

REPUBLIC OF RWANDA



**Minister in the Prime Minister's Office in charge of
Family and Gender Promotion**

**STRATEGIC PLAN FOR ORPHANS AND OTHER
VULNERABLE CHILDREN**

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FOREWORD

The Government of Rwanda is committed to ensuring that the fundamental rights of all children are realised. However, in Rwanda we have 1.26 million orphans and countless vulnerable children whose rights are currently threatened as a result of the combined effects, especially the consequences of the genocide; the chronic poverty experienced by the majority of households; and the threat of HIV/AIDS.

Rights to life, to health and development, to education, to life in a family environment, and to freedom from stigma and discrimination, to name just a few, are quite in line with the Millennium Development Goals. During the consultation of children for this national plan of action children, and as it can be seen from the current context, it was noticed that there are still children are experiencing economic hardship, a lack of love and attention, withdrawal from school, poor health, and psychological and emotional difficulties. The long term consequence of this on the social and economic fabric of our society is a cause for great concern.

Households and communities face many challenges in providing love, care, support and protection to our vulnerable children: communities are still rebuilding trust and going through a reconciliation process following the genocide; chronic poverty affects the majority of households straining their capacity to provide material and emotional support; and HIV/AIDS is further weakening their capacity. The strengthening of the capacity of households and communities to care for our vulnerable children is a key priority in this plan.

The decentralisation process offers us a unique opportunity both to ensure that resources and services are provided directly to the most vulnerable and that children and other rights-holders participate in the planning, design and delivery of all activities. The capacity building of district level government staff, civil society, service providers and children is another priority in this plan.

The issue of OVCs is not the sole responsibility of any one government ministry or sector. Rather it is the collective responsibility of all government ministries, civil society, communities, children themselves and the international community to work collaboratively to ensure the survival, growth, well-being and development of the children of Rwanda. The integration of OVC issues into the Rwanda Economic Development and Poverty Reduction Strategy and all relevant sectoral policies and strategic plans, with specific budgetary allocation, is crucial to the realisation of this vision.

One of the guiding principles of the Convention on the Rights of the Child and the Rwanda National Policy on Orphans and other Vulnerable Children, 2003, is the principle of participation of the child in the actions and decisions that concern him or her. The two National Children's Forums organised in April 2004 and in January 2006 respectively have provided an opportunity for children's voices to be heard about issues affecting them and for them to make some key recommendations which have been used to inform the National Plan of Action for Orphans and other Vulnerable Children.

The Strategic Plan for Orphans and other Vulnerable Children is our call to action. **Let us work together now to ensure our children's rights are realised today and in the future!**

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LIST OF ACRONYMS

AIDS	Acquired Immuno-Deficiency Syndrome
ART	Anti Retro-Viral Therapy
ARV	Anti Retro-Viral (Drugs)
CBO	Community Based Organisation
CECOM	Community Based Childcare Centre (Centre Encadrement Communautaire)
CEPEX	Central Public Investments and External Finance Bureau
CHH	Child Headed Households
CHW	Community Health Workers
CNLS	National AIDS Commission
CNDP	National Human Rights Commission
CNE	National Commission for Children
CRC	Convention on the Rights of the Child
DHS	Demographic and Health Survey
ECD	Early Childhood Development
EDPRS	Economic Development and Poverty Reduction Strategy
FBO	Faith Based Organisation
GDP	Gross Domestic Product
GOR	Government of Rwanda
HIV	Human Immuno-Deficiency Virus
HMIS	Health Management Information System
HSSP	Health Sector Strategic Plan
IEC	Information, Education, Communication
IGA	Income Generating Activity
IMCI	Integrated Management of Childhood Illnesses
MAP	Multi-country HIV/AIDS Programme
MDG	Millennium Development Goal
MIFOTRA	Ministry of Public Service, Skills Development, and Labour
MIGEPROF	Minister in the Prime Minister's Office in charge of Gender and Family Promotion
MIJESPOC	Ministry of Youth, Sport and Culture
MINALOC	Ministry of Local Affairs
MINECOFIN	Ministry of Finance and Economic Planning
MINEDUC	Ministry of Education, Science, Technology, and Research
MININTER	Ministry of Internal Affairs
MINIREISO	Ministère de Réinsertion et de l'Intégration Sociale
MINISANTE	Ministry of Health
MINITERRE	Ministry of Land, Resettlement and Environment
NCDC	National Curriculum Development Centre
NGO	Non-Governmental Organisation
NPA	National Plan of Action
OVCs	Orphans and other Vulnerable Children
PEPFAR	President's Emergency Plan for AIDS Relief
PLWHA	People Living With HIV/AIDS
PMTCT	Prevention of Mother To Child Transmission (of HIV)
RAAAP	Rapid Assessment, Analysis and Action Plan
TRAC	AIDS Treatment and Research Centre
TWG	Technical Working Group
UNICEF	United Nations Children's Fund
UNAIDS	United Nations Joint Programme on HIV/AIDS
USAID	United States Agency for International Development
VCT	Voluntary Counselling and Testing
WFP	World Food Programme
WHO	World Health Organisation

EXECUTIVE SUMMARY

The situation of orphans and other vulnerable children in Rwanda is a highly complex one given the context of extreme poverty, recovery from the consequences of war and genocide and now HIV/AIDS. There are an estimated 1,264,000 orphans in Rwanda and an unknown number of vulnerable children. While remarkable achievements have been made in the past twelve years, the situation for OVCs remains a challenge.

There is a strong political will and commitment in Rwanda to provide a protective and supportive environment for orphans and other vulnerable children evidenced by the development of the National Policy for Orphans and other Vulnerable Children, 2003 and other related sectoral policies and strategies such as social protection, health, education and HIV/AIDS. In 2004 Rwanda embarked on a Rapid Appraisal, Analysis and Action Planning process that has culminated in the development of this Strategic Plan which provides the framework for concerted, scaled up action in support of orphans and other vulnerable children.

It is the vision of the Government of Rwanda that “OVCs will be assisted to reach their full potential and have the same opportunities as all other children to active and valued participation in home and community life”¹. The main objectives of the National Policy on Orphans and other Vulnerable Children are to protect the rights of the child and to ensure the physical and psychosocial long term development of orphans and other vulnerable children.²

Key Priorities

So as to create the environment necessary for the provision of a holistic package of care, protection and support responsive to the immediate and long term developmental needs of OVCs, the following priorities have been identified:

- **Data Collection and Situation Analysis.**
- **Establishment of Coordination, Implementation and Monitoring Mechanisms**, especially through the establishment of the National Children’s Commission, the establishment of local level committees, strengthening the National Children’s Forums.
- **Capacity Building** at all levels.
- **Survival of Most Vulnerable** through continued support to existing interventions;
- **Monitoring and Evaluation** of standardised national monitoring and evaluation strategy and tools.
- **Resource Mobilisation through the development** of fundraising strategies and mechanisms.

Conclusion

The implementation of this plan requires strong leadership and effective collaboration across sectors to ensure, as stated in the National Policy, that orphans and other vulnerable children are assisted to reach their full potential and have the same opportunities as all other children to active and valued participation in home and community life.

PART ONE: THE SITUATION OF ORPHANS AND OTHER VULNERABLE CHILDREN

1.1. The Rwandan Context

The 1994 genocide plunged the country into mourning. Families and communities were decimated, displaced and split apart. Health and social infrastructures were disrupted and basic safety net services, fundamental to the well being and development of children, were severely

¹ National Policy on Orphans and other Vulnerable Children, 2003

² National Policy on Orphans and other Vulnerable Children, 2003

compromised. The socio-economic and psychosocial situation of children, and the families and communities they live in, still require tremendous support in order to ensure recovery from traumatic events and the survival, growth, well-being and development of children, particularly OVCs.

- Rwanda is ranked 163rd out of 172 countries³ in terms of poverty, with 90 percent of the population surviving through subsistence farming and 60 percent living below the poverty line⁴;
- Rwanda has one of the world's highest child mortality rates: 1 in 5 Rwandan children die before their fifth birthday, with malaria being the leading cause of death⁵;
- Maternal mortality in Rwanda is also among the highest in the world with 1,071 deaths per 100,000 live birth and infant mortality rates are at 86 infant deaths per 1,000 live births⁶;
- 45 % of children under five suffer from chronic malnutrition and 19% are severely malnourished.⁷

The HIV/AIDS pandemic threatens significantly child survival. The estimated prevalence rate is 3% among the 15 – 49 year old age range⁸. Estimated 250,000 adults and 27,000 children under 15 years are living with HIV/AIDS according to the UN Global Report on HIV/AIDS, 2006.

1.2. The Situation of Orphans and other Vulnerable Children

1.2.1. Definitions of Orphans and other Vulnerable Children

The Government of Rwanda defines an **orphan** in the National Policy on OVCs as: “a child who has lost one or both parents” and **vulnerable children** as: “children under 18 years exposed to conditions that do not permit fulfilment of fundamental rights for their harmonious development”. These children are included in 15 categories, namely children living in households headed by children, children in foster care, street children, children living in centres, children in conflict with the law, children with disabilities, children affected by armed conflict, children who are sexually exploited and/or abused, working children, children affected/infected by HIV/AIDS, infants with their mothers in prison, children in very poor households, refugee and displaced children, children of single mothers, children who are married before the age of majority.

The categories of vulnerable children, while useful in terms of ensuring access to specific services, must also be used with care to avoid stigma and discrimination and duplication of services.

1.2.2. Statistics on Orphans and other Vulnerable Children

- 20.5% of children have lost one or both parents.⁹
- 11.2% of all children in Rwanda have lost their father, 1.6% of children have lost their mother and 3.8% have lost both parents.¹⁰
- The number of orphans is projected to increase to over 1.5 million under the age of 15 by 2010¹¹.

³ Report on the Global AIDS Epidemic, UNAIDS, 2004

⁴ Poverty Reduction Strategy, Annual Progress Report, 2004

⁵ Rwanda Demographic and Health Survey Preliminary Report, 2005

⁶ Rwanda Demographic and Health Survey Preliminary Report, 2005

⁷ Rwanda Demographic and Health Survey Preliminary Report, 2005

⁸ Rwanda Demographic and Health Survey Preliminary Report, 2005

⁹ Rwanda Demographic and Health Survey Preliminary Report, 2005

¹⁰ Rwanda Demographic and Health Survey Preliminary Report, 2005

¹¹ The State of the World's Children, 2004

- An estimated 600,000 children are out of secondary school, while up to 100,000 children of primary age are out of school.
- 0.2% of households with chronically ill people receive medical, emotional and social/material support.¹²
- 0.2% of households hosting orphans receive medical, emotional, social/material and educational support.¹³

The number of orphans due to AIDS is estimated to grow to over 52% of all orphans by 2010¹⁴.

1.2.3. The Situation of Orphans and other Vulnerable Children

Rwanda's high orphan population represents a more complex profile than any other country in Africa due to the combined effects of genocide, war, HIV/AIDS and poverty in general.

Tremendous progress has been made over the last 12 years in terms of reuniting children outside of family care with their families or placing them in foster or adoptive families. Within the context of poverty, families and communities are still recovering from traumatic recent history and rebuilding trust and socio-economic security. However, the ability to continue to absorb OVCs and provide care, support and protection is increasingly becoming a challenge.

The Government of Rwanda is committed to ensuring that the rights the child in general, and the rights of the most vulnerable children in particular, are realised in compliance with the CRC and African Charter on the Welfare of the Child, as well as through the Constitution and other related legal provisions.

