



**STRATEGIC PLAN OF THE ASSOCIATION  
FVS-AMIE DES ENFANTS 2022-2026**

Final report

**Bujumbura, January 2022**

## LIST OF ACRONYMS AND ABBREVIATIONS

GA	: General Assembly
IGA	: Income Generating Activity
AMADE	: Association World Association of Friends of Childhood
AMADE-Burundi	: Burundian Association of Friends of Childhood
ANSS	: National Association for the Support of HIV-Positive and AIDS Patients
ARV	: Anti Retro Viral
AS	: Social Animators
ASBL	: non -profit organization
CARE	: Cooperative for Assistance and Relief Everywhere
CDC	: Community Development Committee
CDFC	: Family and Community Development Center
CE	: Executive Committee
CGE	: School Management Committee
CPE	: Child Protection Committee
CS	: Supervisory Committee
Dukuze MF	: Dukuze Microfinance
EAMIE	: Ecole Amie des Enfants (“Amie des Enfants” School)
FCAP	: Collective Action Process based on Facilitation
SWOT	: Strengths, Weaknesses, Opportunities, Threats
FVS	: Family to Overcome AIDS
GS	: Solidarity Group
MFI	: Institute of Micro Finance
INSS	: National Institute of Social Security
MTT	: Tuzokira Health Mutual Twese
NN	: Nawe Nuze

OBR	: Burundi Revenue Authority
OVC	: Orphans and other Vulnerable Children
WHO	: World Health Organization
NGO	: Non-Governmental Organization
UN	: United Nations
CSO	: Civil Society Organization
UNDP	: United Nations Development Program
PS	: Strategic Plan
PLHIV	: Person Living with HIV
ROI	: Internal Rules of Procedure
her	: Public limited company
AIDS	: Acquired Immune Deficiency Syndrome
SWAA-Burundi	: Society of Women Against Aids in Africa -Burundi
UNICEF	: United Nations Children's Organization
HIV/AIDS	: Human Immunodeficiency Virus /Acquired Immunodeficiency Syndrome

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## INTRODUCTION

FVS-Amie des Enfants is a non-profit association which is entering its thirtieth year. During this period of existence, it changed its name three times.

When it was created in 1992, it was called Famille pour Vaincre le SIDA (FVS) and was approved by ministerial ordinance n°205.01/6/8 of December 31, 1992.

In 2013, FVS joined forces with AMADE Burundi to become FVS-AMADE Burundi “ Abagenzi b’Abana ”. It was approved by the ministerial ordinance n°530/970 of July 12, 2013 which materialized and legalized the union of the two associations.

Since March 2019, it has been called FVS-Amie des Enfants; its logo has changed but its vision, mission, target audience and focus areas have remained unchanged.

This strategic plan follows the one for 2017-2021 which has just ended. At the level of the strategic axes, it differs from the latter only on one point: the previous one included 5 axes of intervention while this one only has 4, namely:

- The protection and defense of children's rights as well as the fight against gender-based inequalities;
- Education and psycho-social support;
- Health and the fight against HIV/AIDS;
- Economic strengthening of households caring for OVC;

Added to this is the “General coordination of interventions” axis.

The 2022-2026 strategic plan begins when we begin to see glimmers of hope on at least two important levels, namely the political-diplomatic plan and the health plan.

On the politico-diplomatic level, it will be recalled that economic sanctions have been taken against Burundi for a few years. For the moment the European Union has already lifted these sanctions.

In terms of health, the covid-19 pandemic has claimed many human victims and seriously disrupted the world's economies, even the most solid ones. Entire sectors of the economy have been brought to a halt, depriving those who live off them of sources of income and increasing poverty in the most vulnerable countries. Budgets have been reviewed in a good number of countries, to guide them in the fight against the pandemic or to curb its spread. In doing so, organizations that benefited from the support of these countries have seen their funding

suspended or reduced. Today, information collected here and there point to a possible eradication of the pandemic in the near future.

With the improvement of the politico-diplomatic and health environment combined with the experience acquired by FVS-Amie des Enfants over the past 30 years, the protection of children's rights should be better ensured.

## **I. PRESENTATION OF FVS-AMIE DES ENFANTS**

### **1.1. Legal framework**

The Family Association to Overcome AIDS (FVS) has been operational in BURUNDI since 1992, when it was approved by Ministerial Ordinance No. 205.01/6/8 of 31.12.1992.

It became **FVS-AMADE BURUNDI "ABAGENZI B'ABANA"** Approved in 2013 by Ministerial Order No. 530/970 of 12/07/2013 which materializes and legalizes the union of FVS and AMADE Burundi. She is actively involved in working in the community care of children and she aspires to be the first leader at the national level. Its structure gives it a community base from the hill to the national level.

In 2019, FVS-AMADE BURUNDI changed its name to FVS- AMIE DES ENFANTS. After this change, the regulatory texts were reviewed and validated by the General Assembly. Today, it has complete regulatory and management texts (statutes, ROI, procedures manual, policy for the prevention and management of conflicts of interest, charter, etc.) and updated according to the guidelines of the Burundian Ministry of Interior through the new law on the organic framework of non-profit associations of January 27, 2017.

### **1.2. Bodies of FVS-AMADE Burundi**

The FVS- AMIE DES ENFANTS has the following bodies; each with a specific role in accordance with the statutes.

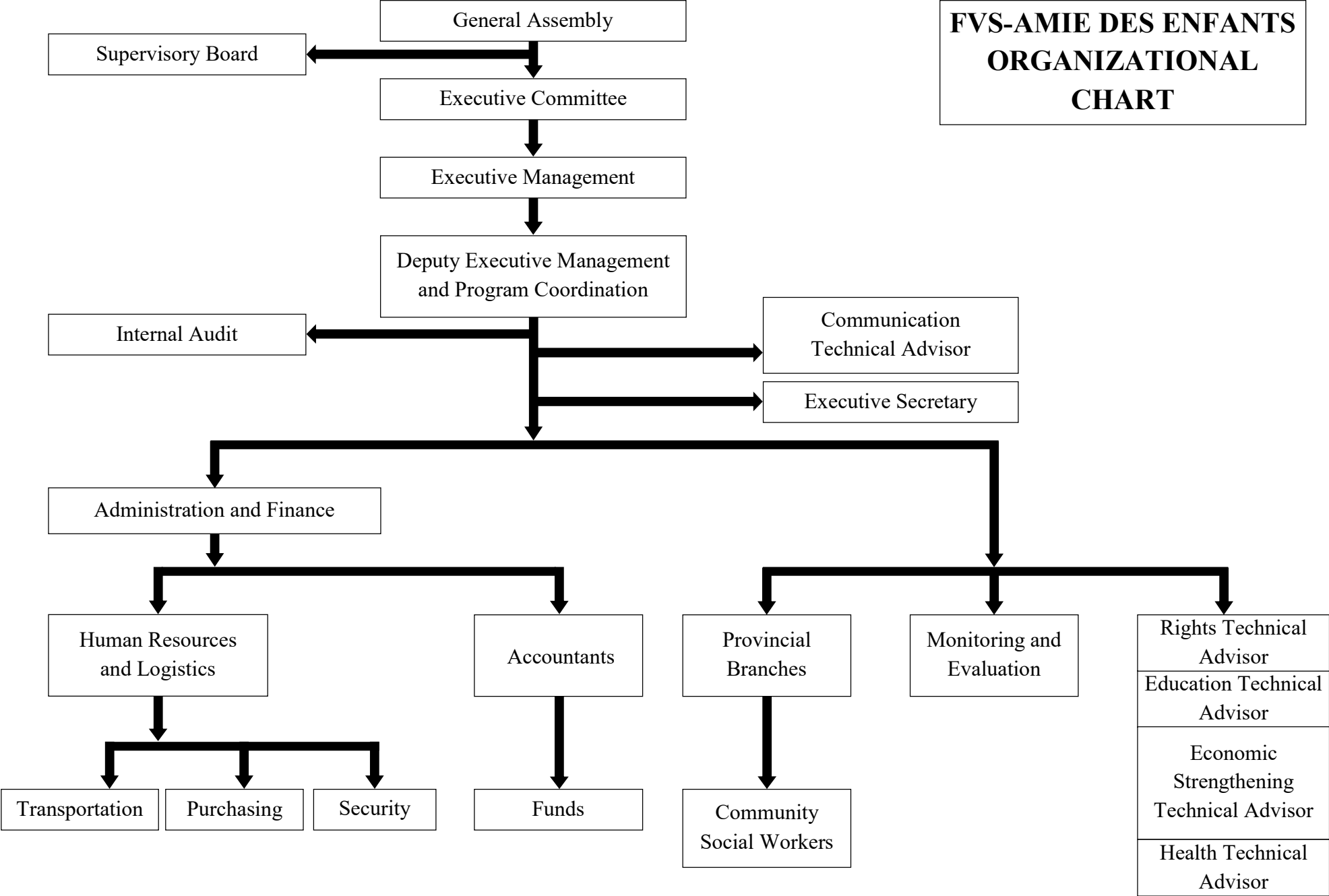
- A General Assembly composed of 32 members: It is the supreme body of the organization. It gives and validates the strategic orientations, adopts the strategic plans, the work plans and the annual budgets, and validates all the important decisions of the organization.
- An Executive Committee composed of 5 members: It implements the decisions of the General Assembly and supervises the administration and management of the National Coordination.
- A Supervisory Board made up of 3 people: It is responsible for control and internal audit.

