



**REPUBLIC OF RWANDA**



*Advancing Child Rights and Protection*

# **Strategic Plan for the Integrated Child Rights Policy 2019-2024**

**December 30, 2018**

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## LIST OF ABBREVIATIONS

ASRHR	Adolescent Sexual & Reproductive Health and Rights
CFSVA	Comprehensive Food Security and Vulnerability Analysis
CHWs	Community Health Workers
CP	Child Protection
CRVS	Civil Registration and Vital Statistics
CSOs	Civil Society Organizations
DHS	Demographic and Health Survey
DP	Development Partners
ECD	Early Childhood Development
EDPRS	Economic Development and Poverty Reduction Strategy
EICV	Enquête Intégrale sur les Conditions de Vie des ménages/ Integrated Households Living Conditions Survey
Frw	Rwandan Francs
GBV	Gender Based Violence
GMO	Gender Monitoring Office
GoR	Government of Rwanda
HHH	Child Headed Households
HIV/AIDS	Human Immunodeficiency Virus Infection and Acquired Immune Deficiency Syndrome
ICRP	Integrated Child Rights Policy
ICRP	Integrated Child Rights Policy
ICRP-SP	Integrated Child Rights Policy-Strategic Plan
ICT	Information, Communication & Technology
IGAs	income generating activities
IOSCs	Isange One Stop Centres
IZU	Inshuti z'Umuryango
LARS	Learning Achievement in Rwandan Schools
LODA	Local Administrative Entities Development Agency
M&E	Monitoring and Evaluation
MAJ	Maison d'Accès à la Justice
MIFOTRA	Ministry of Labor
MIGEPROF	Ministry of Gender and Family Promotion
MINAGRI	Ministry of Agriculture and Animal Resources
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MINEDUC	Ministry of Education
MINEM	Minister of Emergency Management
MINIJUST	Ministry of Justice
MININFRA	Ministry of Infrastructure
MINIYOUTH	Ministry of Youth
MOH	Ministry of Health
MUSA	Mutuelle de santé
NCC	National Commission for Children
NCPD	National Council of Persons with Disabilities
NECDP	National Early Childhood Development Programme
NGOs	Non-Governmental Organisations
NIDA	Rwanda National Identification Agency
NISR	National Institute of Statistics of Rwanda
NRS	National Rehabilitation Services

NST	National Strategy for Transformation
NWC	National Women Council
OVCs	orphans and vulnerable children
PMO	Prime Minister Office
RBA	Rwanda Bar Association
RBC	Rwanda Biomedical Centre
RCS	Rwanda Correctional Services
RIB	Rwanda Investigation Bureau
RSSB	Rwanda Social Security Board
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender Based Violence
SMS	Short Message Service
SPIU	Single Project Implementation Unit
SRH	Sexual and reproductive health
SWOT	Weaknesses, Opportunities and Threats
TMM	Tubarerere Mu Muryango
UN CRC	United Nation of Convention on the Rights of the Child
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations Children's Fund
VACYS	Violence Against Children and Youth Survey in Rwanda,
WASH	Water, Sanitation and Hygiene
WHO	World Health Organization
NYC	National Youth Council

**FOREWORD**

Law n°22/2011 of 28/06/2011 establishing the National Commission for Children (NCC) and determining its Mission, Organisation and Functioning gives NCC a mandate of monitoring the compliance with child rights protection and promotion principles at all levels and the respect of child participation in inclusive and sustainable development.

To realize its mandate NCC through a broad based consultative process, designed a five-year Strategic Plan that builds on the gains and lessons learnt from the implementation of 2011-2016 Integrated Child Rights Policy (ICRP) Strategic Plan. This plan laid the foundation of the engagement with state and non-state actors, and Rwandans at large in promoting accountability with regard to the rights of the child. The new Strategic Plan 2019-2024 comes at a defining phase of strategic planning frameworks including Rwanda's Vision 2050, the Seven Year Government Program or National Strategy for Transformation (2017-2024), Africa's Agenda 2063 and Sustainable Development Goals.

This five-year Strategic Plan gives NCC and Partners a challenging task ahead of continuously building effective child protection systems and institutional capacity to enable NCC serve to the interests of all Children through promoting inclusive participation of all Children to the development of the country. The support and commitment of the Government of Rwanda (GoR) in promoting child rights enabled NCC's delivery to its mandate throughout the implementation of the last five-year ICRP Strategic Plan. Development partners including UNICEF and Global Fund played an active role towards the realization of NCC commitments in the last five years.

As Rwanda moves forward to implementing this new Strategic Plan (2019-2024), NCC continues to encourage the engagement of a wide range of stakeholders in promoting children's rights and participation in the development process and decision making. This plan is a dynamic document aligned to national development aspirations and new emerging trends pertaining to the child rights.

On behalf of MIGEPROF and NCC, I thank all stakeholders and experts for their outstanding contribution during the development of this Strategic Plan. We look forward to working together to make child rights protection and development a reality across all sectors.

**Hon. Ambassador Solina NYIRAHABIMANA**  
**Minister of Gender and Family Promotion**

## EXECUTIVE SUMMARY

In relation to its mandate, the NCC has been working to coordinate and oversee national policies and programmes on the rights of the child. In this regard, NCC coordinated the implementation of the first ICRP Strategic Plan (2011-2016) to achieve children's rights to survival, protection and development through improved access to quality services and strengthened institutions and systems.

In 2018, NCC with the financial and technical support of UNICEF conducted the evaluation of the first ICRP Strategic plan. The evaluation was consultative in nature. Various key stakeholders from both the public sector and non-government organisations as well as individuals took an active role in the process. In total, 2026 people were surveyed (quantitative), including 955 parents/guardians and 1071 children. In addition to the survey, desk review, key informants interviews and focus group discussions were conducted.

The evaluation had two complementary objectives: (1) assessing the progress made since the adoption of the 2011-2016 Strategic Plan against stated outputs, outcomes, objectives and planned actions, and (2) informing a new strategic Plan (2019-2024) for further realisation of children's rights. Overall, the evaluation shows that significant progress has been registered in the seven key areas of the child rights. However, the situation analysis points to persistent gaps and challenges that require revised and improved strategies and approaches to achieve the above objective.

### *Identity and Nationality*

- Birth registration is still low despite significant reforms, such as Civil Registration and Vital Statistics (CRVS) system of 2016. The 2014/2016 DHS shows that birth registration stood at 56% in 2015. Though self-reported information and testimonies from civil registration officers indicate that this registration stands around 90%, the evaluation of the ICRP Strategic Plan 2011-2016 reveals that some parents ignore the importance of birth registration;
- There is a challenge regarding registration of children whose parents, mostly fathers, are not known (e.g. children in alternative care and born teenage girls).

### *Family and Alternative care*

- The TMM programme has placed about 72% of children in families. However, issues there are many cases of children who live in informal kinship, outside their biological, mainly in extended families. The informal kinship may have negative effect on children's rights given that these rights are not protected by law. There are still cases of children (mostly new born) being abandoned near public places or near "well off" families;
- Members of households headed by children get little assistance from the community. In addition, children lack parental care due to some parents who fall irresponsible or lack the necessary skills to support appropriately non-biological children;



- Child care networks such as HCWs and IzUs are not knowledgeable enough about child protection; and most of street children lack the basic needs from their families and so decide to quit and live on street.

### *Child survival, health and living standards*

While Rwanda has made impressive progress with regard to child survival, health and living standards, some areas require sustained efforts for children's better living standards:

- There is limited number of ECD (400 countrywide). Only 10% of children (0-6 years) have access to ECD. Some existing ECDs centres are not well equipped and have unskilled caregivers and lack compliance to standards. Most of the existing ECDs do not provide comprehensive services: Positive parenting education program: 46%; health and nutrition services: 50%; child protection: 68%); and early learning and stimulation: 93%.
- There are challenges related to access and use of safe water and sanitation services and safe environment: Only 47% and 61% have access to safe water in rural and urban areas respectively; 64% have improved unshared sanitation and 11% of households have a hand washing place, while 17% have rainwater harvesting;
- Child malnutrition is still high: it stands at 40% and 27% in rural and urban areas respectively. There are also significant cases of malnutrition among pregnant and lactating women, anaemia (19%) and thinness (11%).

### *Education*

- Rwanda has nearly reached the objective of the SGDs with regard to access to primary education. But the education sector is still faced with serious issues that affect mostly access to education for special groups and the quality of education at different levels;
- With regard to the nursery education, the Net Enrolment Rate level stood at 20.6% in 2017, which indicates that access continues to be an issue. These rates are still very low compared to the SDG target of 100% by 2030.
- With regard to special needs education, only 5.7%, 18% and 23.5% of schools in pre-primary, primary and secondary have adequate infrastructure for disabilities. Children with disability enrolled in pre-primary represent 11.8% and 18% in primary.
- Nursery, primary and secondary schools with improved drinking water are 19%, 45.5% and 58.5% respectively, while 24%, 64.8% and 70.6% have hand washing facilities;
- Only 11.9% and 12% of nursery and primary schools respectively participate in school feeding system and 9.9% and 41% have nutrition garden;
- Rates of repetition of year of school and drop out continue to be a big challenge. Repetition at the primary level stood at 16.4% in 2016 and drop out rates at 5.6% the same year. On secondary education, repetition and dropout rates

continue to be high: 5.2% and 4.4% respectively (2016).

### *Child protection*

- The existing national child protection system requires an improved coordination. Structures are in place from local to national level, and mechanisms of information sharing between provide services have been established, but interventions still scattered and reporting problematic;
- Violence against children persists despite numerous measures to curb it. From the VACYS report, 37% and 60% of females & males experienced physical violence before the age of 18; 12% of females and 17% of males experienced emotional violence while 24% and 10% of females and males respectively experienced sexual violence before the age of 18. In 2017, 17 000 cases of teenage pregnancy were reported, and OVCs and children with disabilities are being most exposed to sexual abuse and exploitation.
- Hundreds of thousand of children are still involved in the worst forms of labour (222,918) despite a hostile policy and legal framework.

### **Justice**

Rwanda has put in place mechanisms to ensure child friendly justice system, including The Justice for Children Policy, and the Legal Aid Policy. However, access to justice is still hampered by a number of issues, including:

- Lack of specialized GBV & children issues Judges and prosecutors;
- Limited access to training for caregivers on standards of care for children reintegrated into their community after serving their sentences.

### *Participation*

Except a successful organisation of the National Children Summit, other areas of child participation are yet to be strengthened. A number of previous ICRP Strategic Plan targets have not been met:

- Children centres (expected to be equipped with a library, playground and spaces for holding meetings) planned for in each district either do not exist or ill-equipped;
- Challenges related to the consideration of children voice in community and family are still a reality. A two-ways communication between parents and child is rare;
- Children's forums are not operational on daily basis, except in preparation of the national summit and elections;
- Children are not consulted during local planning processes (Imihigo...).

This strategic Plan (2019-2024) for the ICRP is a response to the above-highlighted issues. It aims at addressing them for further realisation of children's rights in Rwanda. In this regard, the plan is a statement of NCC priority actions to ensure child rights mainstreaming in a five-year period (2019-2024) is effectively respected across all

sectors and the community-based child protection system is consolidated. It provides a framework for implementation, monitoring and evaluation to strengthen existing and establish new effective child protection system.

As a national institution entrusted with the responsibility to enhance the child protection and rights promotion in Rwanda, NCC envisages to use this Plan to improve joint planning, coordination of and reporting about interventions meant to contribute to the realisation of children's rights. The 2019-2014 Strategic Plan for ICRP contributes to the creation of an environment in which "child's development, survival, protection and participation are ensured through a well-coordinated and multi sectoral approach where the welfare and dignity of children are ensured to reach their full potential and their responsibilities". The Plan is specifically meant to achieve the following strategic objective:

- To ensure recognition of the identity of every child in Rwanda, through birth registration, such that it informs protection, care and basic services for the children.
- To Promote quality child care and protection family-based system and strengthen the role of the community in alternative care
- To ensure universal access to quality Health, Nutrition, living standards and ECD interventions to children from pregnancy to adolescence
- Ensure access to quality education for all children, in particular orphans and vulnerable children (OVCs) with special needs, through local, innovative and inclusive approaches
- To improve access to justice for children through strengthened and comprehensive juvenile justice framework covering children in conflict or in contact with the law
- To improve prevention, response and restoration mechanisms against abuse, exploitation and violence against children through a strengthened and comprehensive Child Protection System.
- To empower children to express their opinions in all matters affecting them and create an environment that improves children participation and influence.
- To enhance the capacity of NCC for effective coordination, monitoring of child rights mainstreaming and protection.

While addressing the seven key areas of the child's rights, the strategy is further aligned to national and international development agenda, including the National Strategy for Transformation and the Sustainable Development Goals (SDGs). To adequately implement the strategic objectives enlisted above, NCC seeks to employ broad based strategies of strengthening child protection system fostering inclusive partnership, promoting research on child protection and enhancing resource mobilization for the effective implementation of this strategic plan and Staff, organizational and institutional capacities will be enhanced to deliver to the implementation of the set strategic objectives.

The total budget of the ICRP Strategic Plan is 126,125,262,000 Frw. The Plan's implementation arrangement shall involves six line ministries namely; MIGEPROF, MINEDUC, MoH, MINIJUST, MINALOC and MIFOTRA. In addition to NCC that will play a coordination role, the implementation of the Plan shall involve local governments and different government agencies such, NWC, NECDP, REB, NYC, NRS, NCPD, as well as development partners and CSOs.

## **1. INTRODUCTION**

### **1.1 Background**

In 2011, the Ministry of Gender and Family Promotion (MIGEPROF) and its stakeholders adopted the ICRP and its accompanying Strategic Plan (December 2011- December 2016) to ensure the implementation of interventions related to 7 thematic areas of children's rights as enlisted in the UN Convention on the Rights of the Child (UN CRC). The ICRP Strategic Plan ended in December 2016.