In addition to the recommendations from the National Children's Summit, the National Plan of Action was also informed by the consultation of 194 OVC boys and girls of different ages through partners involved in the OVC Technical Working Group. The children were asked; what were the key problems facing them at home, at school and in the community; what kind of support they prioritise and how they would like to be involved in decisions that affect them. The experiences of these OVCs in relation to the above rights, which this plan of action aims to address, include, especially:

Economic Hardship

Psychosocial distress, Lack of love, affection and attention

Withdrawal from school

Risk of abuse, violence and exploitation

Malnutrition and illness including increased risk of HIV infection

Gender Dimension

Recommendations

Children identified what support they found most useful, including access to education through the provision of clothes, school materials and secondary school fees; food; shelter; access to health care; security, especially for girl heads of households who live in isolated homes;

¹² Rwanda Demographic and Health Survey Preliminary Report, 2005

¹³ Rwanda Demographic and Health Survey Preliminary Report, 2005

¹⁴ Africa's Orphaned Generation, UNICEF, 2003

psychosocial care and support, for example, through NKUNDABANA; land and livestock so they can cultivate themselves and be independent.

They also identified ways in which government, civil society and communities could provide support, including more especially identifying and registering OVCs, putting in place committees at community level, organising regular meetings with children and local authorities; consulting children before any support is provided to them, ensuring transparency in the distribution of support to OVCs, treating the child as your own child; involving children in the process of unity and reconciliation, strengthening the capacity of community based support structures.

1.3. Rwanda National Response

1.3.1. The Government Response

MIGEPROF

The implementation of the National Policy on OVCs is under the responsibility of MIGEPROF. The policy provides a framework for a national response to the situation of OVCs. The Rapid Assessment, Analysis and Action Planning process, launched in 2004, has culminated in the finalisation of this National Plan of Action for OVCs which provides the framework for the coordination, management, implementation and monitoring of the policy.

Plans are also underway to establish a National Commission for Children which will have overall responsibility for all issues relating to children. The National Children's Summit currently provides an opportunity at national level for children's voices to be heard regarding issues affecting them.

Strategic Guidelines for all duty bearers working with children who live and work on the street were ratified by the Cabinet in April 2006. There is also a Ministerial Decree to regulate Institutions for OVCs.

Economic Development and Poverty Reduction Strategy (EDPRS)

In Vision 2020 the Government of Rwanda outlined a long term programme aiming to free Rwanda from poverty. Joint sector reviews are taking place to review progress against the PRSP and to develop an Economic Development and Poverty Reduction Strategy. It is crucial that the National Plan of Action for Orphans and other Vulnerable Children informs, and is informed by the EDPRS process.

MINALOC

Social Protection Policy: The National Social Protection Policy provides a policy framework for "reducing vulnerability in general and the vulnerability of the poor and marginalised people in particular, and to promote a sustainable economic and social development centred on good social risk management and good coordination of savings actions and protection of vulnerable groups."¹⁵ Orphans and other vulnerable children are identified in the policy as categories of the vulnerable requiring support.

Through Decentralisation: MINALOC continues to play a key role in children's welfare through its principle mission of promoting good governance and the welfare of the population (Officials in charge of social affairs have been elected).

The Law N° 2/98 created the FARG which aims to provide assistance to the most needy genocide survivors. Beneficiaries include orphans, widows, and people with special needs. Assistance includes support for education, health and housing for identified beneficiaries and particularly for OVCs.

MINEDUC

¹⁵ National Social Protection Policy, 2005

The Government of Rwanda is committed to universal primary education (UPE) by 2010 and Education for All (EFA) by the year 2015. The aim of the Ministry of Education is “to combat ignorance and illiteracy and to provide human resources useful for the socio-economic development of Rwanda through the education system.”¹⁶

The 2004 – 2008 Education Sector Strategic Plan includes the following objectives which relate specifically to ensuring that OVCs have access to quality and relevant education which includes catch up education for out of school children, early childhood development, special education for children with special needs, protective measures particularly for girls and psychosocial support for OVCs. District Education Funds support OVC to access education and the activities of FAWE support girls in particular to access education.

MINISANTE

The Ministry of Health is carrying out the lead role in Rwanda’s response to HIV/AIDS, focusing on medical and public health aspects of the epidemic. It is also responsible for facilitating children’s access to primary health care, including immunization and maternal and child health services. MINISANTE’s pre-paid health insurance scheme (mutuelles de santé) aims to ensure access to primary health care for all.

National AIDS Commission (CNLS)

The Government of Rwanda has demonstrated strong leadership in fighting the HIV/AIDS pandemic. In March 2001, a National HIV/AIDS Commission (CNLS) was created, providing greater visibility and political commitment to the comprehensive, multi-sectoral HIV/AIDS strategic plan.

CNLS monitors a wide range of OVC related interventions in collaboration with various institutions such as the National Council for Women, the National Council for Youth, the HIV/AIDS NGO forum, and the Network of People Living with HIV/AIDS (RRP+), the Umbrella for faith-based organisations and others.

Office of the First Lady

The First Lady has been active in the protection of children affected by HIV/AIDS through the Programme of Protection and Care for Families against HIV/AIDS (PACFA). A national programme has sensitised communities throughout the country on the importance of a family and community response to the situation of OVC. Through the programme girls are also encouraged to complete primary and secondary schools.

Ministry of Justice (MINIJUST)

MINIJUST is working on the review of policy and legislation, the capacity building of the judiciary system and on the provision of legal support to children affected by property dispossession.

National Commission for Human Rights

Established in 1999, it is the vision of the National Commission to have a Rwandese society where everyone lives in peace, harmony, prosperity and fully enjoys their rights. So as to promote and protect human rights, the Commission includes a Child Rights Unit, which monitors and investigates complaints regarding the violation of children’s rights.

Ministry of Labour (MIFOTRA)

The 2005 – 2009 National Plan of Action for Children involved in Harmful or Hazardous Child Labour will be finalised fairly soon.

Ministry of Defence (MINADEF)

¹⁶ Education Sector Policy, page 7

It is the responsibility of The Ministry of Defence to protect children against recruitment and participation in armed conflicts. The Rwanda Demobilisation and Reintegration Commission is responsible for the prevention of the recruitment of child soldiers and the rehabilitation and reintegration of ex-child soldiers.

1.3.2. Decentralised Level Response

Rwanda is currently undergoing a decentralisation process which offers tremendous opportunities for meeting the needs of OVCs directly at community level. It is now composed of 4 Provinces and Kigali City, 30 Districts, 416 Sectors, Cells and Villages (Imidugudu).

Officials in charge of social affairs at the Cell and Village level are elected by the population, while at Sector level an official also in charge of social affairs has been recruited. At District level, officials (Director and professional) have been appointed specifically for Health, Family Promotion and Child Protection.

1.3.3. Civil Society, Non-governmental Organisations and Faith Based Organisations

Many OVC related interventions are undertaken by civil society, national and international NGOs and faith-based organisations. As there has previously been no comprehensive mapping of the response to the situation of OVC, it is hard to establish the true nature and extent of the response. NGOs and CBOs play a key role in identifying and supporting OVC and their families and communities.

1.4. Response Assessment: Challenges and Lessons Learnt

Great strides have been made in the provision of care, protection and support to OVC in Rwanda. However, many challenges remain that must be addressed in order to deliver a scaled up, rapid and holistic response to the needs of all OVCs in the country:

Awareness and Understanding of the OVC Situation

There is no truly accurate data on the numbers and situation of OVC, the response to their situation, or the specific issues facing households and communities in continuing to care for them.

Policy and Legislation Application and Enforcement

While there is the National Policy for OVCs, amongst other related policy and legislation, the implementation and enforcement of the existing policy and legislative framework and the development of new policy and legislation are required to ensure protection from abuse, violence and exploitation and the delivery of a holistic package of care, protection and support for all OVCs.

The Capacity to Respond to the Scale of the Situation

Communities in Rwanda are currently struggling to cope with the combined effects of genocide, poverty and now HIV/AIDS. While the majority of children have been reintegrated into communities following the genocide, the consequences of their experiences and the decreasing capacity of households and communities to address their needs continue to affect the emotional, social, physical and cognitive development and well-being of OVCs. There is also an urgent need to build the capacity of the decentralised structures and raise their awareness about OVC issues.

At national level, there is awareness and the political will and commitment to address the situation of OVCs. As the response required cuts across many sectors, the challenge is to ensure effective communication, coordination, implementation and monitoring of all interventions. The identification and allocation of specific resources for OVCs within sectoral budgets to ensure the channelling of resources, the tracking of funds and the impact of interventions have been a challenge.

Providing a Holistic, Scaled Up Package of Care, Support and Protection

At present, operational guidelines providing minimum standards for the care, protection and support of OVC have already been developed for professionals and organisations working with OVCs. However, the quality of services provided and referral and linkages across services remain a challenge.

Genuine and Meaningful Participation of OVCs

At national level, the Children's Summit represents a major opportunity to consolidate children's views and ideas for the inclusion in policies, legislation, strategic planning. However, the prioritisation and organisation of this participation at Cell, Sector, and District level remain a challenge.

Coordination, Implementation and Monitoring

To maximise the benefit of the significant funds available and additional funds necessary, more streamlined methods of tracking and monitoring funds for OVC interventions and the impact of these interventions are required.

PART 2: THE VISION AND OBJECTIVES FOR OVCs

The Strategic Plan for Orphans and other Vulnerable Children is guided by the Government of Rwanda's commitment to meet the Millennium Development Goals and is in line with the Rwanda EDPRS. Specifically, the plan is guided by the National Policy on OVCs, and reflects elements of other sectoral plans related to orphans and other vulnerable children.

2.1. Guiding Principles

2.1.1. National Guiding Principles

National Policy on Orphans and other Vulnerable Children 2003

The four overriding principles guiding the protection of the child included in the National Policy on OVC are:

- the principle of the best interest of the child;
- the principle of non-discrimination;
- the principle of the right to survival and development;
- the principle of participation of the child in the actions and decisions that concern him/her.

In addition the following specific principles, defined in the National Policy for OVC, will guide all OVC policy and programme design and development.

Other National Laws and Guiding Principles

The Constitution of Rwanda stipulates that all citizens are equal (Art. 16) and that the family is the natural basis of life and that parents have the right and obligation to raise their children (Art. 24).

The Law N° 27/2001 of 28 April 2001 is related to the rights of the child and the protection of children against any form of violence.

Law N° 22/99 adopted in November 1999 is related to inheritance rights for women and ensures also legal protection for children.

The Law N° 02/98 is related to the National Fund for Assistance to destitute victims of the genocide and massacres in Rwanda.

The Law N° 34/2001 is related to refugees.

2.1.2. International Guiding Principles

Convention on the Rights of the Child

The Government of Rwanda is a signatory to the United Nations Convention on the Rights of the Child (1989) and the African Charter on the Rights and the Welfare of the Child (1990) which constitute the formal obligations of the Government in the field of the rights of and responsibilities for the child.

Further principles regarding child rights are stipulated in the following documents to which Rwanda is party:

- UNESCO World Declaration on Education for All
- UN Convention on the Elimination of All Forms of Discrimination Against Women
- ILO Convention 182 on Worst Forms of Child Labour
- UN Resolution 48/96 on Standard Rules on the Equalization of Opportunities for Persons with Disabilities
- Optional Protocol on the Convention on the Rights of the Child on the Involvement of Children in Armed Conflict
- Optional Protocol on the Convention on the Rights of the Child on Child Trafficking, Child Prostitution and Child Pornography
- **The Declaration of the UN General Assembly Special Session on Children (UNGASS) in September 2000- 'A World Fit for Children'**
- **Global Children and AIDS Campaign**

2.1.3. Linkages with National Policies, Plans and Strategies

The issue of OVCs cuts across all sectors and is the responsibility of duty bearers at all levels of society. The plan is thus also informed by other national sectoral policies, strategies and plans of action, such as the Economic Development and Poverty Reduction Strategy, the National Social Protection Policy, the National HIV/AIDS Policy and Action Plan, and the Education Sector Strategic Plan. Specific categories of vulnerable children are not directly addressed by this Strategic Plan as they are catered for in existing plans and guidelines. The situations of children in conflict with the law, children involved in harmful and hazardous child labour and children living on and of the street are addressed in separate plans and guidelines.