Day-to-day management is provided by the Executive Director who is assisted by a Deputy Executive Director and Program Coordinator. The Program Coordinator ensures the execution (implementation) of planned activities, strategic plans and action plans. He is responsible for the daily management of the organization. It has the financial, human and material resources as well as a communication and information sharing system to coordinate and properly support the execution of activities. It is supported by a unit of technical advisers (law, education, economic strengthening, health)

The following diagram shows the hierarchical links of these bodies:

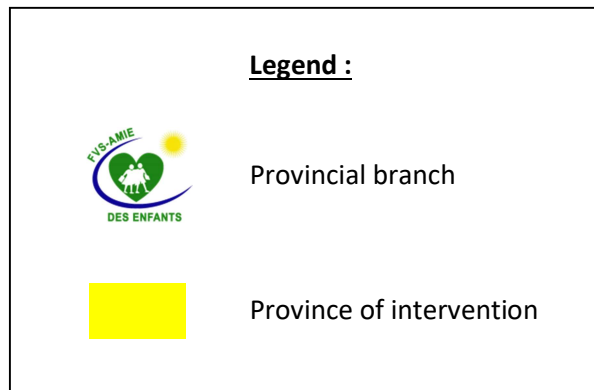
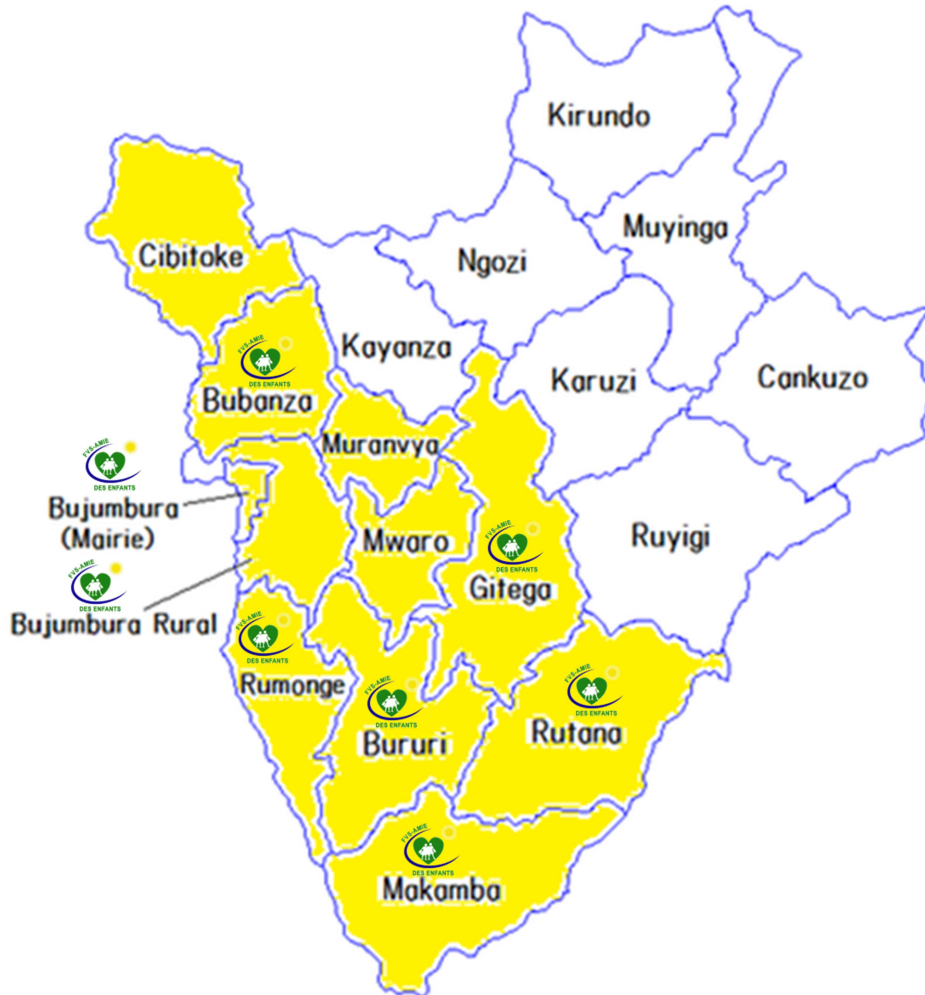


**FVS-AMIE DES ENFANTS  
ORGANIZATIONAL  
CHART**



## FVS intervention areas

### WHERE ARE WE ?



## II. ANALYSIS OF THE ECONOMIC ENVIRONMENT

### 2.1. Political and administrative environment

#### 2.1.1. Opportunities

**Strong references:** in the search for the well-being of the child, FVS-Amie des Enfants refers to instruments of national, regional and international scope.

At the national level, these include the law on the organic framework of non-profit associations, the national policy for the protection of children, the national policy for orphans, the strategic framework document for the fight against poverty, etc.

At the regional level, FVS-Amie des Enfants refers to the African Charter on the Rights of the Child.

Finally, at the international level, it refers particularly to the international convention on the rights of the child, the universal declaration of the rights of the child, the international convention on the rights of the child...

**Favorable working environment:** within national institutions, there are some that provide a framework within which FVS-Amie des Enfants carries out its activities. These include, among others, the Ministries in charge of national education, health and the fight against AIDS, and national solidarity. FVS-Amie des Enfants has signed collaboration agreements with these technical Ministries.

The organization also maintains good relations with the Administration at provincial and communal level.

The Administration is in constant contact with the staff in the field who have offices at the provincial and municipal level.

**Support from international organizations :** international organizations present in Burundi are likely to provide all kinds of support to the FVS-Amie des Enfants. Especially since the missions of some of them, such as UNICEF or WHO, cover sectors in which FVS-Amie des Enfants intervenes.

**Partner Non-Governmental Organizations:** FVS-Amie des Enfants is not the only association concerned with the well-being of children. There are others in the country, both national **and** foreign, which pursue the same objectives. Whether it concerns the protection of children's rights, the fight against inequalities based on gender, the fight against HIV/AIDS,

education and psycho-social support, or the strengthening of economic capacities of households.

### **2.1.2. The threats**

**Dependence on external partners:** as said above, FVS-Amie des Enfants largely depends on external contributions for the realization of its activities. If these contributions were to decrease, FVS-Amie des Enfants would have to revise its ambitions downwards; if they were suspended, the whole search for the well-being of the child, advocated by FVS-Amie des Enfants, would be compromised.

**Administrative slowness :** To achieve the objectives set, synchronization of activities between national institutions and the administration is necessary.

## **2.2. Economic environment**

### **2.2.1. Opportunities**

**Subsidy of agro-pastoral inputs:** to encourage agricultural and livestock production, the government subsidizes the purchase of agro-pastoral inputs. The grant benefits FVS-Amie des Enfants members as many of them are busy with these activities.

### **2.2.2. The threats**

**Soaring prices :** on the market , product prices experience great instability which generally tends to rise. This situation affects the activities of FVS-Amie des Enfants on the one hand because its members will no longer be able to adequately meet their needs and on the other hand because their priorities will be more oriented towards meeting their needs than towards the activities planned by FVS-Amie des Enfants. Thus, for example, their contributions may decrease because the money would have been spent on the purchase of essential products.

**Low employment opportunity:** lately , the opportunities to get a job for trained people and even less for those who do not have qualifications, are becoming increasingly rare. For these people who are unemployed or looking for a job, participation in the activities of FVS-Amie des Enfants will not be a concern. And the higher this number, the less enthusiasm for participation in FVS-Amie des Enfants activities.

**Slowdown in many sectors of activity following covid-19 :** with the spread of covid-19, many activities have experienced a marked slowdown or even simply stopped. Some of these activities provided income to OVC guardian households and when the sources dry up, poverty

intensifies. However, it is in particular against poverty that FVS carries out its action, which action is therefore thwarted by the coronavirus pandemic.

## **2.3. Socio-cultural environment**

### **2.3.1. Opportunities**

**Harmony between the values of FVS and those of Burundian society:** mutual aid is a well-known value in Burundian society and when help benefits a person in difficulty, especially a child, it is all the more appreciated. This is evident from the number of members of committees for the protection of children and solidarity groups which are widespread in all areas of intervention of FVS-Amie des Enfants.

**FVS-Amie des Enfants projects create jobs:** when FVS-Amie des Enfants is established in a locality, jobs are created. These jobs contribute to the fulfillment of the people who obtain them, but moreover, they inject a certain amount of money which contributes either to the start-up of new activities or to the improvement of existing ones.

### **2.3.2. The threats**

**Different approaches between partners :** in the intervention areas of FVS-Amie des Enfants, there are other non-profit associations that pursue practically the same objectives or work in the same fields. The problem arises when the two stakeholders have different or even contradictory approaches.

Thus, when FVS-Amie des Enfants advocates the empowerment of its members, another partner on the ground is providing emergency aid. Beneficiaries may be torn between the two actors, neglecting one or trying to take advantage of both.

**The fight against Covid-19 depends on other projects:** the coronavirus pandemic is a reality in Burundi as in the rest of the world. Today, almost all eyes are on the search for its extinction and failing that, we seek to protect ourselves from it as much as possible, with the risk of directing a large part of the funding in this direction. Deprived of funding, the FVS-Amie des Enfants will reduce its activities and at the expense of the search for the well-being of the child , **which was its very raison d'être .**

## **2.4. Technological environment**

### **2.4.1. Opportunities**

**Digitization of transactions:** it has a number of advantages, in particular saving time. Indeed, one is no longer obliged to go to the counter of a bank to withdraw the money; there is also no

long queue to respect as it happens at certain times. Digitization therefore doubles the time that was wasted going to the bank and waiting to be served.

In addition to saving time, digitalization secures money insofar as you do not have to carry it on your person with all the risks of loss or theft.

**Videoconferencing** : it allows you to get in touch with partners without having to travel. In this way, solutions can be found to situations that in the past may have required a long wait.

#### **2.4.2. The threats**

**Non-essential withdrawals:** with the facilities offered by digitalization for withdrawing money, there is a risk of making withdrawals but then realizing that they could have waited.

### **2.5. Ecological environment**

#### **2.5.1. Opportunities**

**Fight against deforestation:** improved stoves have been distributed to some households of members of solidarity groups. These stoves have the advantage of reducing the consumption of charcoal and with the reduction in the demand for charcoal, there is participation in the protection of the environment due to the reduction of deforestation.

**Promotion of the use of renewable energies:** lamps and plates were distributed in the communities. In addition to the fact that thanks to these plates and lamps the students improve the conditions for revising their notes, it is another way of reducing the use of wood for lighting and therefore of reducing deforestation.