The NCC was established in 2011 by the Law N° 22/2011 of 28/6/2011 as a specialised independent organ with the responsibility to coordinate and oversee all national efforts aimed at implementing the ICRP and its Strategic Plan. With the support of UNICEF and in collaboration with other stakeholders, NCC has completed the evaluation of the ICRP Strategic Plan 2011-2016. Building on the results of the evaluation, NCC has developed a new Strategic Plan for the period from 2019 to 2024.

### **1.2 Purpose**

This Strategic Plan for the ICRP in Rwanda (2019-2024) is the second generation of its kind developed to guide the interventions needed to implement the ICRP. The five years plan addresses 7 thematic areas of children's rights as listed in the ICRP: Identity and Nationality; Family and Alternative Care; Health, Survival and Standard of Living; Education; Protection; Justice; and Participation. The Second ICRP Strategic Plan will also enable NCC to better coordinate and oversee the implementation of the ICRP.

This Strategic Plan is aligned with the National Strategy for Transformation (NST 1), Sustainable Development Goals (SDGs) especially from 1 to 6 and 16, the Africa Union Agenda 2063 and its First 10-Year Implementation Plan 2014-2023 dedicated to the building of an integrated, prosperous and peaceful Africa and the Regional Framework for Strengthening Child Protection Systems in the East African Community put in place in 2016.

### **1.3 Methodology**

This Sector Strategic Plan (2019-2024) for the Integrated Child Rights Policy (ICRP) has been developed through a collaborative stakeholder engagement process. It builds on the concluded Strategic Plan 2011-2016. The ICRP-SP was developed through formal and informal discussions with all stakeholders involved in child rights protection and promotion from government Ministries and Agencies, development partners, civil society organisations and local government.

A consultative workshop was organised on 9<sup>th</sup> and 10<sup>th</sup> October 2018 for key stakeholders to identify gaps and challenges, conduct SWOT analysis, undertake identification of priorities and targets leading to the formulation of strategic objectives, outcomes, outputs, indicators and key actions. A Technical Reference Group facilitated the Strategic Plan elaboration on behalf of MIGEPROF, NCC and UNICEF. Regular consultation meetings ensured the quality of the document. The validation process was organised and included presentation and discussion of the ICRP SP in NCC Senior Management Meeting on 22/11/2018, Board of Commissioners held on 6/12/2018 and the Advisory Council Meeting held on 18/12/2018.

## **2. CONTEXT OF THE ICRP STRATEGIC PLAN 2019-2024**

This Strategic Plan is developed in the context of several changes that have occurred during the implementation of the previous Strategic Plan. This chapter presents the policy, legal and institutional framework that supported the implementation of ICPR Strategic Plan. At the end, a rationale is presented to justify the development of this Strategic Plan. The Chapter also reviews the achievements during the previous Plan period, key gaps and challenges that were encountered and lessons that were learnt during implementation.

### **2.1 Overview of the ICRP Strategic Plan 2011-2016 implementation**

Since 2011, in collaboration with concerned Government Ministries and Agencies, development partners, civil Society Organization and local government the National Commission for Children on a permanent basis has been implementing child related interventions. The final evaluation of the ICRP Strategic Plan (2011-2016) confirmed significant achievements in promoting child rights. This section summarizes the achievements and NCC's contribution towards positioning mainstreaming of child rights across sectors.

#### **2.1.1 Key achievements of the ICRP Strategic Plan 2011-2016**

Over the last five years (2011-2016), the implementation of the ICRP Strategic Plan registered significant accomplishments in promoting child rights protection across all sectors.

Under the first ICRP Strategic period, birth registration has satisfactorily increased from the 82% baseline value to 88.7% against the targeted 100%. Alternative care has particularly attracted the attention of NCC. Through the Tubarerere Mu Muryango (TMM) Programme, 2,388 children out of a targeted 3,323 (about 72% of the target) have been placed in families from institutions during the period of the ICRP strategic plan 2011-2016. The programme catalysed and also benefited from a skilled workforce of 68 social workers and psychologists in addition to a cadre of 29,674 Inshuti z'Umuryango (Child and Family Protection volunteers) identified in 2015, who together, make up a significant portion of the child protection system in Rwanda today.

With regard to health, survival and standards of living, significant progress has been achieved. Existing reports show that 99% of children under five are immunised and that 84% of households are covered with a health insurance scheme, the mutuelle de santé (MUSA). However, nutritional status of children, particularly those from poor settings is still a serious issue. Efforts to address malnutrition are under way, including the introduction of ECD centers coupled with perennial community sensitisation on child nutrition.

Education has experienced good achievements, particularly at the primary level. Net enrolment has drastically increased as a result of sustained reforms and pro-poor policies reaching 97.3 % for boys and 98% for girls. These impressive gains in access at the primary level need to be matched by similar increases in access at the pre-primary level, which presently stands at only 23.7 gross enrolment rates, and significant improvements in quality and efficiency throughout the system. Also enrolment among children with disability need to be increased from its current 70% level.

In relation to child protection, an impressive legal, policy and institutional framework has been established. Child protection systems including community structures to improve protection of children from abuse and other forms of exploitation are increasingly becoming effective. But violence against children, physical, emotional and sexual, is still a reality in Rwanda.

There are 44 Isange One Stop Centres (IOSC) throughout the country that provide a holistic service to victims of GBV, including free medical, psycho-social and legal services, under the same roof. But some of them are ill-equipped, situated far from homes of victims and the level of citizens' awareness about the existing services is allegedly low.

Initiatives to protect children from worst forms of labour are visible, but there is still a long way to go.

Rwanda has made remarkable progress in promoting justice for children by establishing a system that combines fair, accessible and restorative justice measures to ensure that children in need of legal support and victims of GBV have access to appropriate assistance. The introduction of Maison d'Accès à la Justice (MAJ) or Access to Justice Bureaus greatly contributed towards increasing access to justice for children. Each MAJ office employs three legal service providers, of whom one is specialized in child protection and GBV. Besides, children in conflict with the law receive free of charge legal assistance through the Rwanda Bar Association (RBA) that avails pro bono lawyers to assist the children.

Since 2012 an annual legal aid week is organized to deal with outstanding caseload for children while in court houses special chambers for children exist to ensure legal procedures are occurring in a child-friendly manner. For grave offences by minors, the Nyagatare rehabilitation center allows children to have access to key services that are conducive to a child's development. This includes access to equipped classrooms, vocational training workshops and playgrounds that are separated for boys and girls. A justice for children policy was adopted in 2015.

Since the inception of national children summit, child participation kept improving. Thanks to local children forum committees, consultations are conducted to allow them a space to influence processes and decisions of interest for them. Efforts to involve children with disability were noticed and are highly appreciated by children themselves.

However, children participation in the household decision-making remains low. Most parents reported taking time to engage their children on various aspects of interest. But in many cases, these interactions are generally irregular.

### 3 CURRENT STATUS AND KEY INTERVENTIONS FOR ICRP STRATEGIC PLAN

#### 3.1 Identity and nationality

##### 3.1.1 Situation analysis

**Birth registration:** According to the authoritative source (2014/2015 DHS), birth registration stood at 56% in 2015. However, birth registration has satisfactorily increased since the implementation of Civil Registration and Vital Statistics (CRVS) system in 2016. The Evaluation of the ICRP Strategic Plan 2011-2016 conducted in 2018 shows that the birth registration stands at 88.7% while the Civil Registration Officers estimate that by birth registration is around 90%.

**Birth certificate:** Once a birth is registered, a certificate can be obtained online from Irembo services.

**Children from unknown parents:** The case of children in alternative care and children born outside wedlock such as children of teenagers who don't know their parents or fathers remain a problem and this situation implies that some children still face the issue of identity. The lack of paternity is one of the challenges that handicap the birth registration simply because of not knowing the real parent of the child.

**Other challenges:** It was also observed in relation to birth registration that some parents ignore the importance of birth registration. In addition, the family conflicts hinder the registration.

##### 3.1.2 Proposed key actions

#### **Outcome 1: Children's rights to identity and nationality met**

**Registration of all children:** Register all children at birth and provide young people with identity card. Community mobilization on the importance of timely birth registration and related benefits will be reinforced through intensive awareness raising campaigns and free birth registration at grassroots' levels during birth registration month. Other actions include, capacity building of civil registration officers on Birth registration procedures and process and improve online services.

**Nationality of children from unknown parents:** Review of guidelines related to birth registration and nationality to facilitate the rights to identity and nationality of children born in Rwanda out of wedlock and without recognised parent or with foreign paternity including unaccompanied refugee children.

## 3.2 Family and alternative care

### 3.2.1 Situation analysis

**Children in need of parental care:** Since the launch of TMM programme, 3,151 children out of a targeted 3,323 (about 95% of the target) have been placed in family-based alternative care from children institutions since 2014.

Some children live outside their biological families and the majority of them, live in informal kinship, mainly with relatives or other members of the extended families, while children living in foster care are predominantly abandoned children. Most of the foster families need psychosocial and financial support to cover the basic needs for their children. The current arrangements do not provide a permanent care for children, especially for younger ones and call for exploring more legally binding and permanent options for child care.

**Children with disabilities:** More 4000 children with disabilities are estimated to be in institutional care. National standards for institutional care for children with disabilities are being developed. Limited expertise in de-institutionalization of children with disabilities exists in Rwanda and parents lack skills and capacity to care for children with multiple disabilities. More investment needs to be directed to providing appropriate care to children with disabilities.

**Child headed households:** In relation to child headed households, assistance in terms of orientation, security or survival support, comes from local authorities and NGOs, while families and community members play a little role in assisting children living in child headed households.

**Children of or on street:** Assessment conducted by the NCC in 2012 showed that children of or on street in Kigali were estimated between 6,000-7,000 in 2002.<sup>1</sup> Most of those do not have extended families; or their biological families are not financially able to meet all the children's needs and decide to quit and live on street. The National Rehabilitation Services has been established in 2017 to coordinate all interventions related to prevention and response to delinquency including rehabilitation and reintegration of children of or on street. More efforts are needed for systematic withdrawal of children from street, family reunification and strengthening as well as prevention of family separation.

**Other challenges:** Among the other main challenges facing Rwandan families is the lack of parental care. Most parents or guardians are too busy and give little time to parenting sessions aimed at instilling children with positive cultural values and practices meant to enable them to appropriately fit in the community. It was also noticed increase in domestic violence and spousal conflicts leading to separation and divorces that affect children

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<sup>1</sup> NCC, *The situation of street children in Rwanda: prevalence, causes and remedial measures*, Kigali, 2012.



### 3.2.2 Proposed key actions

**Outcome 2: Improved quality family-based child care and protection system through strengthened role of the community in alternative care**

**Promotion of formal guardianship and domestic adoption for children without parents:** Disseminate the new family law and related guidelines for child care for a wider community mobilization on guardianship and domestic adoption for children in foster families and institutional care. Continue with community sensitization geared at multiplying numbers of caregivers willing and able to foster children and be their legal guardian and those who can adopt children.

**Provide appropriate care to children with disabilities:** Finalize and disseminate the national standards for institutional care for children with disabilities. Build the national expertise on de institutionalization of care of children with disabilities and place children with disabilities in family and community -based care. Conduct interventions able to bring positive changes in social norms and behaviors that result in acceptance and inclusion of children with disabilities as well as improved child care practices. Invest into disability inclusion by building capacities of social service providers and families to care for children with various disabilities and increase attention to sensitization efforts aimed at eliminating stigma and discrimination against children from childcare institutions and children with disabilities

**Provide psychosocial and financial support to child headed households and families offering alternative care to children:** Support to develop income generating activities (IGAs), more follow up visits of social workers and psychologists to families, continuous Psychosocial and financial support to children living in headed households.

**Withdraw and family reunification for children of or on street:** Build the capacity of social workforce involved in children withdrawal, rehabilitation and reunification. Develop the national standards for the rehabilitation centers for both girls and boys and improve the conditions for the existing centers. Provide psychosocial and financial support to vulnerable families receiving children from street to prevent further family separation.

**Provide positive parenting:** Conduct knowledge attitude and practices survey on positive parenting and provide parents with parenting skills through training and awareness campaigns.

## 3.3 Survival, health and standards of living

### 3.3.1 Situation analysis

**Adolescent Sexual & Reproductive Health and Rights (ASRHR):** Sexual and reproductive health (SRH) has been integrated in the curriculum at school and education messages related to SRHR are transmitted through media and campaigns awareness but there still challenges showing gaps on comprehensive knowledge, attitudes and practices on Adolescent Sexual & Reproductive Health and Rights ASRHR among youth as shown by these statistics<sup>2</sup>:

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<sup>2</sup> DHS; (2015)

- 7% of adolescent women age 15-19 are already mothers or pregnant with their first child and among them 0.2% are mothers with more than one child;
- 35% of married women age 15-19 use any contraception method
- 10 and 2% of young women and men age 15-19 who had sexual intercourse, had sex with someone 10 or more years older than they were.
- 62 and 60% of young women and men respectively for those age 15-19 have a comprehensive HIV/AIDS knowledge
- 6.8 and 13.4% of young women and men respectively who had sex intercourse aged 15-19 had sexual intercourse before age 15, while 23.6 and 28.7 percent aged 18-19 had sexual intercourse before age 18
- 52.3 and 66.7% of young women and men respectively who had sexual intercourse used condoms;
- 26.5% of young men with age 15-19 have been circumcised;
- 0.9 and 0.6% of young women and women with age 15-19 are HIV positive

**ISANGE One Stop Centres (IOSCs) services:** The IOSCs are aimed at providing psychosocial, medical, police and legal services to adult and child victims of gender based violence and child abuse occurring in the family or in the community at large. Currently, forty-four (44) District Hospitals have operational One Stop Centres. However, despite tremendous improvements especially on infrastructural setup and rehabilitation, equipment supply and training of personnel, there still challenges including<sup>3</sup>.

- Lack of harmonized reporting mechanisms in all IOSCs; the GBV officers report to MINISANTE and JPOs to RNP and this can affect quick information sharing and timely interventions.
- Limited coordination and low collaboration with different stakeholders including the districts and other GBV interveners,
- Insufficient staffing affecting operationalization of IOSCs 24 hours/7 days as required,
- Inadequate legal services due to irregular visits by MAJ officers to support victims at IOSCs,
- Insufficient reintegration and rehabilitation mechanisms to support the victims.
- Limited knowledge of victims on their rights
- Unavailability of enough and clear evidences to support their cases in courts.
- Some of the victims do not seek Isange services due to fear and shame of being identified as SGBV victims or threats from perpetrators.