2.2. Vision, Strategies and Objectives

2.2.1. Vision of the Government of Rwanda for OVCs

The Government of Rwanda defines its vision in the National Policy on OVCs:

OVCs will be assisted to reach their full potential and have the same opportunities as all other children to active and valued participation in home and community life.

The main objectives of the National Policy on Orphans and other Vulnerable Children are to protect the rights of the child and to ensure the physical and psychosocial long term development of orphans and other vulnerable children.

The plan aims to provide a framework for the implementation of the National Policy through the following strategies:

1. **Raise awareness** on all matters concerning orphans and other vulnerable children addressing children, parents, caretakers, service providers and the general population. This includes the promotion of the rights of the child as well as the vulgarisation of existing policies and laws; the promotion of cultural values and traditional support; the sensitisation of parents regarding their responsibilities.
2. Conduct **information campaigns** on HIV / AIDS and reproductive health. Encourage voluntary counselling and testing in order to stress the impact of HIV / AIDS on children and to change the perception from “their problem” to “our problem”.
3. Undertake **research and identification** of orphans and other vulnerable children where necessary for the development of appropriate programmes and interventions based on reliable data and the participation of rights-holders.
4. Develop **legislation, procedures and regulations** in order to assure consistent and child rights focused programmes and services in favour of orphans and other vulnerable children.
5. Establish **community based support structures** for the protection, prevention of separation, follow up and service provision. These structures will take into account the decentralised structures, as well as civil society organisations and the community-based associations.
6. Strengthen the **capacity of staff and organisations** involved in service provision to orphans and other vulnerable children.
7. Establish **co-ordination mechanisms** for all aspects pertaining to orphans and vulnerable children.
8. Facilitate **the access to basic services** for orphans and other vulnerable children, such as education, health, nutrition, housing, extension services, income generation and credit. Promote the establishment of other services such as counselling services.

2.2.2. Objectives of the Strategic Plan for OVCs

The Strategic, Specific Objectives and the key priorities are in the Strategic Plan

2.3. Targeting and Beneficiaries

2.3.1. Primary Target Group

The primary target group for the National Plan of Action for OVC are orphans and other vulnerable children under 18 years old.

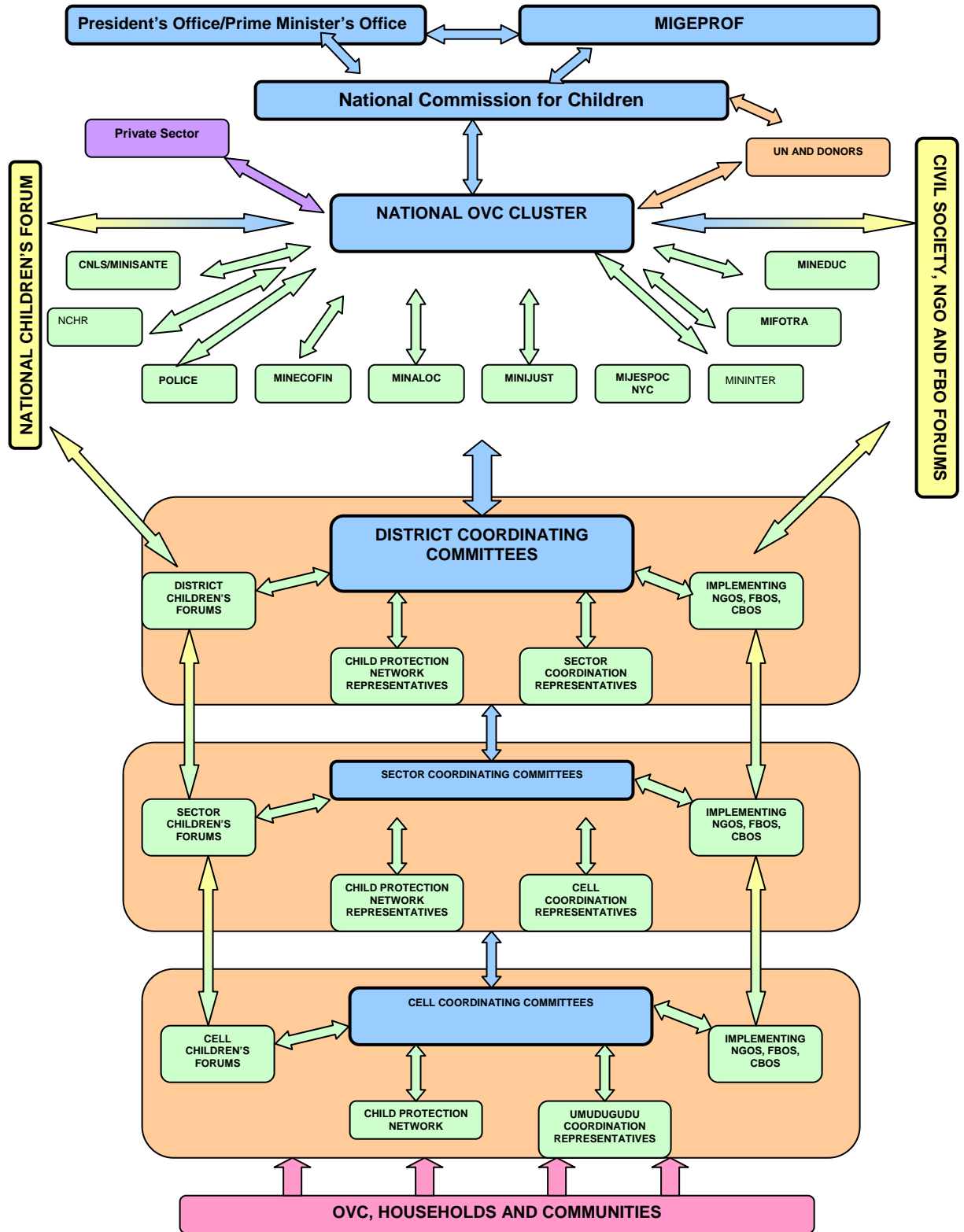
While there is some information on different categories of vulnerable children, there are currently no nationally defined vulnerability indicators or comprehensive data on vulnerable children. One of the priorities of this national plan of action is to develop vulnerability indicators for OVC and to map the situation of OVC in order to inform effective and equitable targeting and planning of interventions.

Following the mapping and situation analysis the targeting of beneficiaries will be reviewed and adjusted to ensure the most vulnerable children are reached.

2.3.2. Secondary Target Group

The secondary target group are guardians of OVC, community-based caregivers, volunteers, and district/sector level workers whose responsibility it is to support OVC. They will be provided with training and materials to ensure they have the capacity to provide standardised, quality care, protection and support to OVC.

2.4. Coordination, Management and Implementation Mechanisms



2.4.1. National Level Coordination Mechanisms

The government institutions highlighted in the diagram above will be, according to their mandate, responsible for ensuring OVC issues are reflected in planning process, implementation and resource allocation and expenditure.

NGOs, FBOs and CBOs will continue to provide the front-line response to the situation of OVCs at District, Sector and Cell level, in compliance with District development plans.

The role of the private sector will be to participate in the development of sustainable household economic strengthening interventions; provision of apprenticeships; and resource mobilisation.

The UN and donors will play a crucial role in terms of the coordination and implementation of the strategic plan of action through the provision of technical advice; advocating internationally and nationally for OVC issues; and mobilising resources for a national, scaled up response.

2.4.2. Decentralised Level Coordination

At all decentralised levels, OVC Coordination Committees will be established and will be responsible for:

- Ensuring that OVC issues and indicators are integrated into District development plans;
- Coordinating the implementation of the National Plan of Action for OVCs at low levels;
- Ensuring the participation of OVCs in planning processes through Children's Forums;
- Mobilising communities to respond to the situation of OVCs;
- Data collection on OVC issues;
- Monitoring progress of implementation and reporting to higher level Coordination committee.

Children's Forums will be established in each District, Sector, Cell and Village. The forums will provide an opportunity for children to participate directly in planning processes at each administrative level ensuring their voices are heard in relation to the implementation process of the National Plan of Action.

2.5. Monitoring and Evaluation

One of the first priorities of the Strategic Plan for OVC is to develop national monitoring and evaluation strategy, tools and guidelines.

2.5.1. Monitoring and Evaluation Framework

Objectives

The objectives of the National strategic Plan for OVC M&E Plan are:

- To develop nationally agreed OVC vulnerability indicators for the effective targeting of the most vulnerable OVCs;
- To develop a baseline relating to OVCs and the response to the OVC situation;
- To provide a framework for national data collection, analysis and utilisation to enhance the coordination, planning and targeting of OVC interventions;
- To strengthen partnerships with OVC stakeholders at all levels to ensure a quality and comprehensive response to the OVC situation.

Targeting: Vulnerability Indicators

In collaboration with MINALOC and the development of social protection indicators relating to the implementation of the Social Protection Policy, vulnerability indicators will developed specifically

for orphans and other vulnerable children. These indicators will help to identify vulnerable children and to plan and target the response effectively.

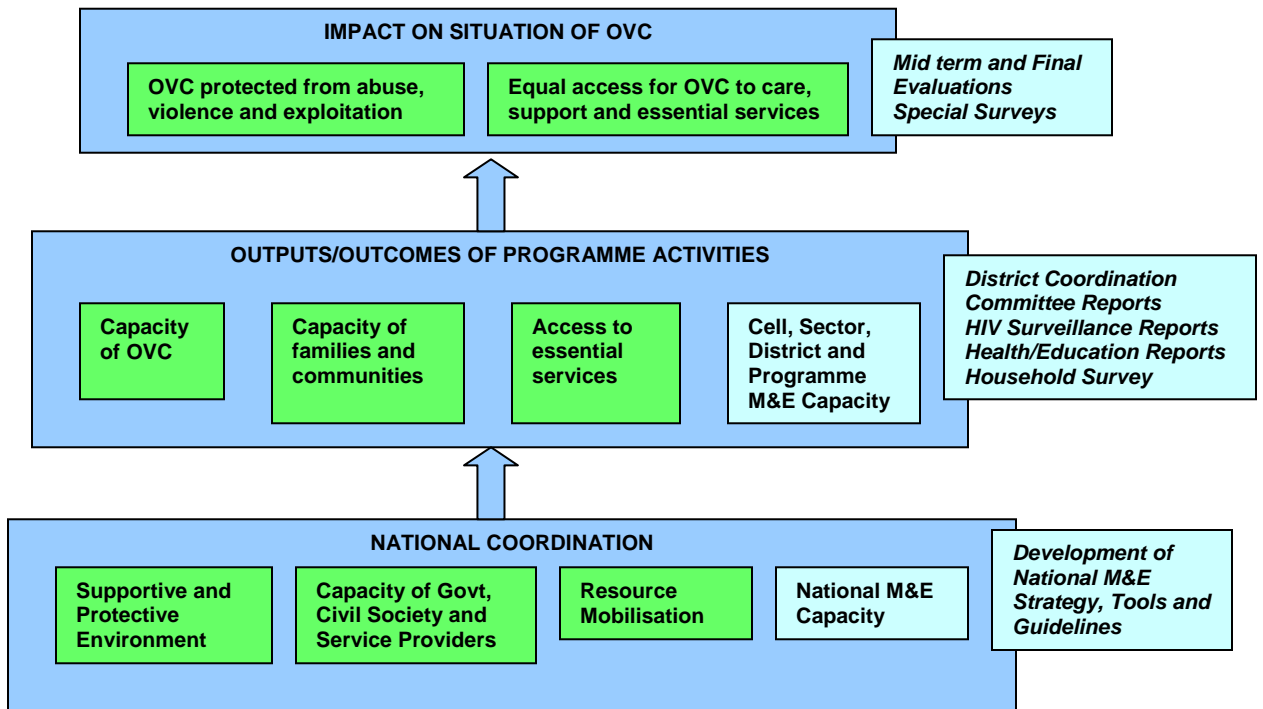
Baseline Information

One of the first priorities of the Strategic Plan for Orphans and other Vulnerable Children is to establish a baseline of information through the mapping of OVC and the response to OVC and by conducting a situation analysis of OVC and the households and communities they live in.