## **III. ANALYSIS OF THE INSTITUTIONAL ENVIRONMENT**

### **3.1. Forces**

**Human resources:** the FVS-Amie des Enfants complies with good staff management rules. Indeed, the following texts are available:

- Recruitment procedures;
- Staff statutes;
- Policy for the prevention and management of conflicts of interest;
- Sexual Exploitation and Abuse Policy;
- Child Protection Code of Conduct;
- Charter of the FVS-Amie des enfants;
- Partnership agreements with technical ministries;

- Partnership agreements with municipalities;

Much more,

- A rating system is provided;
- The staff is regularly paid and benefits from a health insurance system;
- There are training opportunities;
- Data collection software ( CommCare ), accounting software (compta six).

**In terms of financial resources:**

- There is an administrative, financial and accounting procedures manual;
- Finance management software;
- The financial report is produced annually;
- Internal and external audits are carried out regularly;
- The partners receive regular information and have a favorable opinion on the management of funds;
- Financial monitoring procedures are applied by staff.

With regard **to material resources**, the offices of all the antennas are equipped and each antenna has cartage (vehicles for some antennas and motorcycles for all the antennas.

With regard **to the information, planning and control system**, weekly meetings are held, the website and social networks facilitate communication between the members of the association; the activities and the means are decentralized in the zone of intervention to the under hill.

In terms of **structures, roles and responsibilities**, the following should be noted:

- Capacity for innovation and creativity;
- FVS-Amie has drawn up an organization chart which is regularly updated;
- Good establishment in grassroots communities;
- Empowerment capacity of grassroots communities to ensure their destiny;
- Institutional stability with active involvement of the bodies;
- Confirmed transformational leadership;
- Ability to manage projects and lead consortia confirmed.

In the **management** of the organization, the following elements constitute strengths:

- Training is encouraged to acquire new knowledge and thus avoid performing the same things in the same way:

- Training workshops and even better, training opportunities are offered to staff;
- Good establishment in grassroots communities;
- Empowerment capacity of grassroots communities to ensure their destiny;
- Institutional stability with active involvement of the bodies;
- Confirmed transformational leadership;
- Ability to manage projects and lead consortia confirmed;
- Strong capacity for resilience to social changes.

Finally, in relation to **programs and services**, it should be noted that :

- FVS-Amie des Enfants has a mandate and a mission defined in the strategic plan;
- The mission is understood and accepted by the staff;
- The activities carried out refer to the national development plans.

### **Creation of autonomous institutions for each program capable of self-financing**

- Dukuze microfinance ;
- Mutual Tuzokira Twese ;
- social medical centers;
- Amie des Enfants School;
- Nawe Program Nuze for the management of OVC;
- Specialized center for the defense of children's rights ” Agateka k’abana ”;
- Entrepreneurship Promotion Center: CPES;
- Health assured.

### **3.2. Weaknesses**

In terms of **human resources**, gender-related inequalities have been observed.

With regard to **financial resources** , there is a low level of self-financing of activities.

With regard to **material resources**, the following are weaknesses

- Some branches do not have a vehicle;
- low ownership of the sustainability strategy by field staff;
- Low capacity to respond to emergencies.



### STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>- Recruitment procedures are known;</li> <li>- Staff statutes exist;</li> <li>- Existence of a rating system;</li> <li>- The staff is regularly paid and benefits from a health insurance system;</li> <li>- There are training opportunities;</li> <li>- There is an administrative, financial and accounting procedures manual;</li> <li>- The financial report is produced annually;</li> <li>- Internal and external audits are carried out regularly;</li> <li>- The partners receive regular information and have a favorable opinion on the management of funds;</li> <li>- Financial monitoring procedures are applied by staff;</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of a gender policy;</li> <li>- A low level of self-financing of activities;</li> <li>- Some branches do not have a vehicle;</li> <li>- low ownership of the sustainability strategy by field staff;</li> <li>- Low capacity to respond to emergencies.</li> </ul>

<ul style="list-style-type: none"> <li>- The offices of all the antennas are equipped and each antenna has a cartage;</li> <li>- FVS-Amie des Enfants owns the buildings housing its headquarters and its branches in Gitega, Bururi, Makamba and Rutana as well as the infrastructure housing the “Amie des Enfants” school in Matana;</li> <li>- Weekly meetings are held and social networks facilitate communication between members of the association;</li> <li>- Policy for the prevention and management of conflicts of interest;</li> <li>- Sexual Exploitation and Abuse Policy;</li> <li>- Child Protection Code of Conduct;</li> <li>- Charter of FVS-Amie des Enfants ;</li> <li>- Partnership agreements with technical ministries;</li> <li>- Partnership agreement with municipalities;</li> <li>- An organization chart that is regularly updated;</li> <li>- Training is encouraged;</li> <li>- The mission is understood and accepted by the staff;</li> <li>- The activities carried out refer to the national development plans;</li> <li>- Existence of clean buildings;</li> <li>- Creation of autonomous institutions for each program capable of self-financing: Dukuze microfinance , Mutuelle Tuzokira Twese , Social medical centers, Reference school, Nawe Program Nuze , Specialized center for the defense of children's rights ” Agateka k’abana ”;</li> <li>- Strong capacity for resilience to social changes;</li> <li>- Concrete achievements through visible actions;</li> <li>- Relevant interventions that meet the real needs of the populations;</li> <li>- Effective presence on the ground;</li> <li>- Ability to influence national policies, eg</li> </ul>	
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<p>child protection committee (CPE);</p> <ul style="list-style-type: none"> <li>- Accountability and compliance with conventions;</li> <li>- Participation in the development of communal community development plans (PCDC);</li> <li>- FVS is considered as a reference and a model in interventions in favor of children;</li> <li>- Strong capacity for community mobilization;</li> <li>- Ability to achieve the planned results on time ( see donor evaluation reports);</li> <li>- Confirmed expertise in the areas of intervention ;</li> <li>- Decentralization of activities and resources in the area of intervention to the sub-hill.</li> </ul>	
<b>Opportunities</b>	<b>Threat</b>
<ul style="list-style-type: none"> <li>- Good references on national and international instruments;</li> <li>- Partnerships with certain ministries (Health, Education, Solidarity);</li> <li>- Favorable working environment;</li> <li>- Support from international organizations and NGOs;</li> <li>- Subsidy of agro-pastoral inputs for its beneficiaries;</li> <li>- Harmony between the values of FVS and those of Burundian society;</li> <li>- FVS-Amie des Enfants job-creating projects;</li> <li>- Digitization of transactions;</li> <li>- videoconferencing;</li> <li>- Fight against deforestation;</li> <li>- Promotion of the use of renewable energies;</li> <li>- Existence of technical and financial partners who support the organization;</li> <li>- Existence of reference instruments at national and international level;</li> <li>- Formal partnership with sector ministries</li> <li>- Good reputation of the association.</li> </ul>	<ul style="list-style-type: none"> <li>- Dependence on external partners;</li> <li>- Administrative slowness;</li> <li>- Soaring prices;</li> <li>- Slowdown in many business sectors following Covid-19;</li> <li>- Different approaches between partners;</li> <li>- The fight against Covid-19 at the expense of other projects;</li> <li>- Withdrawals of funds deposited in the phones in an unscheduled way for certain beneficiaries.</li> </ul>

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## **IV. STAKEHOLDERS**

FVS-Amie des Enfants stakeholders include state public institutions, foreign public institutions, international organizations, foreign non-governmental organizations and local non-governmental organizations.

### **4.1. State public institutions**

They play a leading role in the success of the actions of FVS-Amie des Enfants, which is why it has signed partnership documents with them.

#### **4.1.1. The Ministry of the Interior, Public Security and Community Development**

This Ministry is in charge of non-profit associations because it approves them and it is to it that their reports are transmitted. It also provides guidance on alignment with the national development plan and ensures sectoral coordination. It is also under this Ministry that the minors' police report which, as its name suggests, intervenes in offenses involving minors.

In the field, the agents of FVS-Amie des Enfants collaborate with the local administration at all levels and on different issues related to their activities.

#### **4.1.2. The Ministry of Health and the Fight against AIDS**

FVS-Amie des Enfants carries out many activities related to health and the fight against AIDS through its axis “Health and the fight against HIV/AIDS”. It sensitizes young people in school and out of school, on sexual and reproductive health; she also educates adults about HIV and family planning.

In addition to raising awareness, the FVS-Amie des Enfants provides people living with HIV/AIDS with biological and psychosocial monitoring and medical care.

To improve access to health care for OVC and their families, the FVS-Amie des Enfants has created mutual funds ( Tuzokira Twese ) to which a number of households have joined.

These various achievements come in support of the missions assigned to the Ministry of Public Health and the Fight against AIDS. This then entails exchanges of information between the Ministry and the FVS-Amie des Enfants.

### **4.1.3. Ministry of National Education and Scientific Research**

Another objective that FVS-Amie des Enfants has set itself is to improve access to education for orphans and vulnerable children (OVC). In addition to raising awareness on the need for OVC to be enrolled in school, the FVS-Amie des Enfants has organized the solidarity groups it supervises to distribute school kits to them. It has also created a secondary school: Ecole "Amie des Enfants" de MATANA, which welcomes orphans and other vulnerable children alongside other children whose school fees are paid for by their parents . these are growing year by year.

In carrying out this activity, FVS-Amie des Enfants complies with the directives issued by the Ministry of National Education, both with regard to the programs and the other measures taken to ensure good training for children.

The organization also brings innovations to improve the quality of education and modernize the work system.

### **4.1.4. Ministry of National Solidarity, Social Affairs, Human Rights and Gender**

The Ministry's missions include a component relating to humanitarian action for vulnerable groups, particularly in the areas of health and education. Among these vulnerable groups are orphans and other children.

As FVS-Amie des Enfants also proposes to help orphans and other vulnerable children, its action and that of the Ministry intersect somewhere and there must be some consultation to avoid any overlapping of actions.

### **4.1.5. Ministry of Justice**

Orphans and other vulnerable children are often harmed in their rights, in particular with the spoliation of their property (land, house, pets, etc.). Some of these cases end up being brought before the courts because they cannot find a solution before the conciliation bodies.

As soon as they are brought before the courts, FVS-Amie des Enfants expects the courts to pay particular attention to these cases, especially since for some, the survival of the orphan or vulnerable child is at stake.

