022),” was submitted to IECD. This revised policy document aims to enhance service delivery and improve ECCE, guiding developments in the field until 2030. The Revised Framework (2022) is scheduled to be presented at the Cabinet of Ministers in 2023.



PROGRAMME
04:



PROGRAMME 4: Advocacy, Communication and Information

The role of the Advocacy and Information section is to collect, maintain and share information on ECCE and promote environments conducive to the well-being and holistic development of a child. The section is also responsible to promote understanding of the importance of early childhood development and provide information and advice on good practices. This is achieved through different campaigns on different platforms; such as traditional media and digital media.

New Faces in ECCE Campaign

NEW FACES IN ECCE

IECD **ECCE**

SANDRA ADONIS
Grand Anna, Maki
"The sessions were great, and I want to thank the IECD staff!"

SHABELAH ESTHER
Anne Ann, Pina
"The training was fantastic, I learned a lot, which will also help me in my work."

WINSLE JULIENNE
Suzanne
"The training was good, and I learned a lot about how to take care of small children as well as providing an effective service."

JUDANE PAYET
Paterrence
"I am happy to have learned the required standards to offer childminding services."

LUCIA LARUE
Sain Sa, Anne, Pina
"The training session provided me with essential information relevant to having a childminding service."

CYNDY MOREL
Grand Anna
"The sessions have enhanced my knowledge and have been very helpful."

SUZY SULTAN
Maki, Pina
"The sessions gave me the knowledge and skills required to offer quality childminding services."

MARIE LUCE SAMSODDIN
Anne Pina
"The training was very fruitful. It has helped me to better understand the setting of children and the importance of the different sessions."

RAPHAELLA ALCINDOR
Paterrence
"Everything covered in the sessions was interesting, and the information was well presented."

ELEEN ETIENNE
Anne Ann, Pina
"The training was very fruitful and informative. I have managed to acquire more knowledge in relation to the standards for childminding services."

JANICE LABICHE
Anne Ann, Pina
"I have found all the training sessions interesting, and I have really enjoyed them."

CONGRATULATIONS TO THE 9th GROUP OF PROSPECTIVE CHILDMINDERS FOR COMPLETING THEIR PRE-REGISTRATION AND SENSITISATION TRAINING PROGRAMME IN EARLY CHILDHOOD CARE AND EDUCATION (ECCE) WITH IECD

MERLINE RICODON
Pati, Grand
"I have found the training very interesting and very busy. I have also gained a lot of knowledge that will help me to provide a better service."

GABRIEL VICTOR
St. Louis
"I have found the content very interesting, and I have been a great experience for me!"

MARIE-ANGE PAYET
Anne Ann, Pina
"I have found the training very helpful. I have found it very helpful."

ANNIE CAMILLE
Maki, Pina
"The training was interesting, it will help me improve in my daily practice."

SHARIFA EUGENIE
Maki, Pina
"The training was very useful and interesting. After 4 IECD sessions, thank you very much for the opportunity."

SAMANTHA LABICHE
Anne Ann, Pina
"The training was good. It has given me a lot of knowledge on how to take care of children."

VALENTINA MARIE
Anne Ann, Pina
"I really enjoyed all the training sessions. It was very educational, and the information was well presented. The activities were very nice and interesting. Looking forward to more training in the future."

VALERIE PIERRE
Paterrence
"The training itself was very clear and easy to understand. The training is important. I learned a lot and was able to gain all the necessary knowledge and skills to run the childminding service."

GEORGIA SALLIM
Maki, Pina
"The training was very interesting. All necessary knowledge was provided in a professional way."

PERUSHKA BARALLON
Grand Anna, Maki
"I have found the training to be very interesting, and I look forward to more training in the future."

VERONIQUE THOMAS
Pati, Grand
"All the sessions were interesting. It has helped me to understand how to create a childminding facility. Also, to understand all the standards required to operate my establishment. Now I am in a better position to offer a childminding service."

As part of the communication plan to promote the Pre-Registration, Sensitization and Training Programme, a brand new campaign titled "New Faces in ECCE" was introduced. The campaign aims at introducing the 9th group of prospective childminders who successfully completed the training programme. The campaign started with the publication of 4 teaser videos which were published on 4th, 5th, 6th and 7th July 2022 and on the 8th July 2022, there was a final video revealing who the New Faces are. The New Faces in ECCE was also published as a centre-page on Seychelles Nation on Saturday 16th July 2022.