Monitoring and Evaluation Conceptual Framework

The diagram below illustrates the conceptual framework for monitoring and evaluating the progress and impact of the National Plan of Action for OVC. Harmonised and standardised monitoring and evaluation tools and guidelines will be developed which will include child friendly indicators and community monitoring tools and guidelines.

The model also demonstrates the different levels of monitoring and evaluation and the methods of measurement. At national level the protective and supportive environment and the technical and financial inputs from the international community will be measured. At programmatic level, where implementation takes place, the outputs and outcomes will be measured at cell, sector and district level. The impact of programmatic interventions will be measured at the mid and end point of the implementation period.



2.5.2. Key Indicators

Three levels of indicators have been developed to monitor the process, outcomes and impact of the Strategic Plan. Process indicators measure the inputs and outputs of activities and are detailed in the main matrix of activities. Outcome indicators measure the intermediate effects or changes brought about by the interventions. Impact indicators, which will be measured at the midpoint and end of the period of the Strategic plan, will measure the longer term impact on orphans and other vulnerable children.

Monitoring			Evaluation	
Inputs	Process	Outputs	Outcomes	Impact
<ul style="list-style-type: none"> • Funds • Supplies • Equipment • Human Resources 	<ul style="list-style-type: none"> • Training • Campaigns • Meetings 	<ul style="list-style-type: none"> • # trained; • # communities mobilised; • # accessing care, support and protection interventions 	<ul style="list-style-type: none"> • Improved capacity of duty bearers; • OVC provided with care, protection and support; • Equal access for OVC to essential services. 	<ul style="list-style-type: none"> • OVC rights protected; • Improved situation of OVC

The impact, outcome and output indicators are detailed below:

GOAL: To protect the rights of the child and to ensure the physical and psychosocial long term development of orphans and other vulnerable children								
Impact Indicators		Baseline	Data Source	Cumulative Target				
				YR1	YR2	YR3	YR4	YR5
1. OVC protected from abuse, violence and exploitation		TBD	Mapping and Situation Analysis Survey on children's perceptions of situation	TBD	TBD	TBD	TBD	TBD
2. Equal access for OVC to care, support and minimum package of services		TBD	Mapping and Situation Analysis Survey on children's perceptions of situation	TBD	TBD	TBD	TBD	TBD
Domain	Indicator	Baseline	Data Source	Target				
				YR1	YR2	YR3	YR4	YR5
Protective and supportive environment	Number of cells with functioning Child Protection Networks	TBD during Mapping and Situation Analysis	District reports to MINALOC	TBD	TBD	TBD	TBD	9,165
	Number of reported cases of abuse, violence and exploitation and percentage resolved	TBD	Districts reports, Police and prosecutors reports	TBD	TBD	TBD	TBD	TBD
	Percentage of sectoral budgets allocated for OVC actually spent	TBD	Budget data analysis	TBD	TBD	TBD	TBD	TBD
Domain	Indicator	Baseline	Data Source	Target				
Capacity of OVC, Families and Communities	Percentage of widows who have experienced property dispossession	33.2%	DHS, 2005	30%	25%	20%	15%	10%
	Percentage of caregivers who have identified a guardian who will take care of their child in the event that she/he is not able to care for the child	19.4%	DHS, 2005	30%	40%	50%	60%	75%
	Proportion of all children aged 0-17 living outside of family care	TBD	Mapping and situation analysis	TBD	TBD	TBD	TBD	TBD
	Percentage of OVC whose households received free basic external support in caring for the child	0.2%	DHS	10%	20%	30%	40%	50%

	Ratio of the proportion of orphans and vulnerable children (OVC) compared to non-OVC aged 15-17 who had sex before age 15.	Girls =1.20 Boys = 1.08	DHS, 2005	1.15 1.06	1.10 1.04	1.05 1.02	1 1	1 1
	Number of households hosting OVC with capacity to pay education and mutuelle de santé for their children after economic capacity strengthening	TBD	Community and District Reports on economic capacity strengthening of households	TBD	TBD	TBD	TBD	TBD
Access to essential services								
Access to essential services	Percentage of OVC that have access to minimum package services	TBD	Mapping and situation analysis	TBD	TBD	TBD	TBD	TBD
	Proportion of children aged 0-4 years whose births are reported registered	TBD	Situation analysis	TBD	TBD	TBD	TBD	TBD
	Number and percentage of OVC completing primary school compared with non-OVC	TBD	Situation analysis	TBD	TBD	TBD	TBD	TBD
	Number and percentage of OVC completing secondary school compared with non-OVC	TBD	Situation analysis District reports to MINALOC	TBD	TBD	TBD	TBD	TBD
	Number and percentage of OVC accessing mutuelle de sante (health insurance)	TBD	Situation analysis District reports to MINALOC	TBD	TBD	TBD	TBD	TBD
	Ratio of the proportion of orphans and vulnerable children (OVC) compared to non-OVC who are malnourished (underweight)	0.92	DHS,2005		1.0	1.0	1.0	1.0
Capacity of Government, Civil Society and Service Providers								
Capacity of Government, Civil Society and Service Providers	Number and percentage of partners providing directly and indirectly the minimum package of care, support and protection	TBD	Mapping of stakeholders District reports to MINALOC	TBD	TBD	TBD	TBD	TBD
	Number of District and National plans that have integrated OVC NPA activities	TBD	EDPRS Other national sectoral strategic plans District development plans	TBD	TBD	TBD	TBD	TBD

2.5.3 Data Collection and Reporting

Data Collection, Analysis and Utilisation

Methods for the collection of quantitative and qualitative data at umudugudu, cell, sector, district and national level will be developed. This data will be used to:

- Provide feedback to OVC, communities and implementing partners on the progress and impact of interventions;
- Increase awareness and commitment at all levels to the response to the situation of OVC;
- Advocate for resources and technical support;
- Continuously review and adjust the national plan of action based on the outcomes of data analysis.

Levels of Reporting and Flow of Information

- At sector level community monitoring reports, including OVC registered and supported, will be submitted on a monthly basis to the district coordination committee;
- District reports will be submitted to MIGEPROF on a quarterly basis for compilation and analysis;
- Quarterly reports will be submitted to the National Commission for Children to review progress and adjust planning if necessary.
- Feedback will be provided to district coordination committees and sector committees regarding adjustments to the planning and implementation process.

2.6. Budget for the Strateg Plan of Action for Orphans and other Vulnerable Children

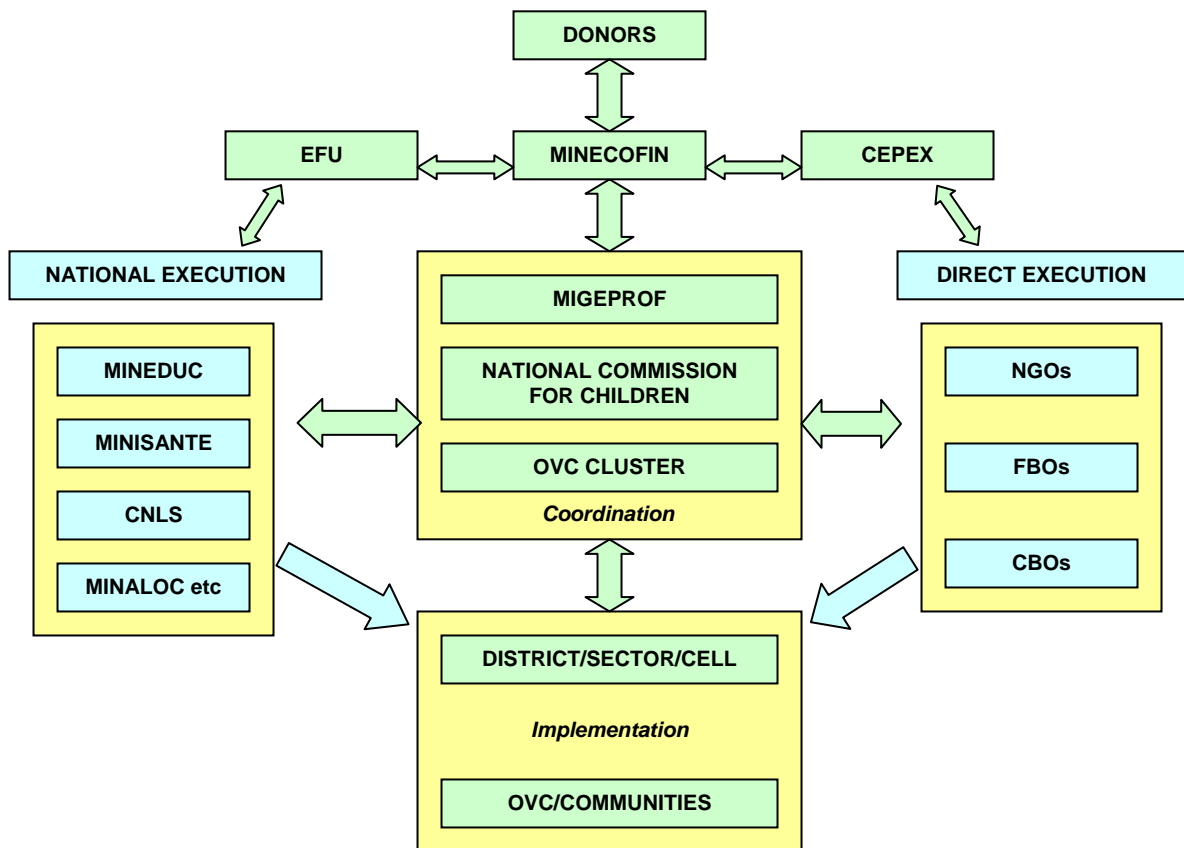
The table below details estimated sources of funding for OVC related activities over 2006-2011. The Resources will be mobilised through advocating for OVC specific resource allocation at national and decentralised level across sectoral budgets. International partners will also be lobbied to support OVC related activities

	Financial Gap Analysis 2007 – 2011 in US\$				
	2007	2008	2009	2010	2011
Overall Budget	50,678,176	51,852,002	50,912,768	49,142,949	49,175,083
Planned Sources of Funding					
Domestic	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
USAID/PEPFAR	4,978,698	5,000,000	5,000,000	Not Known	Not Known
Global Fund	100,000	100,000	Not Known	Not Known	Not Known
UN	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Int. NGOs	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
Bilaterals	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
MAP	1,550,000	1,550,000	1,550,000	Not Known	Not Known
Total Available	23,228,698	23,250,000	23,150,000	16,600,000	16,600,000
Funding Gap	27,499,478	28,602,002	27,762,768	32,542,949	32,575,083

2.6.1. Channelling Resources to OVC

Mechanisms to ensure that resources are channelled to OVC and households hosting OVC will include:

- The OVC Cluster will facilitate the effective mapping and targeting of OVC for support;
- The National Commission for Children/MIGPROF will be responsible for ensuring national coverage of OVC related interventions at decentralised level;
- MIGEPROF, in collaboration with MINECOFIN and with support from the OVC Cluster, will develop resource management tools to ensure the coordination and standardisation of financial reporting mechanisms
- Implementing partners will sign an agreement with MIGEPROF regarding the implementation and monitoring of proposed activities and use of funds;
- Funds will be disbursed and monitored through two main mechanisms: direct execution through implementing partners such as NGOs, FBOs and CBOs; and national execution through government line ministries;
- Funds will be managed and monitored through MINECOFIN units CEPEX and EFU with regular reports to MIGEPROF and the National Commission for Children.