### **4.1.6. Local governments**

The actions carried out by FVS-Amie des Enfants are located in an administrative entity. Without the help or at least the good understanding of the latter, their success is far from

assured. Also, it is essential to establish good relations with the local administrations, from the base to the top, that is to say from the hill to the municipality.

#### **4.1. 7 Other State services**

One thinks here particularly of the National Institute of Social Security (INSS) and the Burundian Revenue Office (OBR). The first is responsible for preserving the social security of employees and the second collects state revenue. It is to these services that FVS-Amie des Enfants pays the social security contributions of its staff, taxes and duties.

#### **4.2. Foreign public institutions**

These are mainly the European Union and the Department of International Cooperation of Monaco.

#### **4.3. International organizations**

The following non-limiting organizations can be cited here: UNICEF, UNDP and UN-WOMEN.

#### **4.4. Non-governmental organizations**

##### **4.4.1. Foreign non-governmental organizations**

Among these are the Arcanum Foundation , Segal Family Foundation , Care International, GIZ, Spark MicroGrants , Amade Mondiale, Fights Aids Monaco, Sancta Foundation Devota , KIYO, etc. Each of these organizations is involved to one degree or another in the realization of one of the axes covered by FVS-Amie des Enfants.

##### **4.4.2. Local non-governmental organizations**

These are mainly the ANSS and SWAA Burundi. Both are committed to the fight against HIV/AIDS.

#### **4.5 Other stakeholders**

##### **4.5.1. The surrounding populations**

It is to them that all awareness-raising actions are addressed, whether they are aimed at the protection of OVC and the protection of their rights, the economic empowerment of parents or guardians of OVC, mobilization for the prevention of HIV / AIDS ...

##### **4.5.2. Solidarity groups**

The Solidarity Groups exist in all areas of intervention of FVS - Amie des Enfants with the exception of the provinces of Cibitoke and Muramvya newly affected by the actions of FVS-

Amie des Enfants. They set up a savings and credit system aimed at caring for orphans and other vulnerable children. It is notably thanks to the savings of these groups that the school kits provided to the children are purchased.

#### **4.4.3. Child Protection Committees**

Like the previous ones, they are scattered in all the areas of intervention of FVS-Amie des Enfants. They detect and assist children whose rights are violated.

#### **4.4.4. Autonomous institutions created by FVS-Amie des Enfants**

These are the following institutions:

1. The microfinance institution Dukuze Ibibondo Microfinance whose mission is to improve the income of parents guardians of OVC through financial services;
2. Community mutuals whose mission is to improve access to health care for OVC and their families;
3. The Center for the Promotion of Solidarity Entrepreneurship for the promotion of income-generating activities for families caring for orphans and other vulnerable children;
4. The "Amie des Enfants" reference school for the training of children, including orphans and other vulnerable children
5. A specialized center for the defense of children's rights to contribute to the protection of the rights of vulnerable children.

#### **4.4.5. Cooperatives bringing together solidarity groups:**

Today, one of the policies advocated by the government to fight against poverty consists in bringing the population together in cooperatives. FVS-Amie des Enfants also encourages the population in the areas where it operates to come together in cooperatives.

#### **4.4.6. The bashingantah**

Sometimes children are violated in their rights; To settle them, the FVS-Amie des Enfants takes two paths, namely bringing them before the courts and tribunals or seeking an amicable solution. The latter is generally preferred because it is based on conciliation. In the latter case, the intervention of the local bashingantahe is requested.

## STAKEHOLDER ANALYSIS

Stakeholders	Interests	Possible conflicts of interest	Types of relationships that exist or to be established	Has a relationship with (other stakeholder)
1.Administration (municipal, provincial)	- The organization contributes to the implementation of activities in the development plan	- Interference - Divergence of approach and/or mission	- Facilitation of field activities - Coordination - Joint planning - Common assessment	- All other stakeholders
2.NGOs (DRC, ActionAid ,	- Same field, mission and/or beneficiary	Do not know each other well enough while working on the same ground	- Complementarity - Synergy	
3.GIZ	- Youth sexual health promotion	- none	- funder	- government - Yezu Service Mwiza
4.KIYO	- Promotion of children's rights - Promotion of youth empowerment	- none	- funder - planning ; - coordination - joint assessment - steering committee	- government - BJJ - CONCERNED - CORDAID
5.CARE	- Empowerment of women and young people	- none	- funder - joint planning - joint coordination - joint assessment	- government - muco abatanga
6.USAID-COPED	- Community support for HIV-positive children	- none	- funder	- government - COPED - AIDH - GDN+
7.UNICEF	- Child protection	- none	- funder - joint planning - joint coordination - joint assessment	- Ministry of Health, Education, Justice, Solidarity; Interior
8.Community Relays	- Involvement in the care of beneficiaries	- none	- collaboration	- government
9. Religious institutions	- Communautary development	- They do not address certain themes (use of condoms, etc. )	- collaboration	- government - other NGOs involved in childhood and community development
10. Media	- Information - Education	- None	- Media coverage of activities	- government
	- Securing	- None	- Child Protection	- Government



11. Security forces			Collaboration - Securing in case of mass activities	
12. Justice	- Law application	- None	- Collaboration - Coordination	- other departments
13. Other ministries (Education, Health, Solidarity, Interior)	- Law application - Putting policies into practice	- None	- Collaboration - Coordination	- other departments

## V. STRATEGIC CHOICES

### 5.1. Mission, vision, values

#### 5.1.1. Mission

Contribute to the development of vulnerable children through access to basic social services and fight against gender-based inequalities.

#### 5.1.2. Vision

The vision of FVS-Amie des Enfants is to be a leader of development actors in Burundi for the well-being of children while contributing to building a united society for the recovery of vulnerable people with gender equity.

#### Areas of intervention:

1. The protection and defense of children's rights as well as the fight against gender-based inequalities;
2. Education and psycho-social support for OVC;
3. Health, the fight against HIV/AIDS, Covid 19 and Promotion of Community Health Mutuals;
4. Economic strengthening of households caring for OVC

#### 5.1.3. Values

- Integrity
- The primacy of the best interests of the child
- Non-discrimination
- Equity,
- Solidarity

- Compassion
- political independence
- religious tolerance
- The search for the empowerment of beneficiaries

The activities of FVS-Amie des Enfants will at all times be based on an ethic based on the following values: integrity, the primacy of the best interests of the child; non-discrimination; equity; solidarity; compassion; political independence; religious tolerance; seeking the empowerment of beneficiaries.

- **Integrity:** it requires members and employees of FVS-Amie des Enfants to be honest and accountable while joining words with deeds. It also requires avoiding involvement in unsavory acts. This value of integrity is also promoted among the beneficiaries of the organization.
- **The primacy of the best interests of the child** means that any action undertaken by FVS-Amie des Enfants is aimed at the well-being of the latter. In this research, it may prove essential that in order to achieve a given objective, one must go through other layers of the population. The latter may constitute the target group but the children remain the impact group. The actions of FVS-Amie des Enfants are therefore primarily evaluated in relation to the effect produced in children. Whenever the interest of the child comes into conflict with the interest of an adult; the interest of the child takes priority.
- **Non-discrimination:** no child in need can be excluded from FVS-Amie des Enfants interventions on the basis of ethnic or racial considerations, region or country of origin, political affiliation of parents, religion or other. Moreover, no one can be excluded when they can make a contribution to the achievement of the mission of FVS-Amie des Enfants, in this case the search for the well-being of the child.
- By **fairness**, it must be understood that the rights of each and everyone are recognized. To each, he gets what is due to him. This applies to beneficiaries as well as employees and members of the organization.
- **Solidarity** : the success of the mission that FVS-Amie des Enfants has set itself depends on the cohesion of the group, on the feeling that together they can achieve important objectives. The Burundian adage that says " Umwana si uw'umwe " (a child does not belong to one person but to the whole community) greatly inspires the actions of FVS-Amie des Enfants because it has already proven itself in the success of its community care

system for orphans and other vulnerable children. Solidarity in the economic recovery of vulnerable households has also already proven itself through solidarity groups.

- **Compassion:** the orphan and/or vulnerable child lives in difficult conditions. Compassion requires that we become aware of these difficulties and that we commit to taking action to seek solutions.
- **Political independence:** FVS-Amie des Enfants was created to support children in vulnerable situations. As an association FVS-Amie des Enfants collaborates with the Administration to render service to the population which is in need but it cannot in any case support the ideology of any party or put itself at its service.

**Thus, FVS-Amie employees** must renounce political activities during the period of their employment contract.

- **Religious tolerance:** within FVS-Amie des Enfants, everyone practices the religion of their choice. In other words, religious convictions are not taken into consideration to accept membership of a member, recruitment of an employee or integration of a beneficiary in the services of the association.
- **The search for the empowerment of beneficiaries:** FVS-Amie des Enfants works for the well-being of the child. However, she wouldn't want him to remain an eternal helper, she would like that one day he could become an adult person who takes care of himself. The same applies to adults who benefit from FVS-Amie des Enfants services as a target group for reaching children: they must be aware that the assistance they receive prepares them to become independent of FVS-Amie des Enfants services.