A similar "New Faces in ECCE" campaign was realized for the 10th group of prospective childminders who participated in the training programme and recorded 100% attendance. For this campaign, another centre-page was published in Seychelles Nation on Saturday 24th December 2022. Three videos presenting the new faces were aired on social media on 9th, 11th and 20th January 2023.



Documentary on Recognition of Prior Learning for registered Childminders

A documentary was produced on the first group of 26 registered childminders who participated in the Recognition of Prior Learning (RPL) Programme. The objective of the documentary was to raise awareness on the RPL programme, in particular in the child care sub-sector, encourage other registered childminders to participate and obtain a recognised qualification, promote the national standards as well as educate and provide information to the general public. The documentary was broadcasted on Seychelles Broadcasting Corporation Television on the 6th October in honour of Teacher's Week. YouTube link: [Recognition of Prior Learning Documentary - YouTube](#)



Universal Children's Day

To commemorate Universal Children's Day, a small online campaign in the form of a poster was implemented. The campaign included a message, about the occasion, from five staff members and these were shared on IECD's social media channels – i.e. Facebook page and Twitter account.

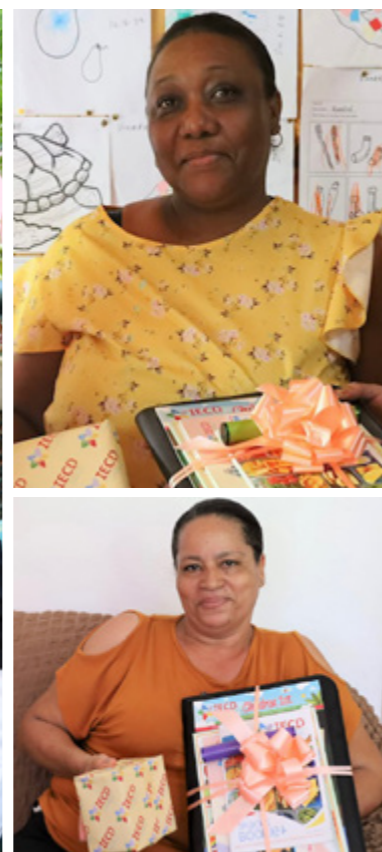


Furthermore, a new Facebook page was created specifically for 'Early Childhood Care and Education' (ECCE) – the umbrella term which encapsulates the various aspects in early childhood development – which also includes health, protection and early stimulation. The intention was to create an interesting and informative page where people can learn about the importance of ECCE thus, create more awareness about this important and specialized area in Seychelles and all it entails. The Facebook page was officially launched on the Universal Children's Day event on Saturday 26th November, through an online presentation delivered by the Director of Advocacy and Information, Ms. Corina Andre. During this event, a short video on ECCE was also showcased and was uploaded on the ECCE Facebook page. YouTube link: [Recognition of Prior Learning Documentary - YouTube](#)



100% compliance to national standards by registered Childminders

To commemorate Teachers' Week, the Institute of Early Childhood Development, on Wednesday 5th October, rewarded six registered childminders for their absolute compliance with the national standards in place to run a home-based childminding service. In a small handing-over ceremony, the Chief Executive Officer of IECD, Mrs. Shirley Choppy, alongside the Director of Regulatory Affairs, Mrs. Nathalie Moustache visited and presented a small token of appreciation to this group of Childminders at their home as recognition of the positive impact that they are making in the lives of children.





BEDTIME STORIES

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As part of the communication plan to promote the childminders who have achieved 100% compliance in relation to the National Standards for Childminding Services, a poster for each childminder was designed and published on IECD's Facebook page and Twitter account. The profiles provided a brief background on the Childminder, their registration details, services and activities they provide. These were also published in Seychelles Nation and Today in Seychelles newspaper on 2nd, 5th, 7th, 9th, 12th, 14th December 2022.

Mrs. Rosita Louise

Childminder



+248 2 550 706

Port-Glaud

BACKGROUND

Mrs. Rosita Marie Louise was born on the 07th of October 1967. She has been a Childminder for over 20 years and is currently caring for five children. She has a great passion for childminding and loves all children equally. Since she has been a Registered Childminder with the Institute of Early Childhood Development, all the training and knowledge she has received have helped her improve her childminding services.