2.6.2. Costing of the Strategic Plan of Action for OVCs**Overall Budget**

Strategic Objective	2006	2007	2008	2009	2010	2011	Totals	%
1. To create a supportive environment for OVCs through increased awareness.	61,500	596,481	212,586	327,414	212,586	212,586	1,623,153	0.68%
2. To ensure a protective environment for OVCs through enhanced policy, legislation, procedures and regulations.	16,500	934,746	661,534	563,264	563,264	563,264	3,302,572	1.38%
3. To provide protection, care and support to OVCs by establishing and strengthening family and community based support structures.	0	19,087,080	23,155,453	22,552,678	21,002,038	21,002,038	106,799,286	44%
4. To ensure access to essential services	5,875	25,333,534	23,460,441	23,121,951	23,121,951	23,121,951	118,165,703	49%
5. To build and strengthen the capacity of government, civil society and service providers.	0	707,635	395,686	400,650	405,811	411,179	2,320,961	1%
6. To establish co-ordination, implementation and monitoring and evaluation mechanisms.	201,515	1,605,454	1,497,159	1,522,394	1,497,159	1,522,394	7,846,075	3%
Totals	285,390	48,264,929	49,382,859	48,488,350	46,802,809	46,833,412	240,057,748	99.06
Indirect Costs (5%)							12,002,887	0.94
Total Budget							252,060,635	100

Sectoral Budgets

Sectoral Plan	2006	2007	2008	2009	2010	2011	Totals	%
Coordination and M&E	276,390	3,463,126	2,686,832	2,618,760	1,149,620	1,180,223	11,374,950	4.74%
Child Participation	9,000	1,450,085	1,450,085	1,450,085	1,450,085	1,450,085	7,259,425	3.02%
HIV/AIDS	0	3,713,190	3,489,727	3,518,434	3,388,154	3,388,154	17,497,659	7.29%
Health	0	458,501	389,944	418,651	389,944	389,944	2,046,984	0.85%
Social Protection	0	5,548,329	5,500,000	5,514,354	5,500,000	5,500,000	27,562,682	11.48%
Protection from Abuse, Violence and Exploitation	0	13,481,833	16,202,718	15,628,650	15,599,943	15,599,943	76,513,087	31.87%
Education	0	20,149,866	19,663,553	19,339,417	19,325,063	19,325,063	97,802,961	40.74%

PART 3: THE STRATEGIC PLAN OF FOR ORPHANS AND OTHER VULNERABLE CHILDREN

Strategic Objective 1: To create a supportive environment for OVCs through increased awareness on all matters concerning OVCs addressing children, parents, caretakers, service providers, decision makers and the general population.						
Specific Objective 1.1 Establish the scale and nature of the OVC situation and response in Rwanda by undertaking a national situation analysis, mapping the situation of OVCs and the support provided to OVCs and research on specific issues.						
#	Activity	Outputs	Indicators	Lead Partners	Timeframe	Budget (US\$)
1.1.1	Undertake a mapping exercise to establish the scale and situation of OVCs and the national response	- Map produced	- Accurate number of OVCs available - Accurate overview of OVC interventions	MIGEPROF/National Commission for Children (NCC) OVC Cluster	June – Sept 06	61,500
1.1.2	Conduct a participatory quantitative and qualitative situation analysis of OVCs, their households and their communities at national, district and community levels	- Production and dissemination of report	- Accurate picture of actual and required OVC response	MINITERRE National Institute for Statistics, NURC Districts	Aug 06 – Feb 07	99,000
1.1.3	Undertake operational research, involving children, into specific OVC issues to assist in the planning and implementation of an effective response i.e. - sexual abuse and exploitation - trauma esp. in relation to Gacaca process - Property Rights	- Operational research undertaken - Reports produced and disseminated			Feb 07– Dec 07	67,410
1.1.4	Undertake review meeting to adjust National Plan of Action for OVCs based on results of mapping and situation analysis	- NPA for OVCs adjusted			Jan 07	18,110
Specific Objective 1.2 Scale up the response to OVCs by identifying and building on existing good practice nationally and within ESAR region in the care, protection and support of OVCs.						
1.2.1	Undertake national and international study visits for	- 4 National visits per year - 2 International visits per year	- # international visits undertaken	MIGEPROF/NCC National Children's	Quarterly 2007 – 2011	390,000

	government, civil society and OVCs to identify and learn from good practice which can be scaled up in Rwanda	- Reports of visits	- # national visits undertaken	Forum MINEDUC, MINISANTE, CNLS, MINALOC, NGOs, FBOs, Civil Society	Bi-annually 2007 - 2011	
1.2.2	Document and disseminate OVC Best Practices	- OVC Best Practice document produced - 3,000 copies produced and disseminated	- # of copies printed and disseminated	MIGEPROF/NCC OVC Cluster	April 07	25,625
Specific Objective 1.3 Mobilise the government and media to ensure awareness of the scale and nature of the OVC situation.						
1.3.1	Conduct briefing sessions for parliamentarians on OVC issues	- Quarterly briefing sessions undertaken	- # of orientation meetings	MIGEPROF/NCC, OVC Cluster	Ongoing	16,100
1.3.2	Develop ethical guidelines for media practitioners related to the reporting of OVC issues	- Guidelines developed and 200 copies printed	- Guidelines in place	MIGEPROF/NCC OVC Cluster, National Children's Forum Medias, UNICEF	Feb 07	16,287
1.3.3	Train 50 media representatives on positive reporting on OVC issues including: - prevention of abuse, violence and exploitation; - safer sexual practices; - birth registration; - access to health and education, especially for girls; - stigma and discrimination; - participation of OVCs; - family planning - parenting skills	- 50 Media practitioners trained	- # of media practitioners sensitised	MIGEPROF/NCC OVC Cluster, National Children's Forum Medias, UNICEF	Apr 07	5,875
1.3.4	Develop and implement child friendly national communication and advocacy	- Workshop undertaken - Communication and advocacy campaigns	- # tools of mass communication disseminated	MIGEPROF/NCC OVC Cluster, District Children's Forums,	Develop Apr 07 Implement May 07 – Dec 11	436,970

	campaigns ensuring the involvement of children	undertaken		Medias, Civil Society and UNICEF		
Specific Objective 1.4 Mobilise and support OVCs, families and communities to develop community based responses to the situation of OVCs.						
1.4.1	Develop and implement 8 community based communication and advocacy campaigns and materials	- 8 Community based communication and advocacy campaigns developed	- # and type of community campaigns developed	MIGEPROF/NCC MINALOC, MINEDUC, MINISANTE, NHRC, District Children's Forums,NGOs, FBOs, CBOs	Develop Apr – Jun 07 Implement Jul 07 – Dec 11	229,656
1.4.2	Establish 9,165 Child Protection Networks involving service providers, local leaders, NGOs, FBOs and CBOs	- 9,165 Child Protection Networks established, one in each cell	- # of Child Protection Networks / OVC Committees established and functioning	MIGEPROF/NCC Districts, Sectors	Oct 06 – Dec 11	256,620
Strategic Objective 2. Ensure a supportive and protective environment for OVCs through enhanced policy, legislation, protocols and regulations.						
Specific Objective 2.1 Ensure OVC issues are integrated in existing and new national policies, legislation, strategic plans, protocols and regulations.						
#	Activity	Expected Results	Indicators	Lead Partners	Timeframe	Budget
2.1.1	Undertake an in depth review to ensure OVC issues are reflected in all related sectoral policies, legislation and administrative frameworks	- Review undertaken - Report printed and disseminated	- Report	MIGEPROF/NCC with MINIJUST, NHRC, MINALOC, Parliament	Jan 07 – Jan 08	28,100
2.1.2	Develop new policy, legislation and administrative frameworks related to protection of children and specifically OVCs: - explicitly defining and prohibiting corporal punishment - regulating formal and spontaneous domestic and inter-country fostering and adoptions - protecting children from sexual exploitation and trafficking	- New child related policies, laws and administrative frameworks developed	- # and type of policy, law and administrative framework developed	MIGEPROF/NCC with MINIJUST, CNLS, NHRC, Parliament and Partners	Jan 07 – Dec 09	339,750

	<ul style="list-style-type: none"> - application of Ministerial decree on children in institutions - Community Home Based Care Policy - Early Childhood Development Policy - Education sub-sector policies on gender and OVCs - development of Policy on Paediatric HIV Care, Treatment and Support - Legislative framework for application of Law N° 27/2001 - Strategic Plan for Adolescent Health - meeting any other gaps identified in 2.1.1 					
2.1.3	Consolidate existing laws and proposed new legislation in one Children's Act and present to Parliament for endorsement	<ul style="list-style-type: none"> - Children's Act endorsed 	- Children's Act endorsed	MIGEPROF/NCC with MINIJUST and Parliament	By Dec 2009	28,610
2.1.4	<p>Develop and implement gender sensitive protocols and codes of conduct on protection of OVCs from abuse, violence and exploitation for:</p> <ul style="list-style-type: none"> - private sector - civil society/NGOs/FBOs - police and local defence force - army and prison officials - teachers - humanitarian workers - social workers 	<ul style="list-style-type: none"> - 9 Protocols / codes of conduct developed - Training of professionals in each profession (e.g. at least 9 trainings of 100 people) 	<ul style="list-style-type: none"> - # and type of protocols and codes of conduct developed - # and type of professionals working with children trained 	MIGEPROF/NCC with MINIJUST, MINALOC, TRAC, MINEDUC, MINISANTE, NHRC, MINITERRE, Parliament and Private Sector	Apr 07 – Dec 08	69,660

	<ul style="list-style-type: none"> - health workers - counsellors working with children on the street 					
2.1.5	Present the Hague Convention on the Protection of Children and Cooperation in Respect of Inter-country Adoption, for ratification	- Convention ratified	- # and type of conventions ratified	MIGEPROF/NCC with MINIJUST and Parliament	Oct 06 – Dec 06	No cost
2.1.6	Ensure specific budgetary allocation and expenditure and made for OVC issues across sectors through the EDPRS process	- Budgetary provisions and expenditure made within national budgets	- Percentage of budget allocated actually spent	MIGEPROF/NCC with all relevant ministries	Ongoing	No cost
Specific Objective 2.2 Enhance supportive and protective policy and legislative environment through the development, dissemination and utilisation of the OVC minimum package of care, protection and support for OVCs.						
2.2.1	Develop a minimum package of care, protection and support for OVCs including: <ul style="list-style-type: none"> - psychosocial support - early childhood development - access to health and nutrition, education, water and sanitation, and birth registration - life skills including HIV/AIDS and sexual reproductive health - economic support - community home based care - protection from abuse, violence and exploitation and stigma and discrimination 	Minimum package developed 5,000 copies of Minimum Package printed and disseminated	- # and % of OVCs accessing minimum package	CNLS/MIGEPROF OVC Cluster National Children's Forum NGOs, FBOs, CBOs	Aug 06	16,500
2.2.2	Train 60 trainers at District level on OVC Minimum	- Training of 60 trainers	# of trainers trained	MIGEPROF/NCC OVC Cluster	Apr 07	3,632

	Package			Districts, NGOs, FBOs, CBOs		
2.2.3	Train 9,165 Child Protection Networks on OVC Minimum Package	- 9,165 Child Protection Networks trained	# of child protection network members trained	MIGEPROF/NCC Districts, NGOs, FBOs, CBOs	Ongoing from Apr 07 – Dec 11	2,816,320

Strategic Objective 3. To provide protection, care and support to OVCs by establishing and strengthening family and community based support structures.

Specific Objective 3.1 Strengthen the economic capacity of households hosting OVCs, including child headed households, through income generation activities, micro credit schemes and vocational skills training.