**Access to safe water and sanitation services and safe environment:** EDPRS II targeted 100% of access to clean water and safe latrines. Available data show progressive level of water access as defined in terms of proximity to improved water source (improved 500m in rural and 200m in urban area). This stands at 47% for rural and 61% urban respectively. Access to improved unshared sanitation facility stands at 64%. With regards to hygiene behaviours, 11% of households have a hand washing place. Only 17% of households possess any rain water harvesting system (EVIC<sub>4</sub> 2013/14).

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<sup>3</sup> GMO (2017); Annual Report 2016-2017

**Early Childhood Development (ECD):** A national ECD programme was established and an ECD Policy and Strategic Plan were developed with the aim of promoting the holistic development of all children in Rwanda through the provision of integrated health, nutritional, early learning and protection services to families and children between 0-6 years of age. Currently, only 10% of children aged of 0-6 years (225,669 out of 2,156,159) have access to Early Childhood Education in Rwanda.

Some ECD centres (120) were established, but most of them are not fulfilling all requirements and minimum standards. Among operational Pre-nursery schools very few are providing the full package of services. The situation of services provided at the end of 2017 is as follow: (1) Positive parenting education program (45.6%); (2) Health and nutrition services (50.0%); (3) Child protection (67.8%); and (4) Early learning and stimulation (93.3%). Indeed, most ECD centres are privately funded and managed. They lack compliance to standards, caregiver training, supervision and monitoring. There is a high rate of teacher absenteeism as many of the teachers are volunteers without regular salaries, depending on the support of parents, communities or private sponsors.

However, in Rwanda the capacity of families to provide the best care to their young children needs to be improved, particularly those from poor and vulnerable families or with disability. Most of parents have not been in school and the traditional parenting system is less promoting positive parenting practices and supporting the physical, emotional, social, and intellectual development of a child. A comprehensive and evidence-based parenting curriculum has been developed which define themes of which parents and other caregivers should be familiar with, and how to provide optimal opportunities for children aged 0-6 years to develop and thrive.

**Malnutrition:** According to CFSVA<sup>4</sup> the rates of chronic malnutrition in Rwanda have fallen significantly in the last recent years but still remain stubbornly high, especially in rural areas where child malnutrition is at 40% compared to 27% in urban areas. The levels of stunting among children under 5 dropped to 36.7 % in 2015, down from 43 % at the time of the last analysis in 2012.

Malnutrition is not only a concern of early childhood, but also for adolescent girl, pregnant and lactating women. Findings from DHS 2014-2015 showed that the rates of prevalence of anemia and thinness among women of reproductive age (15 –49 years) were respectively 19% and 7% while, the prevalence of thinness (BMI less than 18.5 kg/m<sup>2</sup>) among adolescent girls (15 –19 years) was 11%. The impact of poor nutrition on maternal health and survival is indisputable.

### 3.3.2 Proposed key actions

**Outcome 3: Improved Universal access to quality health services, ECD interventions, nutrition, safe water, sanitation services, safe environment and adoption of hygiene practices for children and adolescence**

**Promote Adolescent and youth sexual & reproductive health and rights:** The following strategic actions will be applied: Develop and disseminate age appropriate IEC materials on sexual health and rights, and on reproductive health in schools and

<sup>4</sup> MINAGRI, 2015; Comprehensive Food Security and Vulnerability Analysis (CFSVA)

communities, Construct and equip Youth Friendly centres; Operationalise anti-AIDS clubs at schools (primary and secondary), strengthening capacity of IOSCs through equipment and trainings of workers to increase assistance activities to children victims of SGBV

**Access of children to safe water and sanitation services and safe environment:** establishing hand-washing points with water and soap in all ECD settings, schools, health facilities **and** conducting a comprehensive Assessment of WASH needs,

**Access to quality ECD services:** increase equitable access to integrated ECD services, design ECD National Strategic Plan (NSP) and a Comprehensive M&E Plan (CMEP) as well as developing a National Parenting Strategy.

**Management of malnutrition, preventive and curative health care for children under six years, adolescent girls and women in reproductive age:** activities will be carried out to improve food, nutrition and hygiene educations services and practices in schools and community and enhance social inclusion in ECD services delivery.

### 3.4 Education

#### 3.4.1 Situation analysis

The GoR is committed to increasing investment in the education sector to ensure access to education for all Rwandan children. The table below provides detail of the situation in 2017.

**Table 1: Performance Indicators in education sector**

Indicators	Pre-primary	Primary	Secondary
Gross Enrolment Rate (GER)	24.1	139.6	38.2
Gross Enrolment Rate (NER)	20.6	97.7	34.1
Promotion rate		78	90.4
Repetition rate		16.4	5.2
Drop out rate		5.6	4.4
Adequate infrastructure for disabilities	5.7	18	23.5
# of teachers trained in special need and inclusive education	314	1,492	1,592
% of children with disability enrolled	0.6	0.8	0.9
# of pupils in classrooms	28 to 61	43	33
Teacher ratio	32:1	58:1	
Ratio of pupils to qualified teacher		62:1	69.2
% of schools with improved drinking water	19	45.5	58.5
% of schools with hand washing facilities	24	64.8	70.6
% schools with on grid electricity supply	32.3	55.8	71.2
% of schools with biogas for cooking	0.1	0.2	4.2
% of Schools which participate in school feeding system	11.9	12	
% of Schools which have nutrition garden.	9.9	41	

**Source:** Education Statistical Year book 2017

**Performance on special need education:** Regarding this table, poor performance was observed particularly in special need education. Children with disability enrolled and specialised schools for them are very few at all levels. A study conducted by WHO in 2011, reveals that children with disability enrolled in primary and secondary represent fewer than 1% of the enrolled students, falling far short of the expected percentage in a

population of around 15% having a disability (WHO, 2011). The types of disability listed were: hearing, vision, physical, speaking, and learning.

Indeed, students with disabilities face the following challenges: Lack of enough appropriate infrastructures, mind-set, absence of exact statistics for all children with disabilities and lack of trainings to teachers for children with disabilities.

**Issue of education for children living and/or working on the streets:** there are absence of real statistics of children living and working on the streets, irresponsibility of some local authorities and parents and insufficient facilities in the piloted alternative model in 2 existing facilities.

**Equity:** There are approximately equal numbers of boys and girls attending schools at all levels showing gender parity at these levels. However, that average data may hide pockets of disparity according to location, socio-economic status and other factors. Indeed, values of some indicators mostly when use average mask discrepancies between districts and will vary according to subject and grade level<sup>5</sup>.

**Access and quality of education:** Rwanda has made substantial efforts to improve access to and quality of education. With regard to the nursery education, the Net Enrolment Rate level stood at 20.6% in 2017, which indicates that access continues to be an issue. These rates are still very low compared to the SDG target of 100% by 2030.

On the primary education level, the Net Enrolment Rate (98%) is consistent with previous years. However, Gross Enrolment Rate is still very high at 139.9% compared to the universal target of 100% GER, which pleads for more strategies and plans to ensure the smooth transition of students to secondary level. This will make it possible for over-aged children not to remain in primary. This situation has greatly affected the current status of Rwanda's Human Capital Index (2018 report). While the country is the best in East Africa with regard to child and adult survival and among the best in Africa (5<sup>th</sup> and 4<sup>th</sup> respectively), it is the worst in both expected years of school and quality of schooling (test scores).

Rates of repetition of year of school and drop out continue to be a big challenge. Repetition at the primary level stood at 16.4% in 2016 and dropout rates at 5.6% the same year. On secondary education, repetition and dropout rates continue to be high for this level- at 5.2% and 4.4% respectively (2016). The Ministry of Education is working to address these issues, but success will require a comprehensive approach that implies a close engagement of the family and communities.

There has been in 2016 a shift from the use of knowledge-based learning modalities towards a competency-based curriculum, which represents a major achievement. It has been designed to be responsive to the needs of the learners, society and the labour market. Nevertheless, the quality of education still needs further improvement and more investment is necessary to ensure that children acquire adequate literacy and numeracy skills. Concerns about quality are at all levels. As a consequence, education outcomes do not yet provide the human capital needed to ensure sustainable economic

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<sup>5</sup> MINEDUC, (2018), Education Sector Strategic Plan 2018-2023 cited the study of Laterite (2016), The Assessment of Repetition and Dropout in Basic Education in Rwanda: Final Inception Report and Methodology

and social prosperity. Many children are not adequately acquiring the foundational knowledge and skills required to fully benefit from secondary and further education<sup>6</sup>.

Learning Achievement in Rwandan Schools (LARS) is an assessment of the learning achievements in Rwandan schools. It aimed at providing an overview of the levels of learning in literacy and numeracy. The results of LARS 2014 which was conducted for student in primary schools (P2 and P5) showed 45.3% of P2 students achieved the grade level competency in literacy and 32.9% in numeracy; there was no significant difference at P5 with 44.1% achieving literacy and 38.3% being competent in numeracy. Differences in favour of urban schools (58% for P2 and 68% for P5) over rural schools (44 and 41 for P2 and P5 respectively) were revealed and also in private urban schools over government schools. There were also differences in the over-age group of children who performed better at P2 but fared worse at P5. The challenge of ensuring all students are not only in school but learning clearly needs to be addressed.

**Other challenges:** there are some key outstanding challenges observed that can impede children's right to education at different levels.

**At pre-primary school level,** the challenges include; limited number of trained teachers for pre-primary schools, absence of standards for pre-primary school and limited of awareness among parents to enrol their children in pre-primary schools.

**In primary and secondary school levels,** challenges include; School drop-out, class repetition, insufficient teaching materials, instability in education system, insufficiency of teaching and learning materials (CBC Textbooks), inadequacy of ICT in education, insufficiency in infrastructures that lead to overcrowding in classes which has an impact on good quality of education.

### 3.4.2 Proposed key actions

**Outcome 4: Improved access to quality education for all children, including children with special needs through local, innovative and inclusive approaches**

**Improve access to education for Children with special needs:** To ensuring access to quality education for children with disability, it is recommended to conduct a statistical survey of children with disabilities, conduct awareness campaign to change traditional attitudes which are still a threat to child rights' protection and poor mind set about disability; improve actual infrastructure and equipment and material to meet special needs. It is also recommended to train sufficient number of teachers in inclusive education and increase the number of new schools with inclusive education program.

**Improve access to education for Children living/working in the streets:** update statistics of children living and working on the streets and improve and expand the facilities of existing piloted alternative education model.

**Improve quality of education:** establish literacy and numeracy in the early years, as it is these skills that provide the foundation for all future learning and Develop strong literacy skills and basic concepts in Kinyarwanda which is also an essential pre-requisite for learners to be able to succeed when they transition to English as the language of instruction at P4. These will be accomplished through the professional development of teachers and provision of early years' materials such as standards for

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<sup>6</sup> UNICEF, (2018), Situation Analysis of Children in Rwanda 2017

pre-primary education, standard package of P1-P3 teaching and learning resources to all schools and use of LARS assessment (P3 and P6) tools at district and sector levels.

### 3.5 Protection

#### 3.5.1 Situation analysis

The protection of children from violence, abuse, neglect and exploitation has received particular attention from the Government of Rwanda.

**National Child Protection System to prevent and respond to violence neglect and exploitation:** Child protection social workforce of 68 professional social workers and 29,764 community based child protection volunteers-IZU- was established, operationalized to prevent and respond to cases of violence, neglect and exploitation. Forty-Four Isange One Stop Centers offer holistic services to victims of S/GBV across the country under the overall coordination of the Rwanda Investigation Bureau and the Ministry of Gender and Family Promotion. Child helpline is operational since 2016 to provide an avenue for immediate and urgent contact for children and their families. Efforts to bridge the development-humanitarian divide are underway to strengthen protection of children refugees and those on the move. However, the professionalization of the social workforce is still needed to strengthen the service delivery. Improved coordination among elements of the CP system is required to deliver an integrated case management for the children facing protection issues. More investment is needed to strengthen child protection systems at district and sector level for quality service delivery.

#### Violence against children

**Physical violence:** In Rwanda, corporal punishment is explicitly prohibited by law.<sup>7</sup> However, according to the Violence Against Children and Youth Survey in Rwanda (VACYS), 37% of females and 60% of males aged 18-24 had experienced physical violence before the age of 18. Children experience physical violence as young as 5.<sup>8</sup> Corporal and emotional punishment as means of child disciplining is the most common form of physical violence in homes, schools and communities.

**Sexual violence:** The VACYS report shows that 24% and 10% respectively of females and males aged 18-24 had experienced sexual abuse before the age of 18 while respectively 12% of females and 5% of males aged 13-17 had experienced sexual abuse in the 12 months' prior the survey.<sup>9</sup> Almost half of the girls who were raped before 18 age got pregnant. Teen pregnancy remains a concern with 17000 teenage girls reported to have been pregnant in 2017 alone.<sup>10</sup>

**Emotional violence:** 12% of females and 17% of males aged 18-24 had experienced emotional violence by a parent or caregiver before the age of 18 the VACYS reported.

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<sup>7</sup> Law no 71/2018 of 31/08/2018 relating to the protection of the child

<sup>8</sup> MINISANTE (2017); Violence Against Children and Youth Survey in Rwanda. National survey 2015-2016

<sup>9</sup> MINISANTE (2017); Idem

<sup>10</sup> Rwanda health Management Information System January -December 2017.



**Perpetrators of violence and causes of violence:** The VACYS unfortunately revealed neighbours, parents/ caregivers, relatives, teachers, peers and intimate partners to be the main perpetrators of violence. Sexual, physical and emotional violence occurs in homes, schools, streets and wider communities. The tolerance of violence, acceptance of decision making power imbalance between men and women among young boys and girls and violent methods of child disciplining were found to be among the social norms that fuel violence against children.