## 5.2. Objectives, activities, expected results, OVI, means of verification

### AXIS 1: The protection and difference of children's rights as well as the fight against gender-based inequalities

Strategic targets	ACTIVITIES	EXPECTED RESULTS	OVI	Means of verification	
<b>1.1. Contribute to the prevention of cases of violations against children</b>	<b>1.1.1.</b> Organize sensitization sessions for parents/ guardians and children on the rights of the child	300,000 parents/guardians are made aware of children's rights	Number of awareness sessions organized	Outreach Report	
			Number of beneficiaries of sensitizations (disaggregated men, women, boys and girls)	Participant lists Photos of the beneficiaries of the activity	
	<b>1.1.2.</b> Ensure the dissemination of texts of laws protecting children	Child protection laws are disseminated to 300,000 parents/guardians and children	Number of legal texts multiplied and disseminated	Broadcast report	
			Number of beneficiaries of dissemination of legal texts	List of participants in the dissemination of legal texts	
	<b>1.1.3.</b> Set up child rights clubs in schools	250 child rights clubs are set up in schools and functional	Number of children's rights clubs set up in schools	List of functional club members	
	<b>1.1.4.</b> Organize school club experience sharing sessions	250 members of school clubs participate in the exchange of experience	5 experience sharing sessions are organized for 1,250 participants	Number of experience sharing sessions organized	Report of experience sharing sessions
			Number of members of school clubs who participate in the exchange of experiences	List of participants	

	<b>1.1.5.</b> Strengthen the capacities of CPEs in the rights of the child	7,425 hillside CPE members and 675 municipal CPEs are strengthened	Number of members of hillside CPEs trained and dynamic in child protection	CPE training report List of participants
			Number of municipal CPEs trained and dynamic in child protection	- Communal CPE training report - Participant lists
	<b>1.1.6.</b> Support CPEs in late birth registrations	5,000 children are registered in the civil registry	Number of children registered	List of registered children duly signed by the Administrator
			Number of extracts issued by the civil status services	Birth certificate extracts issued
	<b>1.1.7.</b> Set up Family Councils for OVCs	2,500 family councils are set up	Number of family councils set up	Copy of minutes of family councils authenticated by the local administration
Number of children for whom these family councils have been set up			List of children affected by this advice	
<b>1.1.8.</b> Reintegrate children into their original families	1,000 children are reintegrated into their families of origin	Number of children reintegrated into their families of origin	- Reintegration sheet - Reintegration report	
<b>1.2 . Provide community mediation for the settlement of civil conflicts involving OVC in the area of intervention</b>	<b>1.2.1.</b> Set up hill mediators for the amicable settlement of disputes involving children in the area of intervention	5,150 hillside mediators are set up in the area of intervention	Number of mediators set up	List of mediators
	<b>1.2.2.</b> Train hillside mediators including the Bashingantahe on the peaceful resolution of conflicts	5,150 local mediators are trained in peaceful conflict resolution	Number of mediators trained	- Training report - Lists of participants

	<b>1.2.3.</b> Participate in the mediation of disputes involving children in the area of intervention	At least 75% of trained mediators participate in the mediation of disputes involving children	% of trained mediators who participate in mediation	Mediation report
		At least 95% of trained Bashingantahe participate in the mediation of disputes involving children	% of Bashingantahe trained who participate in mediation	Mediation report
		10,000 children have had their rights restored thanks to mediation interventions by community mediators and the Bashingantahe	Number of children who have had their rights restored thanks to the interventions of Mediators and Bashingantahe	- Mediation report - Mediation report authenticated by the municipal authorities - Dispute closure agreement signed by the parties to the disputes
<b>1.3. Defend children whose rights have been violated</b>	<b>1.3.1.</b> Identify all children in the area of intervention who have legal problems likely to be brought before the courts	3,000 cases involving children have been identified	Number of files identified	Identification report
	<b>1.3.2.</b> Organize legal campaigns to defend the cases identified	60 legal campaigns were organized (1 legal campaign/quarter*4/years*5years)	Number of legal campaigns organized	- Planning documents for legal campaigns - Calendar for the scheduling of cases by the courts concerned
		3,000 cases involving 12,000 children were defended in the various jurisdictions	Number of cases defended	Defense Report
	Number of children defended in the different jurisdictions		List of forbidden children	
	<b>1.3.3.</b> Organize raids for the execution of judgments	2,400 execution raids are organized	Number of descents organized	Descent report

	rendered	9,600 defended children have their rights restored through execution raids	Number of children restored to their rights	Execution report
	<b>1.3.4.</b> Register the children's properties in the land titles services and/or at the commune after the execution of the judgments	2,400 properties of defended OVC have been registered	Number of registered properties	Registration certificates
		2,400 registration certificates were issued by the competent services	Number of registration certificates issued	Registration certificates
<b>1.4. Carry out interventions in the 11 Penitentiary Centers for the benefit of minors and infants</b>	<b>1.4.1.</b> Identify detainees with the intellectual capacities to train them on the various themes with a view to their resilience in the face of their situation	440 detainees are identified	Number of detainees identified	Identification report
	<b>1.4.2.</b> Training of identified inmate trainers on relevant topics (life skills, GBV, sexual and reproductive health, entrepreneurship)	440 identified trainers are trained	Number of trainers trained	Training report
	<b>1.4.3.</b> Training of inmates by their peers	1,100 inmates are trained	Number of detainees trained	Training report
	<b>1.4.4.</b> Strengthen the resilience of detainees through training on relevant topics	330 women and girl prisoners are trained in the savings and credit system	Number of women and girl prisoners trained in the savings and credit system	Training report
		330 women and girl prisoners trained in the savings and credit system are supported in	Number of women and girl prisoners supported with microcredit upon	Activity Report

		microcredit upon their release	their release	
		480 prisoners (men-women-girls-boys) are trained in different trades	Number of inmates trained in trades	Training report
		480 detainees (men-women-girls-boys) trained in different trades are supported with starter kits for their trades	Number of inmates supported	PV of receipt of starter kits
		Support 55 pregnant mothers and/or with infants detained with nutritional supplements	Number of pregnant mothers supported	PV of receipt of support
			Number of mothers with infants supported	PV of receipt of support
		1,000 minors in conflict with the law, including infants detained with their mothers, are supervised	Number of minors and infants supervised	Coaching report
	<b>1.4.5.</b> Provide legal defense for minors in conflict with the law	100 minors in conflict with the law are defended in court	Number of minors in conflict with the law defended	Defense Report
<b>1.5. Contribute to the prevention of gender-based violence</b>	<b>1.5.1.</b> Designing GBV Picture Boxes for Women and Children	2,000 image boxes are designed	Number of picture boxes relating to GBV made to women and children designed	Image box receipt document



<b>perpetrated against women and children</b>	<b>1.5.2.</b> Train social workers, representatives of CPEs, representatives of SGs, managers of basic schools on the prevention of GBV in schools and in communities, including the instruments of repression.	4,800 members of CPEs and GS, AS, school officials are trained on GBV prevention, including the law against gender-based violence	Number of CPE and SG members trained on the law against GBV	Training report
	<b>1.5.3.</b> Organize days of exchange of experience with actors for the eradication of GBV against children and women	20 Days of exchange of experience are organized	Number of experience sharing days	Activity report
		500 people participate in the days of exchange of experiences, i.e. 25 people per day	Number of people who took part in experience sharing days	
	<b>1.5.4.</b> Ensure the multiplication of policies already in place to combat sexual exploitation and abuse (PSEA)	30,000 copies are distributed to partners and community structures set up	Number of copies distributed	Broadcast report
	<b>1.5.5.</b> Train partner institutions (DUKUZE-SA-CPES-MTT-CENTRE AGATEKA K'ABANA ETC) and community structures on PSEA	4,800 members of partner institutions and community structures are trained on PSEA	Number of people trained on PSEA	Training report
	<b>1.5.6.</b> Set up Alert mechanisms for the prevention of violence against women and children	Alert mechanisms are in place (green line for denunciation, 100 mobile phones at focal points, suggestion boxes)	Number of GBV cases against women and children denounced through alert mechanisms	Incident report

	<b>1.5.7.</b> Ensuring the legal defense of victims of GBV	480 files are defended	Number of child victims of GBV defended	Defense Report
			Number of women victims of GBV defended	

**AXIS 2: Education and Psychosocial Support for OVC**

<b>Strategic targets</b>	<b>ACTIVITIES</b>	<b>EXPECTED RESULTS</b>	<b>OVI</b>	<b>Means of verification</b>
<b>2.1. Standardize the OVC identification system</b>	<b>2.1.1.</b> Update OVC identification criteria	The identification criteria are updated and multiplied	Number of records containing the criteria multiplied	Classification of identification sheets
	<b>2.1.2.</b> Disseminate updated identification criteria to SG members	150,000 SG members have benefited from the identification criteria dissemination sessions	Number of SG members having benefited from the criteria dissemination sessions	Broadcast report
	<b>2.1.3.</b> Define a minimum package of services that each SG must provide to OVC	Types of services offered to OVC by SGs are known	Number of OVC having benefited from the services offered by the SGs	Service Offering Report
	<b>2.1.4.</b> Evaluate the quality of services offered to OVC by SGs	An annual evaluation of the quality of services is organized	Number of assessments carried out	Evaluation report
<b>2.2 Promote school enrollment and retention of all school-aged OVC</b>	<b>2.2.1.</b> Support parents and guardians to obtain the documents required for the registration of children in school	50,000 parents and guardians of OVC are facilitated to have the required documents	Number of parents/guardians supported to obtain administrative documents	Copy of administrative documents
	<b>2.2.2.</b> Facilitate OVC to obtain school kits from SGs	150,000 OVC received school kits from SGs	Number of OVC served in school kits by SGs	School kit distribution report
	<b>2.2.3.</b> Organize recreational activities for the development of children in order to motivate them to stay in school	150,000 children are organized to carry out recreational activities	- Number of children supervised in recreational activities - Number of recreational kits purchased	Coaching report

			and delivered	
	<b>2.2.4.</b> Ensure school monitoring of OVC	150,000 OVC benefited from school monitoring	Number of OVC having benefited from school monitoring	School monitoring report
	<b>2.2.5.</b> Strengthen the capacities of CGEs (School Management Committees) on the management of adolescence and sexual and reproductive health	400 CGEs are reinforced in adolescent management and SSR	Number of reinforced CGEs	Capacity building report
<b>2.3. Provide access to quality education at the “Amie des Enfants” School for OVCs who have demonstrated potential</b>	<b>2.3.1.</b> Identify OVCs to be registered with the EAMIE taking into account their potential and vulnerability criteria	300 high-potential OVCs are identified and enrolled in the “Amie des Enfants” School	Number of OVC enrolled in the “Amie des Enfants” School each year	List of registered OVC
<b>2.4 Contribute to preparing young out-of-school OVC to become independent adults</b>	<b>2.4.1.</b> Organize vocational training and economic reintegration of young school dropouts	500 out-of-school OVC learned trades enabling them to be economically independent	Number of out-of-school OVC trained in trades	Training report
	<b>2.4.2.</b> Organize the economic integration of trained young people	At least 400 young people trained have found employment or created an economic activity	Number of young people in employment or economic activity	Employment contract IGA report