#	Activity	Expected Results	Indicators	Lead Partners	Timeframe	Budget
3.1.1	Conduct an evaluation of existing income generating activities and micro credit schemes	- Evaluation undertaken - Recommendations disseminated	- Report on recommendations for income generating activities produced and disseminated	MIGEPROF/NCC MINECOFIN, MINALOC, MIFOTRA, Private Sector, Districts, NGOs, FBOs, CBOs	Jan – Jun 07	77,775
3.1.2	Develop and disseminate guidelines for sustainable implementation of IGAs and other recommended micro credit schemes	- IGA and micro credit guidelines developed - 3,000 copies and disseminated	- Guidelines disseminated and used	MIGEPROF/NCC MINALOC, Districts, NGOs, FBOs, CBOs	Jun – Sept 07	93,000
3.1.3	Train 60 district level officials and civil society organisations on management and implementation of income generating interventions	- 60 Trainers trained	- # of trainers trained	MIGEPROF/NCC MINALOC, MIFOTRA, Districts, NGOs, FBOs, CBOs	Oct 07	2,432
3.1.4	Train 300,000 most vulnerable households, 75,000 older OVCs, 40,000 OVC mentors/sponsors in income generating activities and provide with start up capital/materials	- 300,000 households hosting OVCs, 75,000 OVCs and 40,000 OVCs mentors/ sponsors trained and provided with start up capital/materials	- # of OVCs trained in IGAs - # households hosting OVCs trained in IGAs - # of mentors/ sponsors trained in IGAs	MIGEPROF/NCC MINALOC, MIFOTRA, Districts, NGOs, FBOs, CBOs	Ongoing from Nov 07 – Dec 11	37,244,400
3.1.5	Undertake market-oriented study and develop guidelines on vocational skills training for older and out of school OVCs	- Study undertaken - Guidelines developed - 3,000 copies printed and disseminated	- new markets identified - Guidelines developed	MIGEPROF/NCC MINECOFIN, MINALOC, MIFOTRA, Districts, NGOs, FBOs, CBOs	Apr – Jun 07	77,775

3.1.6	Rehabilitate 6 vocational training centres and construct 6 new ones	<ul style="list-style-type: none"> - 6 vocational training centres rehabilitated - 6 new centres constructed 	<ul style="list-style-type: none"> - # vocational training centres rehabilitated - # new centres constructed 	MIGEPROF/NCC MIFOTRA, Districts, NGOs, FBOs, CBOs	Jul 07 – Jul 08	1,080,765
3.1.7	Provide vocational skills training for 180,000 out of school and older OVCs and provide start up capital/materials	<ul style="list-style-type: none"> - 180,000 out of school and older OVCs trained - Start up capital and/or materials provided 	<ul style="list-style-type: none"> - # of out of school and older OVCs trained - # of successful businesses established 	MIGEPROF/NCC MINEDUC, MINALOC, MIFOTRA, Districts, NGOs, FBOs, CBOs	Jul 07 – Dec 11	13,123,600
3.1.8	Provide 10,000 apprenticeships for OVCs in collaboration with the private sector	<ul style="list-style-type: none"> - Assessment of opportunities within private sector - Provision of 10,000 apprenticeships - Ongoing support and supervision meetings 	<ul style="list-style-type: none"> - # of OVCs accessing apprenticeships - # of monitoring and support visits 	MIGEPROF/NCC Private sector, MINALOC, MIFOTRA, Districts, NGOs, FBOs, CBOs	July 07 – Dec 11	1,609,220
Specific Objective 3.2 Ensure OVCs are protected from abuse, exploitation, property dispossession and stigma and discrimination.						
3.2.1	Develop a low level literacy manual on Property Dispossession and Succession	<ul style="list-style-type: none"> - Workshop to develop manual - 3,000 copies printed and disseminated 	<ul style="list-style-type: none"> - Property Dispossession Manual developed 	MIGEPROF/NCC MINALOC, NWC, NYC, Districts, NGOs, FBOs, CBOs	Apr – Jun 07	98,875
3.2.2	Train Child Protection Networks and local leaders in each cell on Property Dispossession and Succession Planning	<ul style="list-style-type: none"> - Training of 60 Trainers - 9,165 Child Protection Networks trained 	<ul style="list-style-type: none"> - # trained 	MIGEPROF/NCC MINALOC, NWC, NYC, NURC, Districts, NGOs, FBOs, CBOs	Jul 07 – Dec 11	4,347,200
3.2.3	Identify and train child protection volunteers in each cell to prevent, detect and monitor abuse, violence and exploitation of OVCs and refer to appropriate support mechanism	<ul style="list-style-type: none"> - Identify and train 9,165 (1 in each cell) child protection volunteers - Provision of material support i.e. bicycles and stationery 	<ul style="list-style-type: none"> - Reports on abuse and exploitation of OVCs - Number of OVCs receiving legal, medical and psychosocial assistance 	MIGEPROF/NCC MINALOC, Child Protection Networks, NHRC, NURC	Sep 06 – Dec 11	2,173,600
3.2.4	Establish and provide support services in police stations in each District for child victims of sexual abuse, domestic	<ul style="list-style-type: none"> - 30 services established - OVCs accessing support services 	<ul style="list-style-type: none"> - No of children accessing services - Number of cases of abuse, violence and 	MIGEPROF/NCC MINALOC, Child Protection Networks, NHRC, NWC, NYC,	Jan 07 – Dec 11	124,785

	violence and sexual exploitation		exploitation favourably resolved	Districts, NGOs, FBOs, CBOs		
3.2.5	Provide legal support to 65,000 OVCs	65,000 OVCs access legal support	- # of children accessing legal support	MIGEPROF/NCC NHRC, Rwanda Bar Association, Districts, NGOs, FBOs, CBOs	Feb 07 – Dec 11	6,500,000
Specific Objective 3.3 Strengthen the capacity of OVCs, families and communities to provide psychosocial care and support for OVCs including preventative and curative measures to increase well-being, resilience and self esteem of OVCs.						
3.3.1	Develop and disseminate a culturally appropriate, child friendly, age specific, Psychosocial Care and Support Manual	- Participatory workshop to develop manual - 5,000 copies printed and disseminated	- Psychosocial Care and Support Manual disseminated and used	MIGEPROF/NCC MINEDUC, MINISANTE, Child Protection Networks, NWC, NYC, Districts, NGOs, FBOs, CBOs	Apr – Sept 07	98,875
3.3.2	Train 60 district staff and civil society representatives as trainers in psychosocial care and support manual	- 60 Trainers trained	- # of trainers trained	MIGEPROF/NCC Districts, NGOs, FBOs, CBOs	Oct 07	13,232
3.3.3	Train 250 OVCs, parents/guardians, volunteers, and “nkundabana” (mentors), in each sector on psychosocial care and support	- 100,000 OVCs, parents/guardians, volunteers, “nkundabana” (mentors) trained - OVCs receiving psychosocial support	- # trained - # of OVCs receiving psychosocial support - Proportion of orphans who receive psychosocial support	MIGEPROF/NCC Districts, Child Protection Networks, NWC, NYC, NGOs, FBOs, CBOs	Nov 07 – Dec 11	4,123,600
3.3.4	Provide basic materials and ongoing support and supervision to volunteers and nkundabana	- 20,000 Bicycles provided - Support and supervision visits in each sector undertaken by district staff and civil society reps	- # bicycles supplied - # support and supervision visits	MIGEPROF/NCC Districts, NGOs, FBOs, CBOs	Nov 07 – Dec 11	1,519,800
Specific Objective 3.4 Strengthen the capacity of OVCs to provide care, protection and support for each other.						
3.4.1	Establish and train 10 community based peer support / youth groups in each sector in leadership skills and	- 4,000 youth groups established - 200,000 youth trained in leadership and life	- # of youth groups established - # of young people trained	MIGEPROF/NCC NYC, District Children’s Forums MINALOC, Child	Apr 07 – Dec 11	8,258,848

	life skills.	skills		Protection Networks, NURC, Districts, NGOs, FBOs, CBOs		
3.4.2	Undertake 20 child-to-child and youth-to-youth communication initiatives through youth groups, faith based groups and schools.	- 4 Communication initiatives developed each year	- # and type of communication initiatives	MIGEPROF/NCC NYC, District Children's Forums MINALOC, Child Protection Networks, Districts, NGOs, FBOs, CBOs	Apr 07 – Mar 11	193,845
Specific Objective 3.5 Ensure OVCs under 5 have access to early childhood development opportunities to enhance their survival, growth, well-being and development.						
3.5.1	Develop Early Childhood Care and Development Manual and ensure OVC and child survival issues are incorporated	- Participatory meeting to develop ECD Manual - 5,000 copies printed and disseminated	- ECD Manual	MIGEPROF/NCC MINEDUC, OVC Cluster MINALOC, Districts, NGOs, FBOs, CBOs	April – Sept 07	124,375
3.5.2	Sensitise communities in each cell on early childhood development	- 9,165 sensitisation meetings	- # of sensitisation meetings - # of people attending meetings	MIGEPROF/NCC MINEDUC, Districts, NGOs, FBOs, CBOs	Oct 07 – Oct 09	256,620
3.5.3	Train 60 trainers in early childhood development	- 60 Trainers trained	- # of trainers trained	MIGEPROF/NCC MINEDUC, Districts, NGOs, FBOs, CBOs	Oct 07	2,432
3.5.4	Train 91,650 volunteer caregivers and 9,165 parent committees in early childhood development and management of CECOMs	- 91,650 volunteers caregivers trained - 9,165 Parent Committees trained	- # of volunteers caregivers trained - # of Parent Committees members trained	MIGEPROF/NCC MINEDUC, Districts, NGOs, FBOs, CBOs	Oct 07 - Dec 11	8,247,200
3.5.5	Establish model ECD Centre	- 1 model ECD Centre established	- model ECD Centre established	MIGEPROF/NCC MINEDUC, Districts, NGOs, FBOs, CBOs	Oct 07 - Dec 11	142,740
3.5.6	Establish 9,165 community based childcare centres and provide with start up package and incentives for volunteers	- 9,165 CECOMs established - Materials provided - 450,000 Children accessing ECD	- # CECOMs established - # children attending CECOMs - # OVCs attending CECOMs	MIGEPROF/NCC MINEDUC, Districts, NGOs, FBOs, CBOs	Nov 07 – Dec 11	3,986,775

		- 150,000 OVCs accessing ECD				
3.5.7	Produce culturally appropriate, age-specific play materials for CECOMs using low cost, local techniques and distribute to CECOMs	- Materials developed - Materials distributed to 9,165 CECOMs	- # and type of materials provided	MIGEPROF/NCC MINEDUC, Districts, NGOs, FBOs, CBOs	Oct – Dec 07 Distribution ongoing	124,785
Specific Objective 3.6 Ensure OVCs and families affected by HIV/AIDS have access to Community Home Based Care to prolong their lives and provide psychosocial care and support.						
3.6.1	Develop Community Home Based Care Guidelines	- CHBC Guidelines developed, - 5,000 copies printed and disseminated	- CHBC Guidelines	MINISANTE/CNLS MIGEPROF, RRP+, NGOS, FBOs	Jan - Jun 07	124,375
3.6.2	Train 60 trainers at District level in Community Home Based Care Guidelines	- 60 Trainers trained	- # of trainers trained	MINISANTE/CNLS MIGEPROF, RRP+, NGOS, FBOs	Jul 07	2,432
3.6.3	Train 183,300 CHBC volunteers and provide kits and incentives for volunteers	- 20 CHBC volunteers trained in each cell = 183,300 - Kits and bicycles provided	- # volunteers trained	MINISANTE/CNLS MIGEPROF, RRP+, NGOS, FBOs	Aug 07 – Dec 11	8,247,200
3.6.4	Develop linkages and referral mechanisms to Community Health Workers, Community Based Nutrition Programmes and Health Facilities	- Sector level meetings to establish referral mechanisms - Quarterly meetings	- # of OVCs and chronically people referred between community based care and health facility	MINISANTE/CNLS MIGEPROF, RRP+, NGOS, FBOs	Aug 07 – Dec 11	304,720
Specific Objective 3.7 Ensure community based organisations have the capacity to monitor, evaluate and report on the situation of OVCs and the support provided to OVCs.						
3.7.1	Develop standardised community monitoring indicators, tools and guidelines using participatory approaches and building on existing good practice	- Community Monitoring guidelines and tools developed - 5,000 copies of guidelines and tools printed and disseminated	- Community monitoring guidelines and tools utilised	MIGEPROF/NCC OVC Cluster, MINALOC, Children's Forums, Districts, NGOs, FBOs, CBOs	Oct – Dec 06	124,375
3.7.2	Train 60 government officials and civil society representatives as trainers in	- 60 Trainers trained	- # trainers trained	MIGEPROF/NCC Districts, NGOs, FBOs, CBOs	Feb 07	2,432