Mrs. Louise has undergone the Recognition of Prior Learning Programme and recently received her accredited Child Care and Development Certificate. She is happy to have reached 100% compliance with the National Standards for Childminding Services. Their parents and the community have congratulated her on her achievement.

REGISTRATION

Registered with IECD in August 2017

Renewal of Certificate of Registration August 2021

SERVICES & ACTIVITIES

Mrs. Louise offers a range of educational activities to enhance the development of the young children in her care. She organises activities indoors and outdoors at the premises to develop their gross and fine motor skills. She also provides the children with breakfast and lunch.



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Programme 1 (Cont'): Human Resources and Finance

Role of Human Resources and Finance

The Human Resources and Finance Unit is responsible to provide support and manage human resource and development matters; and manage budget and funds for the purpose of meeting expenditures incurred by the Institute in the performance of its functions and in accordance to the relevant regulation, policies and procedures in place.

Government's Financial Assistance Programme

A total of 2,473 children benefited from the Government's Financial Assistance Programme, which provided a monthly assistance of SCR750. Additionally, 103 registered childminders received direct subsidies, with 90 receiving SCR6,633 and 13 receiving SCR3,317. The assistance goes towards the salaries of employees and procurement of appropriate educational resources and toys in line with the implementation of the national quality standards.

Table 8 below shows the number of children in both childcare categories who benefitted from the Government's Financial Assistance.

	YEAR 2022											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
No. of children in Registered Child Care Centres Service	976	1156	1196	1251	1271	1348	1384	1439	1469	1478	1497	1503
No. of children in Registered Home Childcare Service	707	779	837	854	866	873	877	899	914	934	954	970
Total:	1683	1935	2033	2105	2137	2221	2261	2338	2383	2412	2451	2473

Two main challenges faced with the financial assistance scheme. Firstly, some childcare providers submitted their documentation for financial assistance after the set deadline. Secondly, monitoring visits to childcare establishments were not conducted in 2022 due to a shortage of staff.

Development of an Early Childhood Benefit System Solution

To streamline the financial assistance programme for Registered Childcare Service, the Institute is implementing the 'Early Childhood Benefit System' (EC-BSS), a digital solution that will facilitate online applications, timely information, registration, payments, and report generation.

A consultation meeting was held with Department of Information, Communication and Technology (DICT) on Monday 1st August 2022 to discuss the project's technical aspects among other requirements for the design and development of the system. A second meeting with Treasury Section of the Ministry of Finance, National Planning and Trade was held on 6th October 2022, on the issue of payment and payroll management.



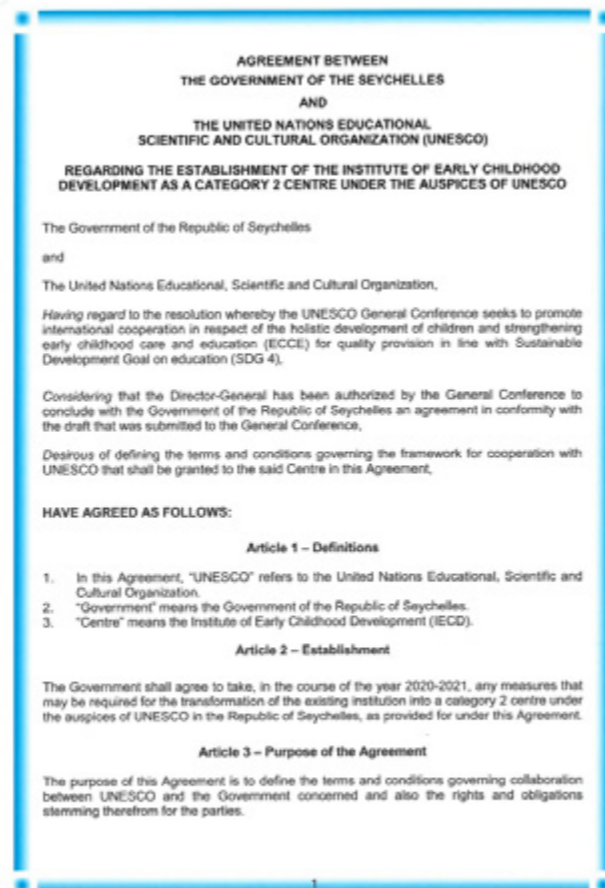
The innovative e-service project is being implemented with the assistance of the Department of Information, Communication and Technology (DICT) and is expected to be operational in the fourth quarter of 2023.