**AXIS 3: Health, Fight against HIV, Covid 19 and Promotion of Community Health Mutuals**

<b>Strategic targets</b>	<b>ACTIVITIES</b>	<b>EXPECTED RESULTS</b>	<b>OVI</b>	<b>Means of verification</b>
<b>3.1. Make Bururi and Mabanda CMS more dynamic</b>	<b>3.1.1.</b> Extend the services offered by the CMS	A minimum package of services is offered by the CMS is set up	Number of services created	Opening letter of agreement
<b>3.2. Contribute to reducing the malnutrition rate by up to 80% in children from 6 months to 59 months</b>	<b>3.2.1.</b> Train Social Animators (AS) on the nutrition module	67 social workers are trained on the nutrition module	Number of AS trained on the nutrition module	Training report
	<b>3.2.2.</b> Provide nutritional education to parents who are members of SGs	150,000 parents/guardians in the action area have benefited from nutritional education sessions	Number of parents reached by nutrition education messages	Nutrition Education Report
<b>3.3. Contribute to increasing the rate of vaccination coverage up to 95% for all antigens in children from zero to 59 months in our area of intervention by 2026</b>	<b>3.3.1.</b> Train the CHWs on the vaccination module (vaccination schedule and vaccine-preventable diseases)	67 social workers are trained on the vaccination module	Number of health workers trained on vaccination	Training report
	<b>3.3.2.</b> Sensitize members of solidarity groups on vaccination	SG members are made aware of vaccination	Number of people sensitized on vaccination	Outreach Report
	<b>3.3.3.</b> Identify and refer to health centers incompletely vaccinated children and children with 0 doses	5,000 incompletely vaccinated children and children with 0 doses are identified and referred	Number of incompletely vaccinated children and children with 0 doses are identified and referred	Referral report for vaccination
<b>3.4 . Contribute to the fight against Covid 19 for 90% of the total</b>	<b>3.4.1.</b> Educate GS members on Covid 19 prevention measures and early detection	members are made aware of Covid 19 prevention measures and early detection	Number of SG members made aware of Covid 19 prevention measures and early detection	Outreach Report

<b>population of our area of intervention by 2026, including staff</b>	<b>3.4.2.</b> Encourage vaccination against Covid-19 to FVS staff	Staff members are vaccinated	Number of staff vaccinated	Vaccination card
<b>3.5. Increase MTT members from 2,000 to 8,000 by the end of 2026 in our area of intervention</b>	<b>3.5.1.</b> Conduct community mobilization campaigns for TTM adherence	150,000 community members are sensitized to join the MTT	Number of people sensitized for joining the MTT	Outreach Report
<b>3.6. Contribute to HIV prevention and care for infected people</b>	<b>3.6.1.</b> Provide communication for HIV prevention and testing	150,000 community members are sensitized on HIV	Number of people sensitized	Outreach Report
	<b>3.6.2.</b> Provide HIV testing	4,500 people are screened	Number of people tested for HIV	Screening report
	<b>3.6.3.</b> Place HIV-infected children and adults on ARVs	1,500 people infected with HIV are put on ARVs	Number of people put on ARV treatment	AIDS Info Database
	<b>3.6.4.</b> Ensure regular biological monitoring for all PLHIV (adults and children)	1,500 PLHIV benefited from biological monitoring	Number of PLHIV monitored	Biological monitoring report
	<b>3.6.5.</b> Support pregnant women under PMTCT protocol	150 women under PMTCT protocol are supported	Number of Women under PMTCT protocol supported	Accompanying report
	<b>3.6.6.</b> Facilitate compliance with ARV treatment for children and adults	1,500 PLHIV are supported for good adherence to treatment	Number of PLHIV supported for good compliance	Follow-up report

#### **AXIS 4: Economic Strengthening of OVC Care Households**

Strategic targets	ACTIVITIES	EXPECTED RESULTS	OVI	Means of verification
<b>4.1 Contribute to increasing the income of OVC guardian households</b>	<b>4.1.1.</b> Conduct an annual household income assessment	The average household income is known	Number of assessments conducted	Evaluation report
	<b>4.1.2.</b> Create new support GSs and supervise existing ones in the 67 municipalities of intervention	67 municipalities of intervention have registered 6,000 GS of OVC care	Number of municipalities with SGs created and supervised by FVS	SG database
	<b>4.1.3.</b> Build the capacity of SG members on the Nawe approach Nuze and Entrepreneurship	150,000 SG members are trained	Number of SG members trained	Training reports
	<b>4.1.4.</b> Ensure the connection of mature GS to Dukuze MF	4,000 mature GS are connected to Dukuze MF	Number of GS connected to Dukuze MF	Connection report
	<b>4.1.5.</b> Support SGs to come together in OVC guardian cooperative societies	6,000 GS are grouped into 200 Zonal Cooperatives	Number of SGs grouped into Cooperatives	Legal recognition of cooperatives
	<b>4.1.6.</b> Improve the agro-pastoral techniques of SG members	150,000 SG members have benefited from coaching on agropastoral techniques	Number of SG members who have practiced improved agropastoral techniques	Report on the application of improved agropastoral techniques
	<b>4.1.7.</b> Extend the FCAP (Facilitation-based Collective Action Process) approach to all communities in the action area	100 new communities have practiced the FCAP approach	Number of communities that have practiced the FCAP approach	FCAP Practice Report

	<b>4.1.8.</b> Increase the number of SG member households that have rechargeable lamps	15,000 households having acquired rechargeable lamps increased	Number of households having acquired rechargeable lamps	Rechargeable Lamp Distribution Report
	<b>4.1.9.</b> Increase SG members with improved cookstoves	15,000 households having acquired improved stoves increased	Number of new households having acquired improved stoves	Improved Stoves Distribution Report
<b>4.2. Contribute to the financial empowerment of FVS-Amie des Enfants</b>	<b>4.2.1.</b> Initiate a project to build a meeting/party room in Bujumbura	A meeting / party room is built	Number of rooms built	Receipt report
	<b>4.2.2.</b> Increase the production capacities of bakeries in Gitega and Matana	The production capacity of bakeries has increased	Production increase rate	Financial report

### 5.3. Monitoring and evaluation

#### AXIS 1: The protection and difference of children's rights as well as the fight against gender-based inequalities

Strategic targets	ACTIVITIES	EXPECTED RESULTS	Means of verification	Place of verification	Period/Frequency	Responsible
<b>1.1. Contribute to the prevention of cases of violations against children</b>	1.1.1. Organize sensitization sessions for parents/guardians and children on the rights of the child	300,000 parents/guardians are made aware of children's rights	Outreach Report	Communities (hills)	Monthly	Legal Assistants
			Participant lists Photos of the beneficiaries of the activity	Communities (hills)	Monthly	Legal Assistants



	<b>1.1.2.</b> Ensure the dissemination of texts of laws protecting children	Child protection laws are disseminated to 300,000 parents/guardians and children	Broadcast report	Communities (hills)	Monthly	Legal Assistants
			List of participants in the dissemination of legal texts	Communities (hills)	Monthly	Legal Assistants
	<b>1.1.3.</b> Set up child rights clubs in schools	250 child rights clubs are set up in schools and functional	List of functional club members	Schools	Monthly	Legal Assistants
	<b>1.1.4.</b> Organize school club experience sharing sessions	5 experience sharing sessions are organized for 1,250 participants	Report of experience sharing sessions	Schools	Annual	Protection Technical Advisor
			250 members of school clubs participate in the exchange of experience	List of participants	Schools	Annual
	<b>1.1.5.</b> Strengthen the capacities of CPEs in the rights of the child	7,425 hillside CPE members and 675 municipal CPEs are strengthened	CPE training report List of participants	Provincial branches	Monthly	Legal Assistants
			Municipal CPE training report Participant lists	Provincial branches	Monthly	Legal Assistants
	<b>1.1.6.</b> Support CPEs in late birth registrations	5,000 children are registered in the civil registry	List of registered children duly signed by the Administrator	Communal registry offices	Monthly	Legal Assistants
			Birth certificate extracts issued	Communal registry offices	Monthly	Legal Assistants

	<b>1.1.7.</b> Set up Family Councils for OVCs	2,500 family councils are set up	Copy of minutes of family councils authenticated by the local administration	Families	Monthly	Legal Assistants
			List of children affected by this advice	Families	Monthly	Legal Assistants
	<b>1.1.8.</b> Reintegrate children into their original families	1,000 children are reintegrated into their families of origin	Reintegration sheet Reintegration report	Families Provincial branches	Monthly	Legal Assistants
<b>1.2 . Provide community mediation for the settlement of civil conflicts involving OVC in the area of intervention</b>	<b>1.2.1.</b> Set up hill mediators for the amicable settlement of disputes involving children in the area of intervention	5,150 hillside mediators are set up in the area of intervention	List of mediators	Communities (hills)	Monthly	Legal assistants
	<b>1.2.2.</b> Train hillside mediators including the Bashingantahe on the peaceful resolution of conflicts	5,150 local mediators are trained in peaceful conflict resolution	Training report Participant lists	Provincial branches	Monthly	Antenna coordinators
	<b>1.2.3.</b> Participate in the mediation of disputes involving children in the area of intervention	At least 75% of trained mediators participate in the mediation of disputes involving children	Mediation report	Communities (hills)	Monthly	Legal Assistants
			At least 95% of trained Bashingantahe participate in the mediation of disputes involving	Mediation report	Communities (hills)	Monthly