	the implementation and management of community monitoring tools and guidelines					
3.7.3	Orient community committees and Child Protection networks in each cell on the community monitoring tools and provide resources to support data collection and reporting	<ul style="list-style-type: none"> - 9,165 Community committees oriented - Stationery and bicycles provided - OVC data collected - Reports provided to Districts 	<ul style="list-style-type: none"> - # of volunteers and committees trained - # and type of resources provided - # of reports submitted to District administration 	MIGEPROF/NCC Child Protection Networks, National Children's Forum, Districts, NGOs, FBOs, CBOs	Mar 07 – Dec 11	4,347,200
Strategic Objective 4: To ensure access to essential services for OVCs including shelter, education, health and nutrition, social protection, water and sanitation and birth registration including development of linkages and referral across services.						
#	Activity	Expected Results	Indicators	Lead Partners	Timeframe	Budget
Specific Objective 4.1 Ensure access for OVCs to protective and preventive social protection measures to ensure basic needs of the most vulnerable OVCs and their households are met.						
4.1.1	Develop vulnerability indicators specifically relating to OVCs	<ul style="list-style-type: none"> - Vulnerability criteria developed 	<ul style="list-style-type: none"> - Vulnerability criteria 	MIGEPROF/NCC Other Ministries, OVC Cluster, National Children's Forum, NGOs, CBOs, FBOs, Donors	Sep 06 – Dec 06	5,875
4.1.2	Ensure OVC issues are included in the Social Protection Technical Working Group of the EDPRS process including: <ul style="list-style-type: none"> - Public Expenditure Review - Impact Studies - Institutional Studies - Mapping of Civil Society inputs 	<ul style="list-style-type: none"> - OVC issues incorporated into Social Protection EDPRS process 	<ul style="list-style-type: none"> - OVC issues incorporated into Social Protection EDPRS process 	MIGEPROF/NCC Other sectors OVC Cluster	May – Oct 06	No cost
4.1.3	Undertake a feasibility study to identify conditional and unconditional cash transfer mechanisms to meet basic needs of most vulnerable	<ul style="list-style-type: none"> Feasibility study undertaken Recommendations incorporated into Social 	<ul style="list-style-type: none"> Feasibility study Social Protection Strategy include recommendations 	MIGEPROF/NCC MINALOC OVC Cluster, National Children's Forum, MINECOFIN, UN, NGOs,	Oct 06 – Mar 07	62,935

	OVCs and ensure incorporation into the Social Protection strategy.	Protection Strategy		CBOs, FBOs, Donors		
4.1.4	Provide 100,000 households hosting OVCs (including child headed households) with conditional and/or unconditional cash transfers	100,000 households hosting OVCs receiving conditional and/or unconditional cash transfers	- # households hosting OVCs receiving cash transfers - # of OVCs receiving cash transfers	MIGEPROF/NCC MINISANTE, UN, NGOs, CBOs, FBOs, Donors	Mar 08 – Dec 11	Package costed under Activities 4.1.5, 4.2.7, 4.2.8, 4.2.14
4.1.5	Provide 100,000 most vulnerable OVCs with shelter and household necessities, particularly child headed households	100,000 OVCs provided with shelter	- # OVCs provided with shelter	MIGEPROF/NCC MINALOC OVC Cluster, UN, NGOs, CBOs, FBOs, Donors	Sept 06 – Dec 11	27,500,000
Specific Objective 4.2 Increase enrolment and retention of OVCs at primary and secondary school.						
System Strengthening						
4.2.1	Revise and adapt education curricula to ensure include: - HIV Prevention and life skills, - sport and physical recreation, - flexible curriculum and timetabling for out of school OVCs, - vocational skills training, - catch up programme for out of school children, - literacy - psychosocial care and support - protection from abuse, violence and exploitation - inclusive education for children with special needs	- Curriculum revised	- Revised curriculum adopted by MINEDUC	MINEDUC/NCDC MIGEPROF, MIFOTRA, MINIJUST, OVC Cluster, NGOs	Jan 07 – Sept 07	No cost in OVC NPA - part of MINEDUC plans
4.2.2	Develop child profiles to assist identifying vulnerable in	- Child Profiles developed	- # and % of OVCs with child profiles	MINEDUC/NCDC MIGEPROF, OVC Cluster	Apr 07 – Dec 11	No cost in OVC NPA -

	and out of school children and monitoring enrolment, learning achievement and the support provided to OVCs					part of MINEDUC plans
4.2.3	Develop and implement inclusive education package including equipment and materials required to ensure inclusion of all children in mainstream education	- Inclusive education package developed and implemented in 600 schools	- # of children with special needs in mainstream education	MINEDUC/NCDC MIGEPROF, OVC Cluster	Apr 07 – Apr 08	No cost in OVC NPA - part of MINEDUC plans
4.2.4	Train teachers and school management committees on revised curriculum in primary and secondary schools	- Teachers trained on revised curriculum and OVC Operational Guidelines in 500 primary schools and 100 secondary schools	- # of teachers trained - # of schools implementing revised curriculum	MINEDUC/NCDC	Oct 07 – Dec 11	No cost in OVC NPA - part of MINEDUC plans
4.2.5	Establish and train Community Committees, including the participation of children, to ensure linkages and referral between community based care and support, schools and health provision	- 600 Community committees trained and linked to schools	- # committees established and functioning - # children referred between school and community based care provision	MINEDUC MIGEPROF/NCC, MIFOTRA, OVC Cluster, Districts, Child Protection Networks, NGOs, FBOs, CBOs	Jan 07 – Dec 11	434,720
Increase Enrolment						
4.2.6	Provide catch up education to 55,000 out of school children aged 12 – 17 years	- 55,000 children accessing catch up education	- # of catch up centres established - # of OVCs benefiting from catch up education	MINEDUC MIGEPROF/NCC, MIFOTRA, NGOs	Jan 07 – Dec 11	15,840,000
4.2.7	Provide 100,000 OVCs with support for hidden costs of attending primary school i.e. books, consumables, uniforms etc	- 100,000 OVCs attending primary school	- # and % of OVCs attending primary school - # and % of OVCs completing primary school	MINEDUC MIGEPROF/NCC, MINECOFIN, Districts, NGOs, FBOs, CBOs	Jan 07 – Dec 11	11,700,000
4.2.8	Provide 50,000 OVCs with bursaries for secondary school fees, exam costs,	- 50,000 OVCs attending secondary school	- # and % of OVCs attending secondary school	MINEDUC MIGEPROF/NCC, MINECOFIN, OVC	Jan 07 – Dec 11	51,625,000

	books, supplies and uniforms		- # and % of OVCs completing secondary school	Cluster, Districts, NGOs, FBOs, CBOs		
Increase Retention						
4.2.9	Provide psychosocial care and support to OVCs in primary and secondary school and in the community to support retention in school	- 700,000 OVCs have access to psychosocial care and support	- # of OVCs accessing psychosocial care and support	MINEDUC/NCDC NGOs, FBOs, CBOs	Sept 07 – Dec 11	Implemented through education curriculum and Specific Objective 3.3
4.2.10	Establish vacation camp activities in each district including catch up education, sports and recreation, life skills and psychosocial care and support for all children and ensuring OVCs without family care have access	- 30 vacation camps established	- # of children attending - # of OVCs attending	MINEDUC MIGEPROF/NCC MINALOC, CNLS, MINISANTE, NGOs, FBOs, CBOs	Jan 07 – Dec 11	2,544,678
4.2.11	Establish anti-AIDS clubs in 600 schools	- 600 anti-AIDS clubs established	- # of anti-AIDS clubs established	MINEDUC MIGEPROF/NCC, Child Protection Networks, Districts, NGOs, FBOs, CBOs	Jan 07 – Dec 11	338,490
4.2.12	Establish safe spaces for girls and/or girl's only clubs in 600 schools	- 600 safe spaces and/or girls only clubs established	- # of safe spaces established - # of girls accessing safe spaces	MINEDUC MIGEPROF/NCC, Child Protection Networks, Districts, NGOs, FBOs, CBOs	Jan 07 – Dec 11	338,490
4.2.13	Provide vocational and livelihood skills training for 100,000 OVCs in secondary school and provide equipment, tools and materials	- 100,000 OVCs accessing vocational skills training	- # of OVCs accessing vocational skills training at school	MINEDUC MIGEPROF/NCC, OVC Cluster, NGOs	Jan 07 – Dec 11	Funded through MINEDUC as part of curriculum
4.2.14	Provide school feeding to 270,000 pupils	- 270,000 children receiving school feeding	- # of OVCs accessing education	MINEDUC WFP	Jan 07 – Dec 11	2,000,000

		- OVCs accessing education				
Specific Objective 4.3 Ensure access to birth registration for all OVCs.						
4.3.1	Organise vital birth registration campaigns in each district	- Birth registration campaigns undertaken	- # campaigns undertaken	MINALOC, Districts MIGEPROF, Sectors	Annually	1,502,220
4.3.2	Train 450 registrars at province, district and sector level on: <ul style="list-style-type: none"> - children's rights, - government rules and regulations on birth registration, - timely and quality collection of data, - inputting of data in database and DevInfo 	- 450 registrars trained	- # of registry office agents trained	MINALOC, Districts MIGEPROF/ NCC MINECOFIN/ DGS	Apr – Jun 07	51,705
4.3.3	Develop and implement a decentralised civil registry database management system	- Database developed and operational in 30 Districts - Computers and printers provided to each district - Forms and certificates provided to each district - Births registered	- # and % of OVCs accessing birth certificates	MINALOC MINECOFIN, DISTRICTS	Jan – Mar 07	102,900
Specific Objective 4.4 Enhance access to basic health and nutrition services for OVCs.						
4.4.1	Provide "mutuelle de santé" and transport costs to 750,000 OVCs in 150,000 households	- 750,000 OVCs accessing mutuelle de santé - Monitoring system in place	- % of OVCs insured with mutuelle de santé - improved access to primary health care for OVCs	MINISANTE, CNLS MIGEPROF/NCC, RRP+, NGOs, CBOs, FBOs	Sep 06 – Dec 11	1,125,000
4.4.2	Develop linkages and referral mechanisms in each sector between ART, VCT and NRU	- Referral mechanism developed in each sector - Meetings at sector level	- # of OVCs referred between services	MINISANTE, CNLS MIGEPROF/NCC, RRP+, MINEDUC, Districts, Child	Jul 07 – Dec 11	434,720

	providers and Community Based Nutrition Programme, Child Protection Networks, and schools to ensure OVCs are identified and access services			Protection Networks, NGOs, CBOs, FBOs		
Specific Objective 4.5 Ensure access to safe and gender sensitive water and sanitation and hygiene education for OVCs at home and at school.						
4.5.1	Train MINITERRE staff to ensure provision of gender sensitive, child friendly water and sanitation facilities in CECOMs, schools, and most vulnerable households such as CHH through capacity building of service providers	- 30 District level staff oriented	-# of district staff oriented -# of child friendly, gender sensitive water and sanitation facilities established	MIGEPROF/NCC MINITERRE, OVC Cluster	Jul – Dec 07	5,875
4.5.2	Train volunteers from 9,165 CECOMs, and teachers from 500 primary schools and 100 secondary schools in hygiene education and maintenance of water points and sanitation facilities	- Volunteers from 9,165 CECOMs trained - Teachers from 500 primary schools and 100 secondary schools trained	-# volunteers oriented -# teachers oriented	MIGEPROF/NCC MINITERRE, OVC Cluster	Jan 08 – Dec 11	824,720
Specific Objective 4.6 Ensure OVCs outside of family care are placed in a family situation and fostered or adopted OVCs and their families are provided with ongoing support.						
4.6.1	Support the development of guidelines for fostering and adoption	- Guidelines developed - 1,000 copies printed and disseminated	- National Guidelines on Fostering and Adoption endorsed and implemented	MIGEPROF/NCC OVC Cluster, Districts, NGOs, FBOs, CBOs	Feb – May 07	113,375
4.6.2	Train 300 district staff and civil society representatives in fostering and adoption guidelines	- Training of 300 district and civil society staff	- # of people trained	MIGEPROF/NCC Districts, NGOs, FBOs, CBOs	Jul 07 – Dec 11	512,100
4.6.3	Identify and train 20,000 prospective foster / adoptive families	- 20,000 foster or adoptive families trained	- # of prospective parents trained	MIGEPROF/NCC Districts, NGOs, FBOs, CBOs	Jul 07 – Dec 11	824,720
4.6.4	Reintegrate and support	- 20,000 Children	- # OVCs successfully	MIGEPROF/NCC	Jul 07 – Dec 11	45,000