**Awareness and accessibility of response services:** Despite the existence of child protection system to provide response services to respond to violence against children, more than half of children victims of violence are not aware of the services. Among those who are aware, only less than half have ever used them to report cases while very few of children sought and gotten services. Children victims don't report because they think that violence is their fault or it is not a problem. However little is known about the quality of services and their level of child friendliness. It is therefore needed to empower girls and boys to be part of end violence plan.

**Online violence against children:** It is an emerging area that pose enormous threat to child protection. Modest steps were made by the GoR including drafting Online child protection policy, Rwanda is member of the WePROTECT Global Alliance to End Online Child Sexual Exploitation. However, the full extent to which the online violence affects children in Rwanda remains unknown and limited if not none measures are in place to prevent and response to this threat.

**Child Labor:** Early 2018, MIFOTRA and Children's Voice Today (CVT) reported that there are 222,918 children workers in Rwanda who are involved in worst forms of child labour. Among them 59,931 (or 41%) are involved in domestic works, 51,200 (or 35.1%) in agriculture sector, 14,181 (9.7%), 4,888 (3.3%) in mining and quarries.<sup>11</sup> Government of Rwanda is committed to eliminate child labour and several initiatives have been implemented such as school feeding, involvement of local authorities and community to monitor attendance at schools and child laborers.

### 3.5.2 Proposed key actions

**Outcome5: Child abuse, neglect, exploitation and violence against children eliminated**

**Strengthening child protection systems to prevent and respond to violence against children:** Strengthen the awareness and capacity of those working directly with children and families to identify and respond appropriately to violence. Strengthen the capacity of child protection frontline workers (including professional social workers, psychologists, healthcare workers, teachers, police officers, Investigators (RIB), prosecutors, police and community-based child protection and health workers) with the

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skills and capacity to prevent and respond to child abuse, through pre- and in-service training. Establish and operationalize district networks for child protection involving all partners intervening in Child Protection with clear coordination mechanisms. Ensure health centres, police stations and RIB stations are safe places for children and adolescents, especially adolescent girls, to report incidents of violence by ensuring confidentiality, and developing and enforcing standard operating procedures based on the principle of 'do no harm'. Establish a real-time data reporting and monitoring systems for immediate response to cases of violence against children. Strengthen the prosecution of perpetrators of violence against children and youth.

**Create safe homes and schools where children are free from violence:** Develop a standardized national parents and caregiver training manual on positive parenting and non-violent methods of child discipline and conduct regular trainings/sensitization with parents, caregivers, community and leaders. Develop a teacher-training package and train teachers both pre- and in-service on non-violent forms of child discipline; end corporal and degrading punishment in schools. Establish safe, confidential reporting systems in schools that enable children to report incidents of violence. This would include evaluating and scaling up the existing girls' safe room programme in primary and secondary schools. Improve reporting and referral mechanisms in schools and health centers, and provide counsellors in schools.

**Challenge cultural and social norms and practices that support violence against children:** Organize and conduct regular community mobilization campaigns aim at changing perceptions of violence in society, challenging harmful practices and promoting social norms that care for and protect children from sexual, physical and emotional violence. Mobilize religious leaders to raise awareness and speak out against all forms of violence against children and youth, and to prevent physical and emotional violence. Empower children and young people in challenging the norms and attitudes that legitimize and accept violence against children. Explore and implement evidence-based strategies that increase the capacity of adolescents and young people to prevent instances of violence, especially different forms of gender-based violence

**Prevent and respond to online violence against children, abuse and exploitation:** Conduct the situation analysis of the online violence against children, abuse and exploitation, develop and implement the action plan based of the findings.

**Prevent and respond to child Labour and exploitation:** Build Capacity of the established steering committees on Child labour from district to village level and conduct awareness campaign on consequence of harmful child labour. Provide educational support and life skills opportunities to children withdrawn from child labour.

## 3.6 Justice

### 3.6.1 Situation analysis

**Limited number of specialized Judges and prosecutors to deal with juvenile cases :** The Government and its partners have established a child-friendly legal service at

district level across the country, known as *Maison d'Accès à la Justice* (MAJ). Each MAJ office employs three legal service providers, of which one is specialized in child protection and gender-based violence. Children in conflict with the law receive free of charge legal assistance through Rwanda Bar Association (RBA) that avails pro bono lawyers to assist the children. Since 2012 an annual Legal Aid Week (LAW) is organized to deal with outstanding caseload for children while in court houses, special chambers in every intermediate court for children exist to ensure legal procedures are occurring in a child-friendly manner and a Justice for Children Policy and accompanying Strategic Plan was adopted by the government in 2015. However, the number of specialised judges and prosecutors to deal with juvenile justice cases is still low.

**Limited access to training for caregivers on standards of care for children reintegrated into their community.** Most of caregivers and parents have limited knowledge on reintegration of children in community after completion of punishment or imprisonment. As a result, children feel abandoned and the risk to fall again in conflict with law is high.

**Lack of alternatives to imprisonment for nursing mothers:** Nursing mothers live in prison with their children. It is against the child rights. There is a need to look for alternatives to imprisonment for nursing mothers.

### 3.6.2 Proposed key actions

**Outcome 6: Children access justice through a comprehensive framework of juvenile justice system**

**Provide specialized skills to justice actors who deal with children:** conduct systematic intensive trainings of RIB officers in charge of investigation, Judges and prosecutors on alternative punishment for minors and nursing women.

**Reintegration of child in conflict with law into the community:** strengthen the follow up mechanism to ensure the appropriate community reintegration of minors who complete their punishment.

**Promote alternatives to imprisonment for nursing mothers** and provide the ECD services in prisons where mother cannot serve non custody punishment.

## 3.7 Child Participation

### 3.7.1 Situation analysis

Rwanda is committed to promote children's participation in decision-making in the government actions, community and family.

**Child participation in government actions:** from lower level, platforms from which children can share their ideas and views were established. At high level, an annual summit is organized in order to have inclusive opinions of all children across the country. The challenges that hamper child participation include: limited consideration of children's needs and ideas in *Imihigo* at all levels and limited involvement of children's forums in development process especially at local level.

**Child participation in family:** sensitization campaigns promoting positive parenting have been organized, where parents are asked to ensure a positive upbringing of their

children and meet their responsibilities. However, some parents emotionally abuse their children to the extent that children feel they can't challenge their parent's ideas and feel useless in their respective family).

**Child participation in Community:** at community level, the Government of Rwanda had committed through the ICRP-SP 2011-2016 to establish children centres in each district, equipped with library, playground and spaces for holding meetings, however, the target was not met. Child participation is still characterized by fragmented and short-lived initiatives where children can have their voice heard but these are limited in scope and their impact is equally not well documented. While there might be varied forms of child participation at the community and family level, these are not well documented implying that there is need for more research in this area.

**Risk of exclusion of girl child and children with disabilities:** The issue of power relations between adults and children in all settings remains a key barrier to the meaningful participation of children. Moreover, the girl child and children with disabilities are particularly vulnerable to exclusion and often denied their rights including the right to education. Although there are formally established structures within local governance structures and platforms in the community that deliberate on issues of children, but children are hardly accorded the opportunity to share their views and no provisions are made to facilitate child representation on these structures.

### 3.7.2 Proposed key actions

**Outcome 7: All Children's issues are integrated in local and national governance structures**

**Mainstreaming child participation:** It is important to empower children to express their opinions in all matters affecting them and create an environment that improves children's participation and influence in national development. It will enable all children's issues to be visible in local and national governance structures, legislation, policies, budgets, services, statistics programs and decision-making processes. Concretely, it is planned to conduct national audit and other research and surveys on child participation, operationalise children' forums at local level and document best practices on child participation. It is also recommended to organise training local leaders and children's forum members on child participation.

**Enhance Child participation:** planned actions on child participation an the family and community, include conducting and organizing regularly community awareness on Child participation, organizing consultative meetings with the local leaders at district, sector, cell and village level and developing the guidelines for child participation in family, community and the government. A centre for children equipped with library, playground and space for holding meetings will be established at district level.

## 3.8 Coordination and monitoring of child rights mainstreaming and protection

### 3.8.1 Situation analysis

**Inadequate coordination of the ICRP Strategic Plan implementation:** Coordination has remained a big challenge. Given ICRPSP's cross-cutting nature, inadequate coordination has affected the process of the implementation of the plan and therefore interventions remain scattered. There was no joint planning between various

government agencies working to achieve the rights of the child. Consequently, each ministry or agency has concentrated on its mandate without sharing experiences with or learning from others. Additionally, tracking the budget invested in children's rights is very difficult because activities relevant to various rights of the child were planned in isolation. There is no active forum that brings together various government departments contributing to the realisation of children's rights.

**Understaffing and deviation of NCC mandate:** The National Commission for Children has only 8 technical staff including 5 for protection and promotion and 3 for adoption under one technical unit headed by the Director of Protection, Promotion of children 's rights and Adoption. They are overload and this situation does not allow simultaneous implementation and coordination.

Besides, during the implementation of ICRP Strategic Plan 2011-2016, NCC acted as an implementing Agency, deviating from its core mandate of being an oversight and monitoring office to ensure mainstreaming of children's rights across interventions of various institutions and at all levels. Moreover, implementation proved very challenging due to limited staff.

**Inexistence of a specific sector or sub -sector for Gender, Family Promotion and Child Rights:** The line Ministry for NCC (MIGEPROF) itself needs to have a strong platform for advocacy. Belonging to Social Cluster is not enough. Social cluster is very wide. It is a political organ that decides on policies, laws, strategies and programmes. In addition, the Social Protection Sector does not reflect adequately the responsibilities of MIGEPROF-Gender and Family Promotion.

**Need for effective involvement by the Advisory Council and the Board of Commissioners:** According to article 14 of the Law n°22/2011 of 28/06/2011 establishing the NCC and determining its Mission, Organisation and Functioning, the Advisory Council is a national organ in charge of advising on the guidelines of the Commission. This organ was established by a Presidential Decree to serve as a strategic sphere for NCC. It is convened once in a year by MIGEPROF and usually attended by Permanent Secretaries of Ministries and Director General (DGs) or Executive Secretaries (ES) of relevant Agencies. Civil Society Organisations also attend this meeting. However, the evaluation noted a feeling of dissatisfaction with regard to the effectiveness of the Council.

Similarly, the Board of Commissioners needs strong support of the line Ministry and the guidance of the Advisory Council. For example, the Board of Commissioners did not take the initiative to create ad hoc committees to review specific issues. This would have assisted the Commission in smooth running of the ICRP Strategic Plan implementation.

### 3.8.2 Proposed key actions

**Coordination:** for better implementation of the new Strategic Plan 2019-2024, the Commission should leave implementation to mandated institutions at central and local government and deal with coordination, support, monitoring and mainstreaming children's rights in policies, laws, programmes and budgets. NCC should be provided with enough staff and other needed resources to allow it to properly function and abide with its mission for oversight, and monitoring compliance as provided for by law. NCC capacities should be strengthened at institutional, organizational and individual level

and establish a network of all actors involved in child right protection at sector and district levels.

**Child rights mainstreaming:** there should be a specific Sector or at least a sub-sector on **Gender, family and child rights promotion** recognised and provided for in the national budget. This would allow the real functioning of the current child's rights sub-cluster to become a permanent Working thematic group where joint planning and joint review would happen. Other planned actions include advocacy for child right mainstreaming, conduct survey on child rights protection and abuse and conduct regular assessment of effectiveness of community based mechanisms (Umugoroba w'ababyeyi,...).

To be more effective, the Advisory Council annual meeting needs to be well prepared to facilitate advocacy of children issues. And for this to happen, it would be useful to amend the Presidential Decree and create specific commissions dealing with the seven (7) respective thematic areas of the ICRP Strategic plan that would support NCC in data collection and reporting on all thematic areas. Critical issues, gaps, particular concerns on children would be tackled in the thematic reports then consolidated and presented to the Advisory Council annual meeting for decision and guidance.

**Monitoring and information management:** children issues are less documented and to facilitate advocacy and mainstreaming, NCC should avail all needed data and store on a computerised system. For that purpose, an Information Management System will be designed and operationalised, thematic researches conducted and quality reports on child rights to international bodies produced on time.

## 4. STRATEGIC FRAMEWORK

This Chapter presents the Strategic Framework which will guide the actual implementation of the Strategic Plan. Key influencing factors are identified in the SWOT analysis. The focus and direction are set out in the Vision and Mission. The corporate identity is spelt out in the Core Values while the Results chain that contains the focus areas for implementation is also outlined. Finally, the Strategic Objectives, outcomes, outputs and activities are presented in the logical framework for accountability during implementation.

### 4.1 SWOT Analysis

The level of success of this ICRP Strategic Plan will depend to a great extent on the NCC's operational environment. This will include both the internal and external environments which will have impacts on the activities, projects and programmes spelt in the Plan. An assessment of the NCC's Strengths, Weaknesses, Opportunities and Threats (SWOT) has been carried out to establish those factors that are most likely to influence the implementation of the Plan.