Human Resource & Employee Satisfaction Review

Delays in the recruitment of new staff, especially in the Regulatory Affairs Section, due to space constraints at the existing location. However, the Institute reorganized its offices to accommodate new staff. A follow-up Employee Satisfaction Review was conducted in July and August 2022 with existing and new staff. Led by the Board, the review was aimed at obtaining the views of staff on different matters relating to work performance, resources, communications, leadership and management among other general matters. Overall, staff reported satisfaction with work environment, resource allocation although limited, communication strategies, staff welfare, leadership, and the Institute's achievements and progress.

New IECD Framework and Landscape for Functional Autonomy

A comprehensive revision of the Institute's current framework and landscape to transform it into a UNESCO Category 2 Centre for Early Childhood Care and Education (ECCE). This was undertaken by a consultant, an expert in public reforms and government restructuring, and aimed to align it with the agreement endorsed between UNESCO and Seychelles in June 2021. Under this agreement, the Government is responsible for ensuring that the IECD enjoys the necessary functional autonomy within its territory to facilitate the implementation of its new international mandate and related activities, in line with the obligations of UNESCO Category 2 Centres. The new structure was approved in November 2022, with some alterations by the Board, alongside the approved ECD Bill by the National Assembly. UNESCO has welcomed this significant development and its positive implications.



Staff Training & Professional Development

Various training sessions attended by staff, including Results-Based Management (RBM) training, a workshop on communication and public relations, and the participation of the CEO and directors in international conferences and projects.

Results-Based Management: Following the launch of the RBM by the President of the Republic in March 2022, Ministries/Departments/Agencies (MDAs) underwent a series of intense training sessions on the different pillars of RBM. The CEO, HRBMO and all Programme Managers participated in the sessions as indicated in the table below.

Table 9: RBM Training Sessions

Session	Date	Venue
Phase 1: Strategic Planning	23 rd & 24 th March 2022	The Guy Morel Institute (TGMI) Ma Joie
Phase 2: Budget Preparation and Performance Management Readiness	20 th & 21 st April 2022	The Guy Morel Institute (TGMI) Ma Joie
Phase 3: Performance Management - Managing Staff Performance	22 nd August 2022	ICCS, Room 2
Phase 4: Performance Monitoring & Evaluation for Better Results	13 th October 2022	Ex- National Assembly Hall National House

Staff Induction Session: On Wednesday, June 8th, 2022, all staff members participated in a professional development session facilitated by Mr. Bernard Adonis, Legal Counsel, who covered Employment Law, and Ms. Marie-Vonne Francis, Head of the Productivity Unit in the Ministry of Employment & Social Affairs, who discussed Productivity in the Workplace. These sessions coincided with the induction programme for new staff members. Prior to the session, the Chairman of the IECD Board held an introductory meeting with the new staff on June 3rd, 2022.



World Conference on ECCE: The CEO, Director for Regulatory Affairs, and Director for Programme Coordination & Research represented the IECD at the 2nd World Conference on ECCE held in Uzbekistan from November 14th to 16th, 2022. This invitation from UNESCO aimed to develop a global policy framework to guide international cooperation and public policies in pre-primary education.



Communication and Public Relations Workshop: The Communication & Information Officer attended a two-day training workshop on Communication and Public Relations on November 15th and 16th. The workshop, organized by Prism Consulting Company, focused on empowering Communications Officers, Senior Officials who regularly interact with the media, Information Officers, and Public Relations Officers. The training covered topics such as writing powerful messaging press releases, understanding media requirements and expectations, and effectively handling media interviews.



UNESCO-IBE Closing Conference: The Chief Executive Officer of the IECD was invited to participate in the Closing Conference of the project titled “Building resilient and sustainable Early Childhood Care and Education (ECCE) systems” in Dubai, UAE, from March 24th to 25th, 2022. This conference, organized by the UNESCO International Bureau of Education (UNESCO-IBE) and the IECD, aimed to establish connections between ECCE policies, their implementation dynamics, and an equitable, quality, and innovative educational ecosystem. The CEO’s presence contributed to collective advocacy for policies supporting quality ECCE and enhancing children’s well-being from an early age. The high-level conference, co-convened by Dubai Cares and IBE-UNESCO, was attended by Ministers, ECCE and Curriculum experts, representatives from civil society, and senior officials from Eswatini, Lao PDR, Cameroon, and Seychelles. The IBE-UNESCO and Cameroon expressed their gratitude and appreciation to Seychelles for its technical leadership role, support and guidance in this endeavour.