	20,000 children outside of family care into foster or adoptive families	reintegrated into foster or adoptive families - Support and supervision meetings undertaken	reintegrated in their families or integrated in host families - # support and supervision meetings	Districts, NGOs, FBOs, CBOs		
4.6.5	Disseminate OVC Policy, NPA and Minimum Package to 30 institutions	- Staff of institutions trained	- # of people trained	MIGEPROF/NCC Districts, NGOs, FBOs, CBOs	Apr – Jun 07	1,955
4.6.6	Establish outreach programmes in each district to prevent separation and to rehabilitate and reintegrate children outside of family care	- 30 outreach programmes established	- # of outreach programmes established # of OVCs rehabilitated and reintegrated	MIGEPROF/NCC Districts, NGOs, FBOs, CBOs	Jul 07 – Dec 11	186,225
4.6.7	Monitor the situation of OVCs in foster and adoptive families and institutions	- Support and supervision meetings undertaken by district staff, child protection networks and OVC committee members	- # no of support and supervision meetings - # of cases of abuse and exploitation reported	MIGEPROF/NCC OVC Cluster, Child Protection Networks, Districts, NGOs, FBOs, CBOs	Jun 07 – Dec 11	45,000
Strategic Objective 5. To build and strengthen the capacity of government, civil society and service providers to respond to the situation of OVCs.						
#	Activity	Expected Results	Indicators	Lead Partners	Timeframe	Budget
Specific Objective 5.1 Strengthen the technical, financial and human resource capacity of national and decentralised government structures to respond effectively to the situation of OVCs.						
5.1.1	Recruit Programme Manager, Finance Officer and M and E Officer to be located in MIGEPROF	- 3 staff members recruited	- # of MIGEPROF staff recruited	MIGEPROF	Jan 07	126,174
5.1.2	Train MIGEPROF staff in: - child rights, - Human Rights Approach to Programming, - project planning, management and monitoring	- MIGEPROF staff trained	- # of MIGEPROF staff trained	MIGEPROF UNICEF	Jan – Mar 07	13,340
5.1.3	Procure supplies and equipment for MIGEPROF: - 3 Computers	- Supplies and equipment provided	- # and type of supplies and equipment provided	MIGEPROF UNICEF	Jan – Mar 07	8,270

	- 3 Printers - 1 Photocopier - 1 fax - Email					
5.1.4	Recruit 30 District Child Protection Officers	- 30 district officers recruited	- # of district staff recruited	MIGEPROF	Jan 07	519,967
5.1.5	Procure supplies and equipment for Districts: - 30 motor cycles - 30 Computers - 30 Printers - 1 Photocopier - 1 fax - Email	- Supplies and equipment provided	- # and type of supplies and equipment provided	MIGEPROF UNICEF	Jan – Mar 07	243,900
5.1.6	Train district and sector officials on OVC Policy, OVC Minimum Package and OVC NPA	- 1,500 district and sector officials trained	- # of district and sector officials trained	MIGEPROF/NCC All Ministries Districts	Jan – Dec 07	51,210
Specific Objective 5.2 Strengthen the capacity of NGOs, FBOs and CBOs to respond effectively to the situation of OVCs.						
5.2.1	Train 5,000 representatives from NGOs, FBOs and CBOs on OVC Policy, OVC Minimum Package, and OVC NPA	5000 representatives trained	- # of people trained	MIGEPROF/NCC Districts	Apr 07 – Dec 10	306,600
5.2.2	Train 5,000 representatives from NGOs, FBOs and CBOs Psychosocial Care and Support	5000 representatives trained	- # of trainings - # of service providers and professionals trained	MIGEPROF/NCC Districts	Apr 07 – Dec 10	744,900
Specific Objective 5.3 Strengthen the capacity of service providers such as health care providers, police, employers and teachers to provide care, protection and support to OVCs.						
5.3.1	Train 5,000 service providers and professionals in OVC related policies, laws, protocols and regulations	5,000 Service providers and professionals trained	- # of trainings - # of service providers and professionals trained	MIGEPROF/NCC MINISANTE, MINEDUC, MINIJUST, Private Sector	Apr 07– Dec 10	306,600
Strategic Objective 6. To establish co-ordination, implementation and monitoring and evaluation mechanisms.						
#	Activity	Expected Results	Indicators	Lead Partners	Timeframe	Budget
Specific Objective 6.1 Establish national coordination mechanism and ensure technical, human and financial capacity to coordinate the OVC Policy and NPA.						

6.1.1	Establish National Commission for Children and train members in OVC Policy, NPA and minimum package	- National Commission for Children established - Members trained	- National Commission for Children established and functioning	MIGEPROF/NCC OVC Cluster	Aug – Dec 06	4,537
6.1.2	Establish OVC Cluster and train members on management, coordination and implementation of OVC Policy, NPA and minimum package	- OVC TWG established - OVC TWG trained	- OVC TWG established and functioning	MIGEPROF/NCC OVC Cluster	Aug – Dec 06	4,537
6.1.3	Review participation and terms of reference of OVC Cluster	Terms of reference reviewed and agreed	- Terms of reference	MIGEPROF/NCC OVC Cluster All OVC stakeholders	Dec 06	1,472
6.1.4	Conduct quarterly meetings of the National Commission for Children and monthly meetings of the OVC Cluster	- Quarterly meetings undertaken - Monthly meetings undertaken	- # of meetings held	MIGEPROF/NCC OVC Cluster OVC Steering Committee	Sep 06 – Dec 11	29,440
6.1.5	Develop child friendly versions of the OVC Policy and OVC NPA	Child friendly version of OVC Policy and NPA developed	National Workshop	MIGEPROF/NCC OVC TWG	Oct - Nov 06	9,000
6.1.6	Print and disseminate the OVC Policy, OVC NPA, OVC Minimum Package and child friendly versions, translated into French and Kinyarwanda	20,000 copies each of OVC Policy, OVC NPA, Minimum Package and child-friendly version of NPA translated into French and Kinyarwanda and printed	- # of copies printed and disseminated	MIGEPROF/NCC	Nov – Dec 06	132,000
6.1.7	Launch the OVC NPA and National Commission for Children with the participation of the National Children's Forum	Launch of OVC NPA and National Commission for Children	- National awareness of OVC NPA and National Commission for Children - Participation of National Children's Forum	MIGEPROF/NCC OVC Cluster OVC Steering Committee	End 06	9,220
Specific Objective 6.2 Establish and ensure the capacity of District and Sector coordination and implementation mechanisms to implement the OVC Policy and NPA.						
6.2.1	Train decentralised	- 30 District level	- Decentralised	MIGEPROF/NCC	Jan – Dec 07	51,210

	coordination mechanisms in OVC Policy, OVC NPA and OVC Minimum Package	trainings - 416 Sector level trainings	structures established and functioning	OVC Cluster NYC, Districts		
6.2.2	Provide financial and material support to monthly meetings of District and Sector coordination structures	Monthly coordination meetings undertaken	- # of district meetings - # of sector meetings	MIGEPROF/NCC MINECOFIN MINALOC Districts, Sectors	Jan 07 – Dec 11	375,000
6.2.3	Develop child centred District Plans incorporating OVC issues and involving Children's Forums	- District Plans incorporate OVC issues	- # district development plans complying with OVC Policy and NPA	MIGEPROF/NCC MINECOFIN MINALOC, Districts, Sectors, Children's Forums	Annually	256,050
6.2.4	Consolidate District Plans and ensure compliance with OVC Policy and NPA.	- District Plans coordinated with National Plan of Action		MIGEPROF/NCC MINECOFIN MINALOC Districts, Sectors	Jan 07 – Dec 11	No cost
Specific Objective 6.3 Establish mechanisms to ensure the participation of OVCs.						
6.3.1	Establish Children's Forums in each district, sector and cell ensuring gender equality and linkage with district planning process	- 30 District level Children's Forums established - 416 Sector level Children's Forums established - 9,165 Cell level Children's Forums established	- # children's forums put in place and functioning at decentralised level	MIGEPROF/NCC NYC, Districts, NGOs, CBOs, FBOs	Jan 07– Dec 10	269,108
6.3.2	Train Children's Forums in life skills, leadership skills, OVC issues	- 30 District Children's Forums trained - 416 Sector Children's Forums trained - 9165 Cell Children's Forums trained	- # of Children's Forums trained - # of children trained	MIGEPROF/NCC NYC, Districts, NGOs, CBOs, FBOs	Jan 07 – Dec 10	6,506,647
6.3.3	Undertake annual National Children's Forum and ensure outcomes are integrated into development of national	- Annual National Children's Forum held - Report on outcomes influences ongoing	- Annual Children's Summit - Integration of outcomes in national policy,	MIGEPROF/NCC NYC, Districts, NGOs, CBOs, FBOs	Annually	24,775

	policy, legislation and strategic plans	development and delivery of national response	legislation and strategic plans			
Specific Objective 6.4 Develop and implement data collection, monitoring and evaluation mechanisms at community, district and national levels.						
6.4.1	Develop and disseminate a Monitoring and Evaluation Strategy including culturally appropriate, child friendly indicators, tools and guidelines.	- Participatory workshop - Strategy, indicators, tools and guidelines developed - 3,000 copies printed and disseminated	- M and E strategy in place and functioning	MIGEPROF/NCC OVC Cluster National Institute for Statistics, Districts, NGOs, CBOs, FBOs	Oct – Dec 06	31,375
6.4.2	Train national and decentralised staff and civil society organisations on monitoring and evaluation mechanisms	500 National and decentralised staff and civil society trained	- # trained - M and E strategy implemented	MIGEPROF/NCC OVC Cluster National Institute for Statistics, Districts, NGOs, CBOs, FBOs	Jan – Jun 07	57,085
6.4.3	Develop and implement a database for ongoing collection and storage of data collected	Database developed	- Database in use	MIGEPROF/NCC OVC Cluster National Institute for Statistics	Oct – Dec 06	9,000
6.4.4	Train MIGEPROF staff in management and use of OVC database and GIS mapping of OVCs and OVC responses	MIGEPROF staff trained	- # staff trained	MIGEPROF/NCC OVC Cluster	Feb 07	374
6.4.5	Undertake mid term and final evaluations of the progress of implementation of the OVC NPA	Mid term and final evaluations undertaken	- Results of evaluation inform planning process	MIGEPROF/NCC OVC Cluster	Mid and end term	50,470
6.4.6	Conduct annual OVC Stakeholders meeting to review progress and adjust plans based on outcomes of evaluation, operational research and child-to-child and youth-youth studies	Annual stakeholders meeting held	- Annual report on the situation of children in general and on OVCs in particular - OVC NPA and other sectoral plans adjusted to reflect outcomes of evaluation	MIGEPROF/NCC OVC Cluster	Annually	24,775

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