**Table 2: SWOT Analysis**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Conducive policy, legal and institutional framework from the central to the local level</li> <li>• Skilled and competent workforce</li> <li>• Critical mass of community based knowledgeable volunteers (IZU and CHW)</li> <li>• Committed partners and key stakeholders</li> <li>• Tubarere Mu Muryango(TMM)</li> <li>• Committed regular budget</li> <li>• Best practices in favour of children's rights (Children National Summit, celebration of International Children Days)</li> <li>• Well defined roles and responsibilities of partners</li> <li>• Available beneficial child rights protection services</li> <li>• M&amp;E systems between GoR institutions and its partners built on Results Based Management</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient implementation of policies and laws</li> <li>• Understaffing of NCC</li> <li>• Limited capacity to address issues of children with special needs</li> <li>• Inadequate M &amp; E framework system and reporting;</li> <li>• Inadequate comprehensive disaggregated data for all categories of children</li> <li>• Inadequate resources</li> <li>• Limited appropriate incentives</li> <li>• Limited impact on direct beneficiaries</li> <li>• Limited dissemination and advocacy;</li> <li>• Lack of coordination and conflict of interest among stakeholders' ultimate goals and targets</li> <li>• Limited available child rights protection services and not beneficial to all target beneficiaries</li> <li>• Dependence on donors / on foreign resources (e.g. financial and knowledge);</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Strong political will</li> <li>• Mainstreaming of children issues in district, sector and cell's performance contracts (Imihigo)</li> <li>• Existence of functional relevant community structures and platform such Community Health Workers (CHWs), IZU, Umugoroba w'Ababyeyi, Malayika Murinzi...</li> </ul>	<ul style="list-style-type: none"> <li>• Household poverty</li> <li>• Limiting beliefs, values and attitudes</li> <li>• Social and family values loosening</li> <li>• Insufficient positive parenting practices</li> <li>• Persistence of violence against children</li> <li>• Negative role of social media and other technologies</li> <li>• Persistent negative impact of the</li> </ul>

<ul style="list-style-type: none"> <li>• Decentralised services for the promotion of children’s rights (registration, MAJ, NCPD...)</li> <li>• National legal aid week (focus on children)</li> <li>• Free and Compulsory 9Y basic education</li> <li>• Existence of pro-poor social protection programmes</li> <li>• Child rights’ protection well embraced in Rwandan collective and humanistic values</li> <li>• Available ICT innovations to speed sharing information and knowledge on child protection</li> <li>• Committed regular budget.</li> </ul>	<p>consequences of the genocide against the Tutsi</p> <ul style="list-style-type: none"> <li>• Inappropriate information and knowledge on child rights</li> <li>• Imbalance between population growth and economic growth;</li> <li>• Misallocation of stakeholders/Partners working in Child Protection domain;</li> </ul>
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## 4.2 Mission, Vision, Theory of change, Principles, Core values and Objectives

### 4.2.1 Mission

Promote and ensure child rights protection to achieve children’s quality education, health and survival, affordable justice and full participation in national development process.

### 4.2.2 Vision

All children enjoying their rights on an equal basis and empowered to be worthy and patriotic citizens

### 4.2.3 Theory of change

Children have rights but in reality are not always respected, protected and fulfilled. Children also experience difficulties in claiming and asserting their rights equally. Although there have been a number of important constitutional and institutional reforms, children’s rights are still not fully enjoyed in Rwanda. Decision-makers, service providers and parents routinely make decisions that affect children without considering their rights and many children experience high levels of inequality and discrimination especially children with disability.

The ICRP Strategic Plan 2019-2024 provides the Theory of Change (ToC) to illustrate how the expected results will be achieved given the initial context and through the planned activities. The proposed theory of change for the ICRP Strategic Plan is the following:

“The results for children will be achieved through a combination of multi-sectoral interventions, aiming at ensuring children’s rights to identity and nationality, health, education, protection and development through the provision of quality services and strengthened institutions and systems for children”.

### 4.2.4 Principles

The ICRP Strategic Plan will be guided by the ICRP guiding principles

**1. Every child matters.** Every child in Rwanda and every Rwandan child is important to the Government and the people of Rwanda. ICRP Strategic Plan’s interventions will benefit to all children in and of Rwanda, without discrimination of any kind.

**2. Children are priority.** Every action by Government and non-Government parties that affects children will be preceded and guided by an assessment of its impact on children and advance their best interests.

**3. Children deserve the best.** Every child will be supported to achieve the highest attainable levels of survival, protection and development.

**4. Children can and should participate.** Children have opinions and are capable of understanding and participating in matters directly and indirectly affecting them.

**5. Abuse, exploitation and violence against children are intolerable.** Children will be protected from abuse, exploitation and violence in home environments, in schools, in communities and all other places.

**6. Government and duty bearers are accountable.** All duty bearers government, parents, guardians, communities, law enforcers, teachers, service providers, etc – are accountable for protecting and promoting children’s rights.

**7. Prevention.** Advocate for justice and mitigating all possible avenues that are likely to drive in child rights abuse

#### 4.2.5 Core values

In furtherance of the mission, the ICRP Strategic Plan will be guided by the following core values:

- **Children first:** Commitment to serve in the best interest of the child;
- **Professionalism:** Commitment to exercising competency, skills, knowledge and ethical behaviour in service delivery.
- **Integrity, transparency and accountability:** Commitment to promoting openness and reliability.
- **Child-friendly environments:** Commitment to adapting working approaches to the age and evolving capacities of children.
- **Inclusiveness:** Commitment to promote equity and equality in all its programmes

#### 4.2.6 Overall Objective

The global objective of the ICRP Strategic Plan during the period of 2017-22 is:

*To ensure children's rights to survival, protection and development through improved access to quality services and strengthened institutions and systems.*

#### **Specific objectives**

1. To ensure recognition of the identity of every child in Rwanda, through birth registration, such that it informs protection, care and basic services for the children.
2. To Promote quality child care and protection family-based system and strengthen the role of the community in alternative care
3. To ensure universal access to quality Health, Nutrition, living standards and ECD interventions to children from pregnancy to adolescence



4. Ensure access to quality education for all children, in particular orphans and vulnerable children (OVCs) with special needs, through local, innovative and inclusive approaches
5. To improve prevention, response and restoration mechanisms against abuse, exploitation and violence against children through a strengthened and comprehensive Child Protection System.
6. To improve access to justice for children through strengthened and comprehensive juvenile justice framework covering children in conflict or in contact with the law
7. To empower children to express their opinions in all matters affecting them and create an environment that improve children participation and influence
8. To enhance the capacity of NCC for effective monitoring of child rights mainstreaming and protection

### **4.3 Logical Framework**

In order to achieve the anticipated results of the ICRP Strategic Plan 2019-2024, the following detailed logical framework was developed and structured in line with the nine strategic outcomes. Each strategic outcome has its corresponding outputs, specific baseline and targets, activities as well as measurable indicators that will help to track the implementation progress along the five years.

Table 3: Logical framework

Outcome 1: Children's rights to identity and nationality met												
Outputs/Activities	Indicators	Baseline	Target	Means of verification	Responsibilities	1	2	3	4	5	Budget (Frw)	
<b>Output 1 : Identity of every child in Rwanda ensured through birth registration</b>												<b>237,502,272</b>
	% of children registered	N/A	100%	NISR report								
<b>Act 11:</b> Organise birth registration month/campaigns at grassroots level	# of campaign conducted	Once a year	Twice a year	Campaign reports	MINALOC (lead), District, NISR						149,760,000	
<b>Act 12:</b> Train civil registration officers	% of civil registration officers trained	N/A	100%	Training reports	NCC (lead), NISR, MINALOC						53,182,272	
<b>Act 13:</b> Review of registration procedures and process to facilitate registration of children with non recognised parent(s)	Available registration procedures and process	0	1 doc	Guideline document	MIGEPROF (lead) MINALOC /NCC						34,560,000	
<b>Output 2: Nationality of Children born in Rwanda from unknown parents/abandoned and unaccompanied refugee ensured</b>												<b>96,480,000</b>
	% of children who got Rwandan nationality	N/A	100%	MINALOC reports								
<b>Act 21:</b> Identify and register children born from unknown parents, abandoned and unaccompanied refugee who do not have nationality	% of children identified	N/A	100%	MINALOC reports	MINALOC (lead) MIGEPROF, NCC, NIDA, MINEM						96,480,000	
	% of children registered	N/A	100%	MINALOC reports	MINALOC (lead) MIGEPROF, NCC, NIDA, MINEM							
<b>Total budget</b>												<b>333,982,272</b>

Outcome 2: Improved quality family-based child care and protection system through strengthened role of the community in alternative care											
Outputs /Activities	Indicators	Baseline	Target	Means of verification	Responsibilities	1	2	3	4	5	Budget (Frw)
<b>Output 1: Guardianship or adoption of children without parents ensured</b>											<b>945,504,000</b>
	# of children without parents living in institutions and abandoned placed into families-based care	2,388		District /NCC monitoring report							
	# of children without parents living in informal alternative care (kinship/ foster care) moved to formal guardianship and adoption	N/A		District /NCC monitoring report							
<b>Act11:</b> Facilitate placement of children, including children with disabilities from institutions into family based care	# of new caregivers willing and able to guard or adopt children	N/A		District /NCC monitoring report	NCC (lead) MIGEPROF						255,720,000
	# of children (disaggregated by age sex, disability) placed in family based care.	N/A		District /NCC monitoring report	NCC (lead) MIGEPROF						
	# of social service providers and child protection social workforce trained on family based care for children with disability	N/A		District /NCC monitoring report	NCC (lead) MIGEPROF						
	# of families able to adequately take care of children with disability	N/A		District /NCC monitoring report	NCC (lead) MIGEPROF						
<b>Act12:</b> Facilitate reintegration of street children in their respective families or alternative care families	# of street children reintegrated into their families	N/A		NCC, NRS/ District monitoring report	NRS (lead) MIGEPROF, NCC						164,280,000
	# of street children placed into alternative care families	N/A		NCC, NRS/ District monitoring report	NRS (lead) MIGEPROF, NCC NWC						
<b>Act13:</b> Conduct comprehensive assessment for the identification of children in informal alternative care	# of children identified in informal alternative care	N/A		NCC/ District monitoring report	NCC (lead) MIGEPROF, Districts						259,584,000
	# of children moved to formal guardianship and adoption	N/A		NCC/ District monitoring report	NCC (lead) MIGEPROF, Districts						
<b>Output 2: Vulnerable families offering alternative care to children and child headed households (HHH) provided with social support</b>											<b>914,160,000</b>
	# of families benefited with financial support (IGAs, loan, grant, public works)	N/A	790								
	% of vulnerable children living in Child Headed Households and alternative care families receiving Psychosocial support	N/A	50%								
<b>Act21:</b> Establish mechanism for financial support to	Mechanism to support Vulnerable	N/A	Mecha	Mechanism	MIGEPROF (lead)						194,160,000

<b>Outcome 2: Improved quality family-based child care and protection system through strengthened role of the community in alternative care</b>											
Vulnerable families with a child under Alternative care and child HHHs	families with a child under Alternative care and child HHHs operational		nism functioning	available	MINALOC /NCC						
<b>Act22:</b> Operationalise Psychosocial services at District' level for post placement follow up of children in alternative care	# of districts with Social Workers and Psychologist	SW: 15 Psych: 15	SW: 30 Psych: 30	NCC/ District monitoring report	NCC (lead) MIGEPROF/ MINALOC						720,000,000
	# of families visited by a social worker or psychologist	N/A		District report	NCC (lead) MINALOC/ MIGEPROF/						
	# of children in need followed up by a social worker or psychologist	N/A		District report	NCC (Lead) MINALOC/ MIGEPROF						
<b>Output 2: Parents have skills on positive discipline and positive parenting</b>											<b>267,004,800</b>
	% of parents and children that declared improvement on parenting practices	N/A	50%	ICRP-SP evaluation report							
<b>Act21:</b> Conduct a KAP survey on positive parenting	Survey conducted and findings disseminated	0	1 report	Survey report	MIGEPROF (Lead) NCC, NWC, District						70,320,000
<b>Act22:</b> conduct awareness campaign on positive parenting skills session in the community	# of women and men participated in parenting skills session	N/A		Training report	MIGEPROF (Lead) NCC, NWC, District						196,684,800
<b>Total budget</b>											<b>2,081,668,800</b>

Outcome 3: Improved universal access to quality health services, ECD interventions, nutrition, safe water, sanitation services, safe environment and adoption of hygiene practices for children and adolescence												
Outputs/ Activities	Indicators	Baseline	Target	Means of verification	Responsibilities	1	2	3	4	5	Budget (Frw)	
<b>Output 1: Adolescent and youth Sexual &amp; Reproductive Health and Rights (ASRHR) promoted</b>											<b>3,698,172,000</b>	
	% of teenage and young adult (10–18 year of age) with comprehensive knowledge about SRHR			Survey report								
	% of Teenage who has begun childbearing (aged 10–18) that were unplanned	7%		DHS reports								
<b>Act11:</b> Distribute per age IEC material on SRHR	# of IEC materials on sexual health and rights, and on reproductive health in schools and communities disseminated	N/A	primary and 9YBE, (IZU)	Availability of IEC materials	MINISANTE (lead) MIGEPROF/ NCC						1,076,340,000	
<b>Act12:</b> Establish and operationalise Youth Friendly Centre in each district	# of equipped and operational Youth Friendly centres (YFCs)	N/A	30 (district)	District and NCC report	MINIYOUTH (lead)/ MINISANTE/ MIGEPROF						1,219,320,000	
<b>Act13:</b> Operationalise anti-AIDS clubs in schools	% of Anti-AIDS Clubs operational in primary and secondary schools	N/A	100%	District and NCC monitoring report	MINEDUC (lead) MINISANTE/ MIGEPROF						934,560,000	
<b>Act14:</b> Support rehabilitation of child sexual victims	# of IOSCs supported (with equipment and staff) offering full package of intervention to SGBV victims	44	44	District and NCC monitoring report	MINISANTE (lead)/ MIGEPROF/ DISTRICT, RIB						422,400,000	
	# of IOSCs workers trained who understand inclusive needs of the victims of GBV	N/A	All	MIGEPROF report	MIGEPROF (lead) / MINISANTE/ DISTRICT							
<b>Act15:</b> Conduct satisfaction survey on IOSC services	% of children/ youth victim of SGBV who reported receiving better services on SRH from IOSCs	N/A	70%	Survey report	MIGEPROF (lead) / MINISANTE DISTRICT, RIB						45,552,000	
<b>Output 2: Access to safe water and sanitation services and safe environment ensured for children mostly OVCs and adolescents</b>											<b>3,698,172,000</b>	
	% of HHs with access to clean water	Rural:47% Urban: 61%	100%	MININFRA reports								
	% of HHs with access to improved unshared sanitation facility	Rural:67% Urban: 47%	100%	MININFRA reports								
<b>Act21:</b> Establish handwashing facilities in public places	% of ECD settings, schools, health facilities with hand-washing points with water and soap	N/A	100%	MINEDUC and MINISANTE reports	MINEDUC/ MINISANTE/ DISTRICT (lead)						3,021,120,000	
<b>Act22:</b> Conduct WASH assessment needs	WASH Assessment needs conducted and disseminated	N/A	report available	Availability of Wash assessment report	MINISANTE (lead) MIGEPROF/ / DISTRICT						36,960,000	
<b>Output 3: Access to quality and integrated ECD services increased</b>											<b>29,602,800,000</b>	
	% of children under six years accessing ECD settings disaggregated by age, gender	10%	50%	NECDP report								