Budget Management and Zero-Based Costing Approach

Budget & Expenditure: A budget of SCR38,129,000 was approved for the Institute in 2022. The expenditure was in line with the strategic priorities and expenditure forecast, with most of the allocated budget being utilized.

The budget includes the following:

- SCR27,952,680 million for the Financial Assistance Scheme managed by IECD.
- SCR1.6 million for the National Early Childhood Care & Education Trust Fund, managed by the Trust Fund Board
- SCR199,000 for the Suitability Check Panel

The Trust Fund and Suitability Check Panel are managed by Ministry of Finance, National Planning and Trade and Social Affairs Department respectively, and IECD is only the paying agent.

Donations: Securing sponsorship from private organizations was difficult due to the cessation of Corporate Social Responsibility (CSR) activities. However, the Institute managed to receive sponsorship from two donors.

Zero-Based Budgeting: Zero-based budgeting is a strategic budgeting approach that aligns an organization's budget with its overall strategies and goals. In the case of the Institute, this methodology was closely tied to its Strategic Planning Results Frameworks, which consisted of both higher and lower-level frameworks.

The process of zero-based budgeting begins with the identification of the retail unit cost for each item. This involves conducting research and reaching out to suppliers to gather cost information. Afterward, the costs are averaged out, and a consensus is reached on a uniform cost to be applied across all programs.

Next, the Programme Managers break down the major actions outlined in the lower-level strategic framework into specific activities and prioritize them based on their importance. Using an agreed-upon cost template, the costs associated with these activities are mapped out, and the team provides feedback to refine the budgeting process. Throughout this process, the CEO takes the lead, ensuring that everyone in the Institute actively participates, from the Program Managers to the support staff.

Recognitions for Zero-Based Budgeting: The Institute's implementation of the zero-based budgeting template was commendable and received recognition from both the Ministry of Finance and the World Bank Team. Being among the few organizations that adopted this approach showcased the Institute's commitment to effective financial management and strategic resource allocation. By embracing zero-based budgeting, the Institute achieved greater financial efficiency, improved decision-making, and a stronger alignment between its budget and organizational objectives.

Ms Laurette Lebon (Human Resource & Budget Management Officer)

We met every week as a team under the leadership of the CEO to share, discuss progress, and address challenges. The process was quite hectic, rigorous but consistent in nature which has helped us achieve the desired results! It allowed us to accurately determine the actual cost of our projects/programmes, leading to valuable insights. Through this approach, we were able to identify areas where budget allocation could be reprioritized, enabling us to redirect funds to where they were truly needed and eliminate unnecessary expenses.

Furthermore, ZBC provided us with a clear view of underfunded areas that required additional financial support from the government. I firmly believe that this method will empower other government departments and agencies (MDAs) to focus their spending on essential areas, ultimately reducing wastage and maximizing the impact of allocated budgets.

In my personal opinion, I found the ZBC exercise worthwhile and highly engaging, and has contributed greatly towards my professional growth.



Mrs Nathalie Moustache (Director Regulatory Affairs)

The Zero-Based Costing was an enlightening experience for me. The process helped the team to identify the real cost of our projects/programmes. This also enabled us to see areas whereby we were spending too much money and reprioritise our budget allocation. We were able to divert more money in areas which were required and even remove line items that were deemed unnecessary.

The zero-based budgeting also helped us see areas which were underfunded and whereby we required more financial support from the government. I believe that this method will help MDAs to focus on spending where necessary and minimise wastage altogether.

Personally, I believe that the zero-based budgeting is an ideal method for project planning to allocate a concise budget without minimum risk of over or under funding.



Ms. Laura Ah-Shung (Finance Analyst & IECD's Desk Officer) Department of Finance

Experience working with IECD

It was an absolute pleasure working with the IECD team on the Zero Based Costing (ZBC) approach. The team work and leadership within the Institute is commendable, and that has played a critical role and greatly contributed towards the success of implementing ZBC, which the results have proven to lead towards greater efficiency in the planning and budgeting process.

The Institute is a great example of when all programme managers and staff within an organisation are involved and well-focused on their tasks, productivity is assured.”