		children				
		10,000 children have had their rights restored thanks to mediation interventions by community mediators and the Bashingantahe	- Mediation report - Mediation report authenticated by the municipal authorities - Dispute closure agreement signed by the parties to the disputes	Communities (hills)	Monthly	Legal Assistants
<b>1.3 . Defend children whose rights have been violated</b>	<b>1.3.1.</b> Identify all children in the area of intervention who have legal problems likely to be brought before the courts	3,000 cases involving children have been identified	Identification report	Communities (hills)	Monthly	Legal Assistants
	<b>1.3.2.</b> Organize legal campaigns to defend the cases identified	60 legal campaigns were organized (1 legal campaign/quarter*4/years*5years)	- Planning documents for legal campaigns - Calendar for the scheduling of cases by the courts concerned	Courts and Tribunals	Quarterly	Protection Technical Advisor
		3,000 cases involving 12,000 children were defended in the various jurisdictions	Defense Report	Courts and Tribunals	Quarterly	Protection Technical Advisor
			List of forbidden children	Courts and Tribunals	Quarterly	Protection Technical Advisor
	<b>1.3.3.</b> Organize raids for the execution of judgments	2,400 execution raids are organized	Descent report	Communities (hills)	Monthly	Legal assistants

	rendered	9,600 defened children have their rights restored through execution raids	Execution report	Communities (hills)	Monthly	Legal assistants
	1.3.4. Register the children's properties in the land titles services and/or at the commune after the execution of the judgments	2,400 properties of defened OVC have been registered	Registration certificates	Municipalities / Land titles	Monthly	Legal assistants
		2,400 registration certificates were issued by the competent services	Registration certificates	Families	Monthly	Legal assistants
<b>1.4 . Carry out interventions in the 11 Penitentiary Centers for the benefit of minors and infants</b>	1.4.1. Identify detainees with the intellectual capacities to train them on the various themes with a view to their resilience in the face of their situation	440 detainees are identified	Identification report	jails	Quarterly	Legal assistants
	1.4.2. Training of identified inmate trainers on relevant topics (life skills, GBV, sexual and reproductive health, entrepreneurship)	440 identified trainers are trained	Training report	jails	Quarterly	Antenna coordinator where the prison is located
	1.4.3. Training of inmates by their peers	1,100 inmates are trained	Training report	jails	Quarterly	Antenna coordinator where the prison is located
	1.4.4. Strengthen the resilience of detainees through training on relevant	330 women and girl prisoners are trained in the savings and credit system	Training report	jails	Quarterly	Antenna coordinator where the prison

topics					is located
	330 women and girl prisoners trained in the savings and credit system are supported in microcredit upon their release	Activity Report	jails	Quarterly	Antenna coordinator where the prison is located
	480 prisoners (men-women-girls-boys) are trained in different trades	Training report	jails	Quarterly	coordinator where the prison is located
	480 detainees (men-women-girls-boys) trained in different trades are supported with starter kits for their trades	PV of receipt of starter kits	jails	Half-yearly	Antenna coordinator where the prison is located
	Support 55 pregnant mothers and/or with infants detained with nutritional supplements	PV of receipt of support	jails	Monthly	Antenna coordinator where the prison is located
		PV of receipt of support	jails	Monthly	Antenna coordinator where the prison is located

		1,000 minors in conflict with the law, including infants detained with their mothers, are supervised	Coaching report	jails	Monthly	Antenna coordinator where the prison is located	
	<b>1.4.5.</b> Provide legal defense for minors in conflict with the law	100 minors in conflict with the law are defended in court	Defense Report	jails	Monthly	Legal assistants	
<b>1.5. Contribute to the prevention of gender-based violence perpetrated against women and children</b>	<b>1.5.1 .</b> Designing GBV Picture Boxes for Women and Children	2,000 image boxes are designed	Image box receipt document	FVS Headquarters	Annual	Protection Technical Advisor	
	<b>1.5.2.</b> Train social workers, representatives of CPEs, representatives of SGs, managers of basic schools on the prevention of GBV in schools and in communities, including the instruments of repression.	4,800 members of CPEs and GS, AS, school officials are trained on GBV prevention, including the law against gender-based violence	Training report	Provincial branches	Quarterly	Antenna coordinators	
	<b>1.5.3.</b> Organize days of exchange of experience with actors for the eradication of GBV against children and women	20 Days of exchange of experience are organized	500 people participate in the days of exchange of experiences, i.e. 25 people per day	Activity report	FVS Headquarters	Quarterly	Protection Technical Advisor
					FVS Headquarters	Quarterly	Protection Technical Advisor

	<b>1.5.4.</b> Ensure the multiplication of policies already in place to combat sexual exploitation and abuse (PSEA)	30,000 copies are distributed to partners and community structures set up	Broadcast report	FVS Headquarters	Annual	Protection Technical Advisor
	<b>1.5.5.</b> Train partner institutions (DUKUZE-SA-CPES-MTT-CENTRE AGATEKA K'ABANA ETC) and community structures on PSEA	4,800 members of partner institutions and community structures are trained on PSEA	Training report	FVS Headquarters	Annual	Protection Technical Advisor
	<b>1.5.6.</b> Set up Alert mechanisms for the prevention of violence against women and children	Alert mechanisms are in place (green line for denunciation, 100 mobile phones at focal points, suggestion boxes)	Incident report	FVS Headquarters	Annual	Protection Technical Advisor
	<b>1.5.7.</b> Ensuring the legal defense of victims of GBV	480 files are defended	Defense Report	Provincial branches	Monthly	Legal assistants
				ar Provincial branches	Monthly	Legal assistants

## AXIS 2: Education and Psychosocial Support for OVC

Strategic targets	ACTIVITIES	EXPECTED RESULTS	Means of verification	Place of verification	Period/ Frequency	Responsible
<b>2.1. Standardize</b>	<b>2.1.1.</b> Update OVC	The identification criteria are	Classification of	Communities	Annual	Social animators

<b>the OVC identification system</b>	identification criteria	updated and multiplied	identification sheets	(hills)		
	<b>2.1.2.</b> Disseminate updated identification criteria to SG members	150,000 SG members have benefited from the identification criteria dissemination sessions	Broadcast report	Provincial branches	Annual	Social animators
	<b>2.1.3.</b> Define a minimum package of services that each SG must provide to OVC	Types of services offered to OVC by SGs are known	Service Offering Report	Communities (hills)	Monthly	Social animators
	<b>2.1.4.</b> Evaluate the quality of services offered to OVC by SGs	An annual evaluation of the quality of services is organized	Evaluation report	In the GS (hills)	Annual	Head of Community Structures
<b>2.2 Promote school enrollment and retention of all school-aged OVC</b>	<b>2.2.1.</b> Support parents and guardians to obtain the documents required for the registration of children in school	50,000 parents and guardians of OVC are facilitated to have the required documents	Copy of administrative documents	Families	August September	Legal assistants
	<b>2.2.2.</b> Facilitate OVC to obtain school kits from SGs	150,000 OVC received school kits from SGs	School kit distribution report	Communities (hills)	Once (September)	Antenna coordinators
	<b>2.2.3.</b> Organize recreational activities for the development of children in order to motivate them to stay in school	150,000 children are organized to carry out recreational activities	Coaching report	Communities (hills)	Quarterly	Social animators
	<b>2.2.4.</b> Ensure school monitoring of OVC	150,000 OVC benefited from school monitoring	School monitoring report	Schools	Monthly	Social animators
	<b>2.2.5.</b> Strengthen the	400 CGEs are reinforced in	Capacity building report	Schools	Monthly	Antenna



	capacities of CGEs (School Management Committees) on the management of adolescence and sexual and reproductive health	adolescent management and SSR				coordinators
<b>2.3. Provide access to quality education at the “Amie des Enfants” School for OVCs who have demonstrated potential</b>	<b>2.3.1 .</b> Identify OVCs to be registered with the EAMIE taking into account their potential and vulnerability criteria	300 high-potential OVCs are identified and enrolled in the “Amie des Enfants” School	List of registered OVC	“Amie des Enfants” School	September	National Coordinator
<b>2.4 Contribute to preparing young out-of-school OVC to become independent adults</b>	<b>2.4.1.</b> Organize vocational training and economic reintegration of young school dropouts	500 out-of-school OVC learned trades enabling them to be economically independent	Training report	Training centers	Monthly	antenna coordinator
	<b>2.4.2.</b> Organize the economic integration of trained young people	At least 400 young people trained have found employment or created an economic activity	Employment contract, IGA report	IGA implementation centers Job site	Monthly	antenna coordinator

### AXIS 3: Health, Fight against HIV, Covid 19 and Promotion of Community Health Mutuels

Strategic targets	ACTIVITIES	EXPECTED RESULTS	Means of verification	Place of verification	Period/ Frequency	Responsible
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<b>3.1. Make Bururi and Mabanda CMS more dynamic</b>	<b>3.1.1.</b> Extend the services offered by the CMS	A minimum package of services is offered by the CMS is set up	Opening letter of agreement	Social medical centers	Annual	Bururi and Makamba branch coordinators
<b>3.2. Contribute to reducing the malnutrition rate by up to 80% in children from 6 months to 59 months</b>	<b>3.2.1 .</b> Train Social Animators (AS) on the nutrition module	67 social workers are trained on the nutrition module	Training report	Provincial branches	Half-yearly	Health Technical Advisor
	<b>3.2.2.</b> Provide nutritional education to parents who are members of SGs	150,000 parents/guardians in the action area have benefited from nutritional education sessions	Nutrition Education Report	Communities (hills)	Monthly	Antenna coordinators
<b>3.3. Contribute to increasing the rate of vaccination coverage up to 95% for all antigens in children from zero to 59 months in our area of intervention by 2026</b>	<b>3.3.1.</b> Train the CHWs on the vaccination module (vaccination schedule and vaccine-preventable diseases)	67 social workers are trained on the vaccination module	Training report	Provincial branches	Quarterly	Health Technical Advisor
	<b>3.3.2.</b> Sensitize members of solidarity groups on vaccination	SG members are made aware of vaccination	Outreach Report	Communities (hills)	Monthly	Social animators
	<b>3.3.3.</b> Identify and refer to health centers incompletely vaccinated children and children with 0 doses	5,000 incompletely vaccinated children and children with 0 doses are identified and referred	Referral report for vaccination	Health Centers	Monthly	Health District Supervisors/ Branch Coordinators
<b>3.4. Contribute to the fight against Covid 19 for 90% of the total population of</b>	<b>3.4.1. Educate GS members</b> on Covid 19 prevention measures and early detection	members are made aware of Covid 19 prevention measures and early detection	Outreach Report	Communities (hills)	Monthly	Social animators
	<b>3.4.2.</b> Encourage vaccination against Covid-19 to FVS staff	Staff members are vaccinated	Vaccination card	FVS Headquarters	Monthly	National Coordinator