Outcome 3: Improved universal access to quality health services, ECD interventions, nutrition, safe water, sanitation services, safe environment and adoption of hygiene practices for children and adolescence												
Outputs/ Activities	Indicators	Baseline	Target	Means of verification	Responsibilities	1	2	3	4	5	Budget (Frw)	
	and disability											
	% of ECD settings offering full package	10%	50%	NECDP report								
<b>Act31:</b> Establish new ECD centres	# of ECD settings increased	4,139	4,239	NECDP report	NECDP (lead) MIGEPROF/ MINISANTE/ MINEDUC						29,490,960,000	
	% of ECD caregivers trained	N/A	90%	NECDP report								
<b>Act32:</b> Design ECD Strategic Plan and M&E Plan (CMEP) with Direct Beneficiaries Management System (DBMS) operational	ECD National Strategic Plan (NSP) and a Comprehensive M&E Plan (CMEP) Designed with Direct Beneficiaries Management System (DBMS) operational	N/A	NSP & DBMS available	Availability of NSP& DBMS	NECDP (lead) MIGEPROF/ MINISANTE						55,920,000	
<b>Act33:</b> Develop a National Parenting Strategy	National Parenting Strategy elaborated	N/A	Available Document	Available Strategy							55,920,000	
<b>Output 4: Management of malnutrition, preventive and curative health care for children under six years, adolescent girls and women in reproductive age improved</b>											<b>38,344,032,000</b>	
	# of children (age, sex, disability), pregnant, lactating women beneficiaries of nutrition interventions (one cup of milk/OCM, fortified blended foods/FBF, Iron and Folic Acid/IFA supplements ...)	OCM: 62,500 FBF: 75,703 IFA: 314,966	OCM: 120,500 FBF: 378,515 IFA: 90%	MINISANTE reports								
<b>Act41:</b> Improve food, nutrition and hygiene educations services and practices in schools and community	% of pre-primary and primary schools with effective and operational school feeding program	12%	50%	MINEDUC report	MINEDUC (lead) MINISANTE/ MIGEPROF/ MINAGRI						20,189,376,000	
	% of village Kitchen operational	N/A	50%	MINISANTE report	Districts (lead), MINISANTE/ MIGEPROF/ MINALOC MINAGRI							
<b>Act42:</b> Enhance social inclusion in ECD services delivery	# of households with pregnant and lactating women and under 2 years children that receive ePW package on time	30 sectors covering 12,779 HHs	416 sectors covering cumulative 83,658 HHs	District and NECDP monitoring reports	MINALOC MIGEPROF/ NECDP (lead) MINISANTE/ DISTRICT						18,154,656,000	
	# of eligible HHs with pregnant women and/or children under two years receiving direct support	New Initiative to be rolled out in 17high priority districts	300,000 HHs in Ubudehe 1 with pregnant women and/or children 0-24month	District and NCC monitoring report	MINALOC/Districts (lead) MIGEPROF/ MINISANTE/ DISTRICT NWC							
<b>Total budget</b>											<b>74,703,084,000</b>	

Outcome 4: Improved access to quality education for all children, including children with special needs, through local, innovative and inclusive approaches											
Outputs	Indicators	Baseline	Target	Means of verification	Responsibilities	1	2	3	4	5	Budget (Frw)
<b>Output 1: Enrolment and retention of children and children with special needs, maximized through local, innovative and inclusive quality education</b>											<b>7,214,592,000</b>
	% of children with disability able to attend schools enrolled	N/A	30%	MINEDUC Reports MIGEPROF							
<b>Act 11:</b> Conduct awareness campaign to fight against stigma towards children with disability	# of Awareness campaign conducted at national level	N/A	2 per year	sensitization tools campaign reports	NCDP (lead) NCC /MIGEPROF/ MINALOC						173,568,000
<b>Act 12:</b> Improve education of children with special needs	% of schools with infrastructure and Equipment improved to meet special needs	N/A	70%	Statistical report	MINEDUC (lead) District						5,536,416,000
	# of teachers trained in inclusive education at all levels	N/A	Two teachers per school	Statistical report	MINEDUC (lead) District						
	# of school with inclusive education program	N/A		Statistical report	MINEDUC (lead) District						
<b>Act 13:</b> Update statistics on children living and working on the streets	# of children living and working on the streets disaggregated by sex, occupation	N/A		Availability of Statistics	NRS (lead) MIGEPROF/ NCC/						152,208,000
<b>Act14:</b> Expand the alternative education model and assess its effectiveness (Development of the model itself)	# of Facilities for alternative education model established	2	5 (one each year)	MINEDUC report	MINEDUC (lead) District						1,352,400,000
	# of reports on the effectiveness of the program		5 (1 per year)	Report	MINEDUC (lead) District						
<b>Output 2: All learners achieve basic levels of literacy and numeracy in early years and beyond</b>											<b>1,649,664,000</b>
	% learners at or above basic proficiency in Kinyarwanda in P3	45%	54.7%	LARS reports							
	% learners at or above basic proficiency in English in P3	20%	54%	LARS reports							
	% learners at or above basic proficiency in Maths in P3	33%	44.8%	LARS reports							
<b>Act21:</b> Develop standards package for pre-primary education and P1-P3	# of Standard package developed	N/A	2 Standards	Available document	MINEDUC (lead) District						277,488,000
<b>Act22:</b> Capacity building of teachers in early grade literacy and numeracy	# of teachers trained	N/A		Training reports	MINEDUC (lead) District						173,568,000
<b>Act23:</b> Conduct LARS assessment at district and sector levels	# of LARS conducted	2		LARS reports	MINEDUC (lead) District						1,198,608,000
<b>Output 3: School repetition and drop out are significantly reduced particularly at the primary and lower secondary levels</b>											<b>4,214,600,000</b>
<b>Act31:</b> Improve school-family and community collaboration and engagement	<ul style="list-style-type: none"> <li>▪ Rates of drop out at the primary level (in %)</li> <li>▪ Rates of repetition at the primary level (in %)</li> </ul>	5.6% (2016)	0%	Education statistics	MINEDUC (lead) REB						2,107,300,000
		16.4% (2016)	2%								

Outcome 4: Improved access to quality education for all children, including children with special needs, through local, innovative and inclusive approaches								
	<ul style="list-style-type: none"> <li>Rates of drop out at the lower secondary (in %)</li> </ul>	4.4% (2016)	0%					
	<ul style="list-style-type: none"> <li>Rates of repetition at the lower secondary (in %)</li> </ul>	5.2% (2016)	0%					
<b>Act32:</b> Develop a scorecard that can be used by schools to identify at-risk children who are likely to repeat a year or drop out of school	<ul style="list-style-type: none"> <li># of at-risk children who are likely to drop out or repeat at year of school</li> </ul>	Unkown	N/A	Education statistics	MINEDUC (lead) REB			2,107,300,000
<b>Total budget</b>								<b>13,178,856,000</b>



Outcome 5: Child abuse, neglect, exploitation and violence against children eliminated											
Outputs/Activities	Indicators	Baseline	Target	Means of verification	Responsibilities	1	2	3	4	5	Budget ( frw)
<b>Output 1: Child protection systems to prevent and respond to all forms of violence, neglect and exploitation of children strengthened</b>											<b>3,678,623,600</b>
	Child protection coordination mechanism established and operational at sector level.	N/A	Functioning mechanism	NCC monitoring report							
<b>Act11:</b> Identify, Train and support community-based child protection mechanisms for prevention of and response to violence, abuse, neglect and exploitation against children	# of Anti-GBV mechanisms operational at sector level	N/A	416	NCC monitoring report	MIGEPROF (lead) NCC, MINALOC						252,720,000
	# of girls and boys participating in structured community-based psychosocial support activities	N/A	832	NCC monitoring report	NCC (lead) MIGEPROF/ MINALOC NWC						
<b>Act12:</b> Strengthen the capacity of child protection frontline workers (including professional social workers, psychologists, healthcare workers, teachers, police officers, Investigators ( RIB), prosecutors, police and community-based child protection and health workers) with the skills and capacity to prevent and respond to child abuse, through pre- and in-service training	# of child protection frontline workers trained	N/A	1500	NCC monitoring report	NCC (lead) MIGEPROF/ MINALOC/ MoH/MINIJUST						75,000,000
<b>Act13:</b> Establish and validate the referral protocols between the child protection service providers and other sectors	Referral protocols validated	N/A	1	NCC monitoring report	NCC (lead) MIGEPROF/ MINALOC						117,840,000
	# of girls and boys referred between child protection case workers and other service providers	N/A		NCC monitoring report	NCC (lead) MIGEPROF/ MINALOC						
<b>Act14:</b> Establish and operationalize district networks for child protection involving all partners intervening in Child Protection with clear coordination mechanisms.	District network for CP operational	N/A	30	NCC monitoring report	NCC (lead) MIGEPROF/ MINALOC						675,000,000
<b>Act15:</b> Develop a consolidated approach to case management with standardize and harmonize tools and resources for children abuse victims and other vulnerable children	Standard Operating Procedures with a consolidated training package for case management developed	N/A	Available Document of standards with training package	Document of standards and training package	NCC (lead) MIGEPROF/ MINISANTE MINEDUC RIB/RNP/						423,360,000
<b>Act16:</b> Establish/strengthen child friendly and safe space for children and adolescents at health centers, police and RIB stations	# of child friendly and safe space at hospitals, RIB and police station	TBD	TBC	Administrative data from	Lead MINIJUST NCC/RIB/MOH/ RNP						165,000,000
<b>Act17:</b> Introduce Rapid SMS system	Rapid SMS system in IZU introduced and functioning	N/A	Functional rapid SMS in	NCC monitoring	NCC (lead) MIGEPROF/						252,720,000

Outcome 5: Child abuse, neglect, exploitation and violence against children eliminated											
Outputs/Activities	Indicators	Baseline	Target	Means of verification	Responsibilities	1	2	3	4	5	Budget ( frw)
			IZU	report	MINALOC						
<b>Act18:</b> Establish a real-time data reporting and monitoring systems for immediate response to cases of violence against children.											25,000,000
<b>Act15:</b> Distribute mobile phone to members of IZU	% of IZU members who received a mobile phones	N/A	100%	NCC Report	NCC (lead) MIGEPROF/						1,192,104,000
	% of IZU members who received tools for data collection and reporting on child rights abuse	N/A	100%	NCC monitoring report	NCC (lead) MIGEPROF/ MINALOC						
<b>Act16:</b> Conduct in-service training of IZU on child protection	% of IZU trained	N/A	100%	NCC monitoring report	NCC (lead) MIGEPROF/ MINALOC						284,079,600
<b>Act17:</b> Conduct training of local leaders to sensitize on child protection and working with IZU	% of districts with local leaders trained	N/A	100%	NCC monitoring report	NCC (lead) MIGEPROF/ MINALOC NWC						148,800,000
<b>Act18:</b> Conduct the situation analysis of the online violence against children, abuse and exploitation, develop and implement the action plan based of the findings.	<i>Situation analysis report available</i>			NCC monitoring report	NCC (lead) MIGEPROF/ MINALOC NWC						67,000,000
	<i>A plan to prevent and respond to online child protection developed</i>										
<b>Output 2: Parents, caregivers, teachers, community and religious leaders have skills on positive discipline and parenting</b>											<b>951,740,000</b>
	% of parents and children that declared improvement on interaction with their children	N/A	50%	ICRP-SP evaluation report							
<b>Act21:</b> Develop a standardized national parents and caregiver training manual on positive parenting and non- violent methods of child discipline and conduct regular trainings/sensitization with parents, caregivers, community and leaders.	Manual for positive parenting developed	N/A	1	NCC monitoring report	NCC (lead) MIGEPROF/ MINALOC						82,000,000
	# of parents, caregivers, community and leaders trained	N/A	1,500	NCC monitoring report	NCC (lead) MIGEPROF/ MINALOC						
<b>Act22:</b> Develop a teacher-training package and train teachers both pre- and in-service on non-violent forms of child discipline; end corporal and degrading punishment in schools and ECDs.	Manual for training developed	N/A	1	NCC monitoring report	NCC (lead) MIGEPROF/ MINALOC						65,500,000
	# of parents, caregivers, community and leaders trained	N/A	1,000	NCC monitoring report	NCC (lead) MIGEPROF/ MINALOC						
<b>Act23:</b> Provide parenting skills session to caregivers and community members on positive masculinity in order to mitigate GBV	# of women and men participated in parenting skills session	N/A		Training report	MIGEPROF (lead), NCC, NWC, YWC						804,240,000

Outcome 5: Child abuse, neglect, exploitation and violence against children eliminated											
Outputs/Activities	Indicators	Baseline	Target	Means of verification	Responsibilities	1	2	3	4	5	Budget ( frw)
	# of IZU, local government officials and community-based social workers and young boys trained	N/A	5000	Training report	MIGEPROF (lead), NCC, NWC, YWC NECDP						
<b>Output 3: Children and their families are empowered to prevent, report and respond to sexual, physical and emotional violence</b>											
	%of parents and children who report behaviour change in relation to violence against children	N/A	50%	ICRP-SP evaluation report							
	% of S-GBV victims who reported the incidence at time	N/A	50%	IOSC reports							
<b>Act31:</b> Conduct community-based awareness campaigns on child protection rights, laws and available services	# of Awareness campaigns organized on child protection at community level	N/A	two campaign/year	Campaign tools	MIGEPROF (lead), NCC, NWC, YWC						365,760,000
<b>Act32:</b> Explore and implement evidence-based strategies that increase the capacity of adolescents and young people to prevent instances of violence, especially different forms of gender-based violence	Strategies developed and implemented	N/A	two campaign/year	Report	MIGEPROF (lead), NCC, NWC, YWC						104,000,000
<b>Act33:</b> Support child led campaigns and initiatives to challenge the norms and attitudes that legitimize and accept violence against children.	# of campaigns organised	N/A	2/ year	Campaigns report	MIGEPROF (lead), NCC, NWC, YWC						235,000,000
<b>Output 4: Children in or at risk of being in harmful labour have access to life opportunities closer to their families</b>											
	# of children involved in worst forms of child labour	222,918		MIFOTRA report							
<b>Act31:</b> Create Job opportunities for children involved in harmful activities closer to their families	# of children involved in new job	N/A		MIFOTRA report	MIFOTRA (lead) NCC/MIGEPROF District						26,935,920,000
	# of children who reintegrated schools	N/A		MIFOTRA report	MIFOTRA (lead) NCC/ MIGEPROF District						
<b>Total budget</b>											<b>32,271,043,600</b>