Procurement of Consultancy Services

Assessment of Early Learning Readiness: The objective of this project is to assess the readiness of children in registered childcare services before they enroll in crèche or preschool. In July 2021, the Procurement Oversight Unit (POU) approved 4 Sigma Consulting Services to conduct the 2021 assessment project through a Direct Bidding process. The project was conducted in multiple phases, and the results were disseminated in February 2022. In October 2022, the POU approved the same consultancy firm to conduct the 2022 assessment through Direct Bidding, based on their technical approach, expertise, and successful completion of the previous assessments in 2019, 2020, and 2021. The dissemination of results for the 2022 assessment will take place in the first quarter of 2023. The project's continuity ensures measurement against the baseline established in 2021, and it will be institutionalized in 2023.



Review of the Seychelles Framework on ECCE: The Seychelles Framework for Early Childhood Care and Education is being updated to incorporate major national innovations and strategic international notions and research to determine children's developmental and contextual needs. In September 2021, the POU approved 'Leste Consultancy' to undertake the project through Direct Bidding. The project was conducted in multiple phases and extended into 2022. Six groups with representatives from all sectors in ECCE worked on different thematic areas, and their inputs were reviewed and analysed by the Consultant. A first draft of the revised framework was submitted to IECD in December 2022.



A Revised Framework and Landscape for IECD Functional & Operational Autonomy: The purpose of this consultancy project is to conduct a comprehensive revision of the current framework and landscape for the Institute of Early Childhood Development (IECD) functional and operational autonomy. This is with a view to transform the existing institution into a Category 2 Centre for Early Childhood Care and Education (ECCE), under the auspices of UNESCO, to promote international cooperation with regard to the holistic development of children, and strengthen ECCE for quality provision, in line with Sustainable Development Goals on Education (SDG 4 & SDG 4.2).

In July 2022, the POU approved for Mrs. Hélène Maïche, a Reform Consultant to undertake the project through Direct Bidding. The project concluded in August 2022, following which all the documents (new structure and job descriptions) were submitted to the Public Service Bureau (PSB) for approval. The structure was approved by PSB in November 2022.