Outcome 6: Children access justice through a comprehensive framework of juvenile system including a national Juvenile Justice Act ensured											
Outputs/Activities	Indicators	Baseline	Target	Means of verification	Responsibilities	1	2	3	4	5	Budget (Frw)
<b>Output 1: Access to justice for children ensured</b>											<b>407,976,000</b>
	Follow up mechanism on minors who have completed their punishment established	N/A	Operational Mechanism	Mechanism document							
	Follow up mechanism on reintegration of minors into their community established	N/A	Operational Mechanism	Mechanism document							
<b>Act11:</b> Train judiciary on child rights and child protection in line with the Justice for Children Policy	# of judiciary trained	N/A		MINIJUST reports	MINIJUST (lead), RCS						48,384,000
<b>Act 12:</b> Reinforce quality of legal assistance to assist children in conflict with the law	Efficient monitoring mechanism of improved legal assistance	N/A	Mechanism functioning	Mechanism document	MINIJUST (lead), RCS						63,288,000
<b>Act 13:</b> Train RIB officers in charge of investigation, Judges and prosecutors on alternative punishment for minors and nursing women	% of RIB officers in charge of investigation, Judges and prosecutors trained	N/A	90%	Training report	MINIJUST (lead), RIB						30,384,000
<b>Act14:</b> Establish and operationalise ECD centres in all prisons with children under 6 years	# of children aged of 0-6 years who are imprisoned with their mothers	N/A		NRS report	RCS (lead) MIGEPROF/NCC/ /MINIJUST						265,920,000
	# of operational ECD centres	2	5 centres	NECDP/NRS report	RCS (lead) /NECDP MIGEPROF/NCC/ /MINIJUST						
<b>Total budget</b>											<b>407,976,000</b>

Outcome 7: Respect for children's voices promoted at family, community and government levels												
Outputs/Activities	Indicators	Baseline	Target	Means of verification	Responsibilities	1	2	3	4	5	Budget (Frw)	
<b>Output 1: Children's voices are respected and heard by the family, community and the government</b>												<b>1,639,524,000</b>
	% of institutions and structures that mainstreamed child participation	N/A	30%	NCC monitoring report								
	% of Children who declared that their voices are respected and heard by the family and community	N/A	50%	ICRP-SP end evaluation report								
	% of recommendations from children summit implemented	89 (2017)	90% (each year)	NCC monitoring report								
<b>Act11:</b> Conduct national audit on child participation	# of child participation audit conducted and disseminated	N/A	2 reports	Audit report	NCC (lead)/ MIGEPROF						80,880,000	
<b>Act12:</b> Organise consultative meetings with local leaders on child participation at District levels	# of Consultative meetings with the local leaders (district, sector, cell and village) conducted	N/A	2 (meetings)	meeting report	NCC (lead)/ MIGEPROF						23,220,000	
<b>Act13:</b> Develop guidelines for child participation	Guidelines for child participation in family, community and the government elaborated	N/A	Guidelines available at 2019	Guideline document	NCC (lead)/ MIGEPROF						45,600,000	
	# of meetings for advocacy on child right mainstreaming conducted at national level	N/A	One each year	Advocacy report	MIGEPROF (lead) / NCC/PM Office							
<b>Act14:</b> Establish a recreational facility for children, in each District, that is equipped with library, playground and a space for holding meetings	# of recreational facilities established and equipped at District levels		30	Existing centres	DISTRICTS MIGEPROF MINICYOUTH Partners						372,384,000	
<b>Act15:</b> Produce and promote Radio/ TV programs that specifically address children's issues	# of TV/Radio broadcasts and produced	1 weekly TV broadcast national	Weekly/ radio programs; 1 magazine quarterly	NCC report	NCC (lead)/ MIGEPROF						293,760,000	
<b>Act16:</b> Train GoR officials: Ministries (20), province (5) districts (30) and sectors (416) in promoting children's participation in planning processes	# of GoR officials trained	N/A	471 (2019)	Training report	NCC (lead)/ MIGEPROF						303,840,000	
<b>Act17:</b> Conduct a national survey to assess the capacity of community-based service with children and families	Survey conducted	N/A	1	Study report	NCC (lead)/ MIGEPROF						70,320,000	
<b>Act18:</b> Document best practices through videos and books	# of documentary film produced (video and video)	N/A	3 years	NCC report	NCC (lead)/ MIGEPROF						239,760,000	
<b>Act19:</b> Organise competition and reward the best champions of child rights promotion (journalists, artists, researchers,)	# of competition organised	N/A	1 year	Competition report	NCC (lead)/ MIGEPROF Partners						209,760,000	

Outcome 8: The capacity of NCC is enhanced and effective monitoring of child rights mainstreaming and protection ensured											
Outputs/Activities	Indicators	Baseline	Target	Means of verification	Responsibilities	1	2	3	4	5	Budget ( frw)
<b>Output 1: Child rights actors implementers have increased technical capacity to implement child rights interventions</b>											<b>600,564,000</b>
	Rate of execution of annual Action Plan and Imihigo at individual and organisational level	N/A	90%	Evaluation report							
	Network of Child rights actors operational from local level (district) to national level	N/A	30 districts	NCC Report							
<b>Act 11:</b> Advocate for NCC reform	New law establishing NCC and organizational structure available	0	New law establishing NCC and New personnel structure	Available law and structure	MIGEPROF (lead), NCC,						379,584,000
	Number of additional staff recruited	0	17	Recruitment report	NCC (lead), MIFOTRA						
<b>Act 12:</b> Develop and implement NCC's capacity building plan	Capacity building plan (CBP) developed	0	1	CBP report	NCC (lead), MIFOTRA						23,220,000
	Rate of execution of NCC's capacity building plan	0	80%	Annual report	NCC (lead), MIFOTRA						
<b>Act 13:</b> Create and operationalise network of child right actors at district level	# of networks operational	0	30	NCC and district reports	NCC (lead), District						197,760,000
<b>Output 2: NCC's capacity to coordinate and advocate for child rights interventions and advancement is increased'</b>											<b>238,404,000</b>
	% of programs/projects that mainstreamed Child rights protection	N/A	50% of ministries & Agencies	NCC Report							
<b>Act 21:</b> Advocacy for child right mainstreaming	National and local dialogue on child rights mainstreaming and protection conducted	N/A	One per year	Consultative report	MIGEPROF (lead), NCC, NECD, NCPD						74,304,000
	# of monitoring assessments of mainstreaming of child protection conducted	N/A	2 (1 every 2 years)	Assessment report	NCC (lead), MIGEPROF, NECD, NCPD						
<b>Act 22:</b> Conduct survey on child rights protection and abuse	# of survey on the perception of child rights protection and abuse conducted	N/A	One survey conducted	Survey report	NCC (lead), NECD MIGEPROF, , NCPD						53,220,000
<b>Act 23:</b> Assess effectiveness of community-based mechanisms ( <i>Umugoroba w'ababyeyi, Inteko z'abaturage, Umuganda, Umugoroba w'abana,...</i> )	# of community-based mechanisms assessed	N/A	3 (1 every 2 years)	Assessment Report	NCC (lead), NECD MIGEPROF, , NCPD						61,920,000
<b>Act 24:</b> Conduct a study on effectiveness of IZU in	# of studies conducted	N/A	1 (2020)	Study Report	NCC (lead), NECD						48,960,000

Outcome 8: The capacity of NCC is enhanced and effective monitoring of child rights mainstreaming and protection ensured											
Outputs/Activities	Indicators	Baseline	Target	Means of verification	Responsibilities	1	2	3	4	5	Budget ( frw)
protecting child abuse					MIGEPROF, , NCPD						
<b>Output 3: Child rights implementation is monitored through a strengthened information management</b>											<b>1,193,112,000</b>
	Computerised Data management system in place and operational to reinforce M&E system	N/A	IMS operational	NCC report							
	Online child protection services operational	N/A	Online services operational	NCC report							
<b>Act 11:</b> Design and operationalise Information Management System (IMS) for NCC	Kit of Indicators identified and IMS designed	N/A	Available IMS	IMS available	NCC (lead) / NISR MIGEPROF, NECDP						410,400,000
	IMS operational	N/A	Operational IMS	Functioning IMS	NCC (lead)/ NISR MIGEPROF						
<b>Act 12:</b> conduct Periodic Compilation of thematic data	Proportion of needed data available	N/A	Operational IMS	Functioning IMS	NCC/ MIGEPROF NISR						189,240,000
<b>Act 13:</b> Conduct thematic research on Child rights protection	# of child related research conducted and published	N/A	5 (1 research per year)	Reports	NCC (lead) / NISR MIGEPROF, NECDP						371,904,000
	#of policy briefs produced	N/A	At least 1 per year	Available policy brief	NCC (lead) / NISR MIGEPROF, NECDP						
<b>Act 14:</b> Organise annual planning and review workshop of all partners	# of workshop organised	0	1 per year	Available Report	NCC (lead) / NISR MIGEPROF, NECDP						172,224,000
<b>Act 15:</b> Produce Periodic country reporting on child rights to international bodies	Proportion of needed info for Periodic Compilation of thematic data available	N/A		NCC' Report	NCC (lead) / NISR MIGEPROF, NECDP						49,344,000
	# of reports produced at time	N/A		Reports submitted	NCC (lead) / NECDP MIGEPROF						
<b>Total budget</b>											<b>2,032,080,000</b>

## 5. IMPLEMENTATION OF THE ICRP STRATEGIC PLAN

The effective implementation of the ICRP strategic plan will be based on how line institutions develop their own annual plans. Specific annual plans for responsible institutions will be developed per priorities and key actions highlighted in this ICRP Strategic plan.

### 5.1 Institutional Roles and Responsibilities for implementation

#### 5.1.1 Distribution of responsibilities

The overall responsibility and accountability for the implementation of this strategic plan rests with MIGEPROF. Specific thematic areas belong to the area of work of various Ministries and several of the activities listed in this strategic plan are already planned for by sector specific strategic plans. In those cases, the primary responsibility of the specific activity rests with the respective Ministry. For the other thematic areas where MIGEPROF is the Ministry responsible, MIGEPROF will take on the primary role of implementation, while seeking support as required from related Ministries.

**Table 3: Roles and responsibilities of ministries in implementing the Strategic Plan**

Thematic Area	Primary Responsibility	Supportive Role
1. Identity and Nationality	MINALOC	MIGEPROF, MINIJUST
2. Family and Alternative Care	MIGEPROF	MINIJUST, MINALOC
3. Health, Survival and Standard of Living	MOH	MIGEPROF, MINALOC, MINECOFIN
4. Education	MINEDUC	MIGEPROF, MINICYOUTH
5. Protection	MIGEPROF	MINIJUST, MINALOC MIFOTRA, MINIJUST, MINEM
6. Justice	MINIJUST	MIGEPROF, RCS. MINIJUST, RIB
7. Participation	MIGEPROF	MINALOC, MINEDUC, MINAFFET

Supportive roles include, participation in consultations, making recommendations, providing support in capacity building support, including conducting research, mobilising resources and piloting innovative interventions.

#### 5.1.2 Implementation arrangement

In order to ensure attention to children's rights as enshrined in the ICRP and as listed in this Strategic Plan, the following ministries and units will be responsible:

**MoH:** Special unit/ officer on children, responsible for ensuring harmonisation with the ICRP and for the implementation of health-related commitments under ICRP and this strategic plan.

**MINEDUC:** Special unit/ officer for ensuring harmonisation with the ICRP and for the implementation of health-related commitments under ICRP and this strategic plan.

**MINIJUST:** Special unit on Juvenile Justice for supporting the development of Comprehensive Juvenile Justice Framework. This unit could eventually transform based



on the requirements of the comprehensive framework that will be outlined. This unit will initially be co-managed by MINIJUST and MIGEPROF.

**MIGEPROF:** The primary areas of focus for MIGEPROF will be: Family and Alternative Care, Protection and Participation.

## **5.2 Mechanisms for coordination and information sharing**

The ICRP and its Strategic Plan involve the participation of various ministries and non-state actors. Upholding the spirit of the policy, across all policies and programmes of the GoR, involves many partners and cooperative efforts.

### **5.2.1 Roles and Responsibilities of NCC**

The National Commission for Children will be responsible for overseeing the ICRP and Strategic Plan. This Commission will be responsible for ensuring that all government policies and programmes are aligned with the ICRP and that children's rights are being promoted across board. It will oversee the child rights data gathering and management along with MIGEPROF and NISR. The Commission will develop, in partnership with the NISR, a data management system for regular status reports on children and their rights. A comprehensive situation analysis of children in Rwanda will be undertaken, every 5 years. All data generated will be widely disseminated to support policy, plans and programme interventions at all levels.

NCC will monitor compliance with child rights and commitments by all relevant ministries. It will support ministries with ideas, information and resource mobilization. It will be responsible for mainstreaming child rights concerns in the budget and planning process.

Any complaints on violation of children's rights at the local levels or that involve non-compliance by the state and its agencies; will be received at the Children's Commission. Children's organisations and associations will have linkages with the Commission, which is expected to regularly consult with children.

### **5.2.2 Roles of the Advisory Council**

In order to coordinate this initiative and monitor its progress, the Advisory Council comprised of Permanent Secretaries from all ministries involved in the implementation of this Strategic Plan as well as other key ministries that have relevance to it, for instance, MINECOFIN will support NCC secretariat and Board of Commissioners.

This Advisory will continue to be convened by MIGEPROF and its members will include, in addition to the Permanent Secretaries officers in charge of the various activities in different ministries. The Advisory Council will meet once for the launching of the ICRP SP and once a year thereafter to assess progress.

### **5.2.3 Capacity of NCC for coordination**

The coordination of the implementation of this Strategic Plan requires NCC to have adequate resources both human and financial. The infrastructural and technological capacities available will be important as the Commission make efforts to enhance efficient utilization of available resources and engagement in mobilization of additional resources.

Programme units as well as the finance and administration unit under the coordination of the Executive Secretariat will play a critical role in the implementation of this strategic plan from a technical, administration and financial point of view. The anticipated research and documentation unit will be advocated for in order to reinforce the capacity of the institution to investigate gaps, document progress and disseminate gender equality information to feed the national planning and budgeting processes. The following proposed structure will facilitate the implementation of this strategy.

**Figure 1: Proposed NCC organizational structure**



**Human Resource Capacity:** NCC currently does not have sufficient and skilled staff to ensure effective coordination and monitoring of compliance required for the smooth and effective implementation of the new ICRP Strategic Plan. The Secretariat currently has 20 officers deployed in the four thematic areas of the Council and the Administrative Unit which offers supportive services to all the four thematic areas.

**Staff Establishment and Gaps:** The Commission requires professionals with diverse skills and expertise like Children Officers in charge of monitoring of child rights mainstreaming and protection, Planners, Monitoring and Evaluation Experts, ICT officers, Legal Officers, Resource Mobilization Specialists, Public Relations officers, Auditors, Accountants, Human Resource Officers amongst others to adequately realize its vision founded on competencies required.

**Table 4: Current and proposed staff establishment**

<b>Cadres</b>	<b>In-post</b>	<b>Proposed establishment</b>
Executive Secretary	1	1
Heads/Directors of Units	2	4
Planning and M&E	1	2
Legal officers	1	1
Child Rights Promotion, Monitoring and Mainstreaming Officers	0	7
Child Protection system Monitoring and Strengthening Officers	5	5
Adoption and Orphans Officers	3	2
International Conventions and treaties officers	0	1
Human Resource Officer	1	1
Accountants	1	1
Budget officers	1	1
Internal Auditors	1	1
Logistics officer	0	1
Procurement Officers	1	2
Public Relations Officers	1	1
ICT and data management officers	1	2
Research analysts	0	2
Documentation and archive officer	0	1
Statistician	0	1
Resource Mobilisation specialist	0	1
<b>Total</b>	<b>20</b>	<b>37</b>

#### **5.2.4 Information sharing**

The ICRP Strategic Plan 2019-2024 will be widely disseminated to various stakeholders. Electronic versions of the ICRP and Strategic Plan in English, French and Kinyarwanda will be made available on the various websites of the MIGEPROF.

**Children:** As a first step, an easy to understand and child friendly version of the ICRP, will be published in Kinyarwanda for dissemination to children. Child friendly version will be distributed through schools and centres that children attend, hospitals. This version will further be dispatched to police stations, government offices and significant places. It will be available in communities through the community based social workers/ animators/ health workers. Discussions on the ICRP and the Strategic Plan will be part of training programme on children's participation for children's

organisations. TV and Radio spots on the ICRP will be developed and aired regularly to inform children and communities.

***Communities:*** A simple Kinyarwanda version of the policy will be published in the form of posters and brochure and disseminated to local communities via community based social workers, schools, hospitals and other government offices. Every member of the GBV/CP committee will have this material and will disseminate it at the community level.

***Government bodies and NGOs:*** All Ministries, Departments and Organisations of the GoR as well as NGOs will be provided with the full text of the ICRP and the Strategic Plan.

## 6. MONITORING AND EVALUATION

### 6.1. Monitoring and evaluation of the Strategic Plan

Measuring progress and performance towards goals and targets of the Strategic Plan entails keeping track of the milestones set, progress being made, identifying challenges and setbacks to inform new decisions and strategies to achieve the set objectives. To accomplish the above, the following processes will be undertaken:

- **Monitoring of the implementation of Strategic plan:** To ensure regular follow of the implementation of the strategic plan, NCC will carry out systematic monitoring. Periodic reports (monthly, quarterly, semi-annually and annually) will be produced to inform appropriate planning decisions;
- **Annual Assessment:** Each year a comprehensive assessment of achieved results and challenges observed while implementing the Strategic Plan will be conducted. The ensuing meetings will focus on progress and for any corrective actions, support plans. Progress reports will be submitted by the Ministry with primary responsibility for specific thematic areas. NCC will compile and submit progress reports to MIGEPROF, which will forward it to the Office of the Prime Minister.
- **Mid-Term Review:** Mid-term review will be conducted after every two and half years of the implementation of the Plan. This will bring together key partners at all levels to appraise progress in the implementation of this strategic plan. It will require revisiting where necessary or reach consensus on the measures to achieve the set targets. This will provide NCC and its stakeholders with an opportunity to assess progress against the results framework. This will be spearheaded by the Advisory Council that will also oversee the mid-term review and end-line evaluations and financial audits.
- **A situation analysis of children in Rwanda:** Child rights indicators will be mainstreamed into national data collection systems (EMIS, DHS, Census, Labour Surveys, Prison and Court data and so on) and every five years, a situation analysis of children in Rwanda will be undertaken. These activities will be commissioned and monitored by the NCC.
- **Final Evaluation of the Strategic Plan:** After five years, NCC will organize a comprehensive external evaluation of the implementation of the Strategic Plan to determine the outcomes set against the specific objectives and overall goal. This will be the first step towards developing a third Strategic Plan.
- **Internal Auditing:** The internal audit system will ensure sound management, control and governance processes are in place and operational to facilitate effective implementation of this Strategic Plan.

## 7. COST AND FINANCING OF THE ICRP STRATEGIC PLAN

During the implementation of the previous strategic plan, the evidence has shown the government's high commitment in financing for child rights protection and promotion. Financing from government has been increasing overtime for National Commission for Children to realise its mandate of monitoring child rights mainstreaming and protection. Additionally, development partners financially supported the implementation of the previous strategic plan. The following section presents processes that guided the costing of the ICRP Strategic Plan 2019-2024.

### 7.1 Costs of the ICRP Strategic Plan for 2019/2020-2023/2024

The costing section presents estimated requirements in terms of resources needed to implement the ICRP strategic plan. The total cost of the ICRP Strategic Plan is estimated at 126,125,262,000 Frw (external finance 63,062,631,000Frw and internal 63,062,631,000Frw). Internal budget will contribute 50% of the projected costs and other sources will be mobilised to contribute the remaining half. It is activity based costing and presents a broad sense of direction in terms of financial requirements and a basis for the mobilization of additional funding over the next five years to fully address the implementation of the strategic plan objectives and priorities. However, the costs are indicative and may change due to any emerging issue or interventions that require adjustments. The table below provides estimated costs per outcome.

**Table 5: ICRP Strategic Plan Projected Funding 2019-/2024**

Outcome	Strategic area	Total Budget (000)	Source funding	
			National	Deficit
Outcome 1	Children 's rights to identity and nationality met	333,982	166,991	166,991
Outcome 2	Improved quality child care and protection family-based system through strengthened role of the community in alternative care	2,126,669	1,063,334	1,063,334
Outcome 3	Improved universal access to quality health services, ECD interventions, nutrition, safe water, sanitation services, safe environment and adoption of hygiene practices for children and adolescence	74,235,132	37,117,566	37,117,566
Outcome 4	Improved access to quality education for all children, including children with special needs, through local, innovative and inclusive approaches	13,178,856	6,539,428	6,539,428
Outcome 5	Child abuse, neglect, exploitation and violence against children eliminated	32,271,043	16,135,522	16,135,522
Outcome 6	Children access justice through a comprehensive framework of juvenile system including a national Juvenile Justice Act ensured	407,976	203,988	203,988
Outcome 7	Respect for children's voices promoted at family, community and government levels	1,639,524	819,762	819,762
Outcome 9	The capacity of NCC is enhanced or effective monitoring of child rights mainstreaming and protection	2,032,080	1,016,040	1,016,040
<b>Total</b>		<b>126,125,262</b>	<b>63,062,631</b>	<b>63,062,631</b>
<b>Percentage</b>		<b>100</b>	<b>50</b>	<b>50</b>

## 7.2. Source of funding and resource mobilization for ICRP Strategic plan 2019-2024

This strategy will be financed through two main sources of funding, domestic resources as well as cost sharing with development partners.

**Domestic Resources:** The Government of Rwanda finances NCC through the medium-term framework which is a budget planning tool. The National budget uses the Medium Terms Expenditure to make projections for the next two subsequent years. Table 5 shows that the GoR will continue to provide funds for the National Commission for Children to realize its mandate through the implementation of the second generation of the forward looking strategic plan 2019/200-2023/2024. The projected figures over the period of the strategy are based on real figures for FY 2018/19. The following years are based on MTEF projections. This will be realized only if there is no revenue shortfall faced by the Government. There is a pressing need for NCC to devise effective mobilization strategies from other sources to back the Government budget.

**Development partner's resources:** NCC will set strategies to mobilize resources and engage potential development partners to boost program implementation and institutional development.

**The private sector and CSOs:** NCC will create an enabling platform with private sector and CSO dialogue whilst encouraging cost sharing on relevant joint planned interventions.

**Decentralized Entities:** NCC will partner with districts in some interventions to ensure that they are implemented through district budget support. NCC role will be supporting districts to conduct self-evaluation and M&E for gender compliance. This will facilitate NCCs efficiency and joint realization of strategic plan.

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## ANNEXES

## BUDGET (000 Frw)

Outcome	Strategic outcome	Total Budget	Source funding	
			National	Deficit
<b>Outcome 1</b>	<b>Children 's rights to identity and nationality met</b>	<b>333,982</b>	<b>166,991</b>	<b>166,991</b>
Output 1	Identity of every child in Rwanda ensured through birth registration	237,502	118,751	118,751
Output 2	Nationality of Children born in Rwanda from unknown parents/abandoned and unaccompanied refugee ensured	96,480	48,240	48,240
			0	
<b>Outcome 2</b>	<b>Improved quality child care and protection family-based system through strengthened role of the community in alternative care</b>	<b>2,126,669</b>	<b>1,063,334</b>	<b>1,063,334</b>
Output3	Guardianship or adoption of children without parents ensured	945,504	472,752	472,752
Output4	Vulnerable families with a child under Alternative care and child headed households (HHH) provided with social support	914,160	457,080	457,080
Output 5	Parents have skills on positive discipline and parenting	267,005	133,502	133,502
<b>Outcome 3</b>	<b>Improved universal access to quality health services, ECD interventions, nutrition, safe water, sanitation services, safe environment and adoption of hygiene practices for children and adolescence</b>	<b>74,235,132</b>	<b>37,117,566</b>	<b>37,117,566</b>
Output 6	Adolescent and youth Sexual & Reproductive Health and Rights (ASRHR) promoted	3,230,220	1,615,110	1,615,110
Output 7	Access to safe water and sanitation services and safe environment ensured for children mostly OVCs and adolescents	3,058,080	1,529,040	1,529,040
Output 8	Access to quality and integrated ECD services increased	29,602,800	14,801,400	14,801,400
Output 9	Management of malnutrition, preventive and curative health care for children under six years, adolescent girls and women in reproductive age improved	38,344,032	19,172,016	19,172,016
<b>Outcome 4</b>	<b>Improved access to quality education for all children, including children with special needs, through local, innovative and inclusive approaches</b>	<b>13,178,856</b>	<b>6,539,428</b>	<b>6,539,428</b>
Output 10	Enrolment and retention of children and children with special needs, maximized through local, innovative and inclusive quality education	7,214,592	3,607,296	3,607,296
Output 11	All learners achieve basic levels of literacy and numeracy in early years and beyond	1,649,664	824,832	824,832
Output 12	School repetition and drop out are significantly reduced particularly at the primary and lower secondary levels	4,214,600	2,107,300	2,107,300
<b>Outcome 5</b>	<b>Child abuse, neglect, exploitation and violence against children eliminated</b>	<b>32,271,043</b>	<b>16,135,522</b>	<b>16,135,522</b>

Outcome	Strategic outcome	Total Budget	Source funding	
			National	Deficit
Output 12	Child protection systems to prevent and respond to all forms of violence, neglect and exploitation of children strengthened	3,678,623	1,839,312	1,839,312
Output 13	Parents, caregivers, teachers, community and religious leaders have skills on positive discipline and parenting	951,740	475,870	475,870
Output 14	Children and their families are empowered to prevent, report and respond to sexual, physical and emotional violence	704,760	352,380	352,380
Output 15	Children in or at risk of being in harmful labour have access to life opportunities closer to their families	26,935,920	13,467,960	13,467,960
			0	0
<b>Outcome 6</b>	<b>Children access justice through a comprehensive framework of juvenile system including a national Juvenile Justice Act ensured</b>	<b>407,976</b>	<b>203,988</b>	<b>203,988</b>
Output 16	Access to justice for children ensured	407,976	203,988	203,988
			0	0
<b>Outcome 7</b>	<b>Respect for children's voices promoted at family, community and government levels</b>	<b>1,639,524</b>	<b>819,762</b>	<b>819,762</b>
Output 17	Children's voices are respected and heard by the family, community and the government	1,639,524	819,762	819,762
			0	0
<b>Outcome 9</b>	<b>The capacity of NCC is enhanced or effective monitoring of child rights mainstreaming and protection</b>	<b>2,032,080</b>	<b>1,016,040</b>	<b>1,016,040</b>
Output 18	Child rights actors implementers have increased technical capacity to implement child rights interventions	600,564	300,282	300,282
Output 19	NCC's capacity to coordinate and advocate for child rights interventions and advancement is increased	238,404	119,202	119,202
Output 20	Child rights implementation is monitored through a strengthened information management	1,193,112	596,556	596,556
		126,125,262	63,062,631	63,062,631