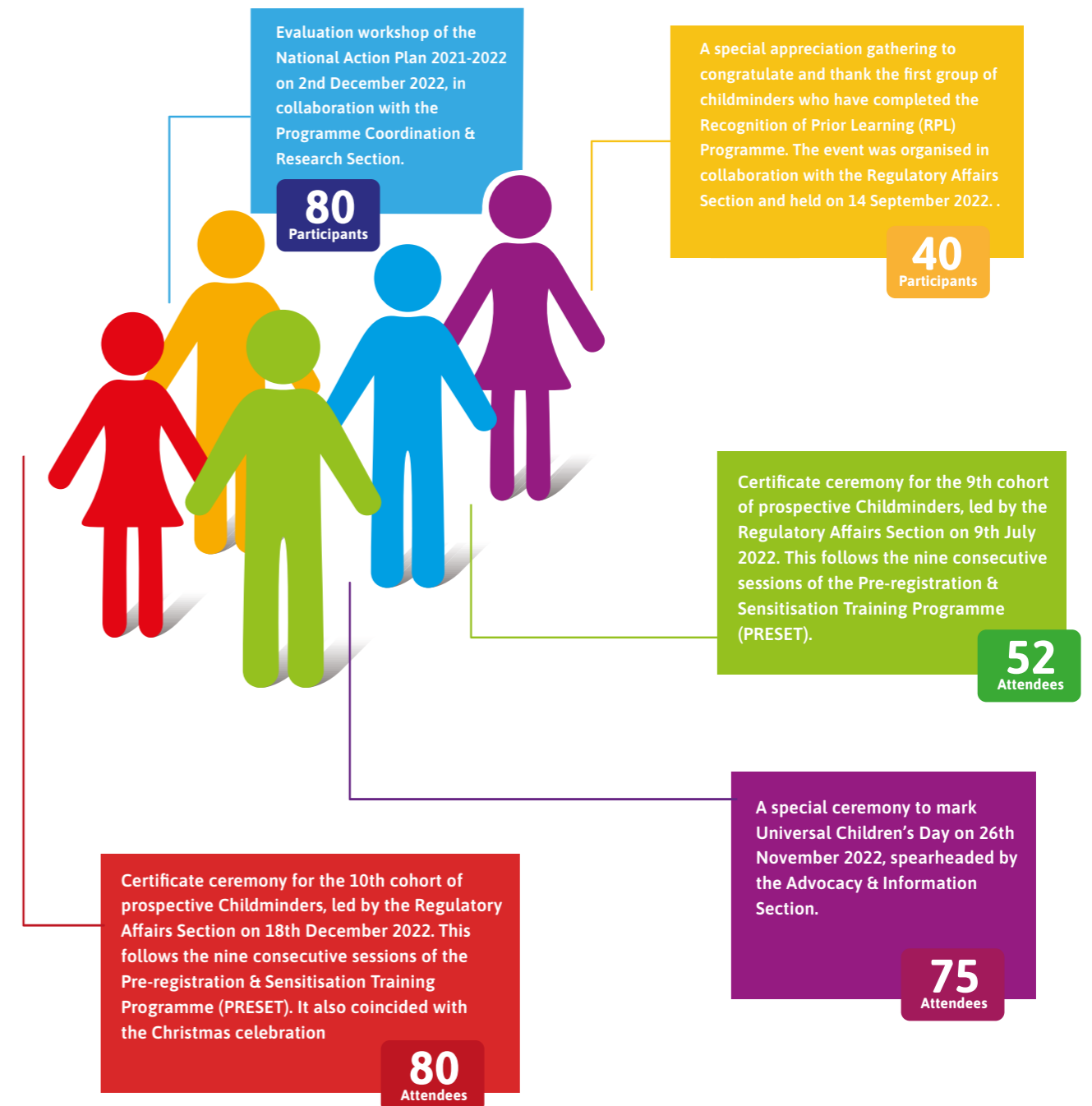
Programme 1 (Cont'): Administration

The Administrative Unit is responsible for coordinating administrative functions, including handling and coordinating office custodial operations, resource management, and supervision duties, in accordance with internal policies. Additionally, the unit provides logistical support to the relevant sections/units for organizing and executing activities, including national and international events.

Below are the highlights the main activities undertaken for the Administration Unit.

Planning and Organisation of Events

Five major events were successfully organised and executed during the year and this include:



Organisation of meetings and visits to Islands

IECD conducted inspection visits on Praslin and La Digue and meetings on Praslin in regards to the regulation of Home Child Care Service. Details are included in the infographics below



Organisation of Transport Logistics

The Institute has only one vehicle of 10 years old and it was bought at its inception in 2013. In view of its age, it has to undergo regular maintenance and servicing. Major spare replacements was done in 2021 which includes replacement of radiator.



Coordination & Distribution of Donations

A number of equipment and educational resources has been handed over to a few childminders, as part of the support programme for first-time registration with the Institute and implementation of the Early Learning Programme. The distribution undertaken is as per the details in the infographic below.



Distribution of Donation to Registered Childminders



Staff Social and Team Building Activities

Since its inception, the Institute has a Social Committee with representative of various sections/units to organise 'out of works' social-related activities for the staff. Such structure brings a host of benefits for the staff and organisation alike. It encourages employees to socialise and learn more about themselves, communicate with the whole team, build trust and positive relationships between employees, management and board. Moreover, it promotes communications and exchange of ideas in different environments, celebrates the team and encourage employee self-care and overall health among others.

With the persistent restrictions of COVID-19 pandemic in 2020 and 2021, limited activities were organised. Activities commenced in 2022 with the lifting of health restrictions.



BIRTHDAY BASH

A birthday celebration is organised at the end of each quarter. This include a small gathering and a presentation of gift for staff celebrating their birthdays during the quarters and this was held on Wednesday 31st August and 9th December 2022 respectively. All celebration took place at the IECD's Head Office.



BREAST CANCER DAY

On the 1st October 2022, the IECD team dressed in pink for work, to show their support and solidarity to those affected by cancer.



CREOLE FESTIVAL

A creole lunch was organised on 28th October 2022. All staff joined together and shared some special dishes and participated in activities such as traditional dances, poem and quiz to celebrate the occasion.





END OF YEAR GATHERING

As is usual practice, the Social Committee organised a special luncheon for staff and its partners on Thursday 22nd December 2022, at the Payanke Lounge, Airport Terminal. The team also brought a gift for the annual Secret Santa activity. It was a successful event and the staff enjoyed themselves.





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