<b>our area of intervention by 2026, including staff</b>						
<b>3.5. Increase MTT members from 2,000 to 8,000 by the end of 2026 in our area of intervention</b>	<b>3.5.1.</b> Conduct community mobilization campaigns for TTM adherence	150,000 community members are sensitized to join the MTT	Outreach Report	Communities (hills)	Monthly	Health Technical Advisor
<b>3.6. Contribute to HIV prevention and care for infected people</b>	<b>3.6.1.</b> Provide communication for HIV prevention and testing	150,000 community members are sensitized on HIV	Outreach Report	Communities (hills)	Monthly	Social animators
	<b>3.6.2.</b> Provide HIV testing	4,500 people are screened	Screening report	Social medical centers	Monthly	Bururi and Makamba branch coordinators
	<b>3.6.3.</b> Place HIV-infected children and adults on ARVs	1,500 people infected with HIV are put on ARVs	AIDS Info Database	Social medical centers and other partner centers	Monthly	Managers of CMS and Health Technical Advisor
	<b>3.6.4.</b> Ensure regular biological monitoring for all PLHIV (adults and children)	1,500 PLHIV benefited from biological monitoring	Biological monitoring report	Social medical centers	Monthly	CMS Managers

	<b>3.6.5.</b> Support pregnant women under PMTCT protocol	150 women under PMTCT protocol are supported	Accompanying report	Social medical centers and other partner centers	Monthly	Managers of CMS and Health Technical Advisor
	<b>3.6.6.</b> Facilitate compliance with ARV treatment for children and adults	1,500 PLHIV are supported for good adherence to treatment	Follow-up report	Social medical centers and other partner centers	Monthly	Managers of CMS and Health Technical Advisor

#### **AXIS 4: Economic Strengthening of OVC Care Households**

<b>Strategic targets</b>	<b>ACTIVITIES</b>	<b>EXPECTED RESULTS</b>	<b>Means of verification</b>	<b>Place of verification</b>	<b>Period/Frequency</b>	<b>Responsible</b>
<b>4.1. Contribute to increasing the income of OVC guardian households</b>	<b>4.1.1.</b> Conduct an annual household income assessment	The average household income is known	Evaluation report	Communities (hills)	Annual	Economic Strengthening Technical Advisor
	<b>4.1.2.</b> Create new support GSs and supervise existing ones in the 67 municipalities of intervention	67 municipalities of intervention have registered 6,000 GS of OVC care	SG database	Communities (hills)	Annual	Social animators

4.1.3. Build the capacity of SG members on the Nawe approach Nuze and Entrepreneurship	150,000 SG members are trained	Training reports	Communities (hills)	Monthly	Social animators
4.1.4. Ensure the connection of mature GS to Dukuze MF	4,000 mature GS are connected to Dukuze MF	Connection report	Communities (hills)	Monthly	Antenna coordinators
4.1.5. Support SGs to come together in OVC guardian cooperative societies	6,000 GS are grouped into 200 Zonal Cooperatives	Legal recognition of cooperatives	Areas	Monthly	Economic Strengthening Technical Advisor
4.1.6. Improve the agro-pastoral techniques of SG members	150,000 SG members have benefited from coaching on agropastoral techniques	Report on the application of improved agropastoral techniques	Communities (hills)	Quarterly	Social animators
4.1.7. Extend the FCAP (Facilitation-Based Collective Action Process ) approach to all communities in the action area	100 new communities have practiced the FCAP approach	FCAP Practice Report	Communities (hills)	Monthly	Antenna coordinators
4.1.8. Increase the number of SG member households that have rechargeable lamps	15,000 households having acquired rechargeable lamps increased	Rechargeable Lamp Distribution Report	Communities (hills)	Monthly	Antenna coordinators / Lighting Project Manager
4.1.9. Increase the members of SGs with improved cookstoves	15,000 households having acquired improved stoves increased	Improved Stoves Distribution Report	Communities (hills)	Monthly	Antenna coordinators / Lighting Project Manager

<b>4.2. Contribute to the financial empowerment of FVS-Amie des Enfants</b>	<b>4.2.1.</b> Initiate a project to build a meeting/party room in Bujumbura	A meeting / party room is built	Receipt report	FVS Headquarters	First year	Economic Strengthening Technical Advisor
	<b>4.2.2.</b> Increase the production capacities of bakeries in Gitega and Matana	The production capacity of bakeries has increased	Financial report	Gitega and Matana	Second year	Economic Strengthening Technical Advisor

## 5.4. Budget (in BIF) and schedule

AXIS 1: Protection and difference of children's rights as well as the fight against gender-based violence ( GBV )											
Coded	Specific objective 1: Contribute to the prevention of cases of violence against children										
1.1.1	Expected result 1: Violence against children has been reduced										
	Activities	Target	OVI	Means of verification	Responsible	Annual budgets (in BIF)					Total Budget (in BIF)
						2022	2023	2024	2025	2026	
1.1.1.1	Organize awareness sessions for parents/ guardians who are members of solidarity groups on the rights of the child	2,500	Number of parents/guardians sensitized on children's rights	Outreach Report	Legal assistants	39,000,000	39,000,000	39,000,000	39,000,000	39,000,000	195,000,000
1.1.1.2	Ensure the dissemination of legal texts protecting children	15,000	Number of legal texts multiplied and disseminated	Broadcast reports	Legal Assistants and CT Protection	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000
1.1.1.3	Set up children's rights clubs in schools	20 (3 clubs per province would suffice)	Number of clubs that meet weekly	List of functional club members	Legal Assistants and CT Protection	5,400,000	5,400,000	5,400,000	5,400,000	5,400,000	27,000,000
1.1.1.4	Organize exchange sessions between school clubs	1,250	Number of people who participated in school club exchange sessions	Experience sharing report	Legal Assistants and CT Protection	25,000,000	25,000,000	25,000,000	25,000,000	25,000,000	125,000,000
1.1.1.5	Strengthen the capacities of CPEs in the rights of the child	4,800	Number of CPEs trained	Training report	Legal Assistants and CT Protection	188,640,000	188,640,000	0	0	0	377,280,000

1.1.1.6	Support CPEs in late birth registrations	25,000	Number of children registered late	CPE report Birth certificate extracts	Legal assistants	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
1.1.1.7	Set up Family Councils for OVCs	2,500	Number of children for whose benefit these Councils have been set up	Minutes of Family Councils	Legal Assistant	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
1.1.1.8	Reintegrate children into their original families	1,000	Number of children reinserted	Reintegration report	Psychologist in charge of reintegration	70,000,000	70,000,000	70,000,000	70,000,000	70,000,000	350,000,000
<b>Coded</b>	<b>Specific Objective 2: Provide community mediation for the settlement of civil conflicts involving OVC in the area of intervention</b>										
1.2.1	<b>Expected Result 1: Civil disputes involving OVC have been resolved amicably</b>										
	<b>Activities</b>	<b>Target</b>	<b>OVI</b>	<b>Means of verification</b>	<b>Responsible</b>	<b>Annual budgets (in BIF)</b>					<b>Total Budget (in BIF)</b>
						<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	
1.2.1.1	Establishment of hillside mediators for the amicable settlement of disputes involving children in the area of intervention	2,000	Number of hill mediators set up	Report on the establishment of hill mediators	Legal Assistants and CT Protection	6,000,000	0	0	0	0	6,000,000
1.2.1.2	Train hillside mediators including the Bashingantahe on the peaceful resolution of conflicts	5,000	Number of hill mediators trained	Training report	Legal Assistants and CT Protection	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	500,000,000



1.1.2.3	Participate in the mediation of disputes involving children in the area of intervention	20,000	Number of mediation of disputes involving children	Minutes of the hillside mediators	Legal Assistants and CT Protection	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
<b>Coded</b>	<b>Specific objective 3: Ensure the defense of children whose rights have been violated</b>										
<b>1.3.1</b>	<b>Expected result 1: Children deprived of their rights are defended in court</b>										
	<b>Activities</b>	<b>Target</b>	<b>OVI</b>	<b>Means of verification</b>	<b>Responsible</b>	<b>Annual budgets (in BIF)</b>					<b>Total Budget (in BIF)</b>
						<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	
1.3.1.1	Identify all children in the area of intervention who have legal problems likely to be brought before the courts	3,000	Number of children with legal problems likely to be brought before the courts	Identification report	Legal assistants	0	0	0	0	0	0
1.3.1.2	Organize legal campaigns to defend the cases identified	3,000	Number of children defended	Defense Report	Legal Assistants and CT Protection	300,000,000	300,000,000	300,000,000	300,000,000	300,000,000	1,500,000,000
1.3.1.3	Organize raids for the execution of judgments rendered	1,500	Number of children restored to their rights	Report on the execution of judgments rendered	Legal Assistants and CT Protection	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000
1.3.1.4	Registration of children's property in land title services and/or at the municipality after the execution of judgments	200	Number of registered properties	Registration certificates	Legal Assistants and CT Protection	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000

Coded	Specific Objective 4: Carry out interventions in the 11 Penitentiary Centers for the benefit of minors and infants										
1.4.1	Expected Result 1: Interventions in the 11 Penitentiary Centers for the benefit of minors and infants have been carried out										
	Activities	Target	OVI	Means of verification	Responsible	Annual budgets (in BIF)					Total Budget (in BIF)
						2022	2023	2024	2025	2026	
1.4.1.1	1.4.1 Identify detainees with the intellectual capacities to train them on the various themes with a view to their resilience in the face of their situation	1,540	Number of detainees identified	Identification report	Legal Assistants and CT Protection	8,530,060	0	0	0	0	8,530,060
1.4.1.2	Training of identified inmate trainers on relevant topics (life skills, GBV, sexual and reproductive health, entrepreneurship)	440	Number of inmate trainers trained	Training report	Legal Assistants and CT Protection	0	44,000,000	0	0	0	44,000,000
1.4.1.3	Training of inmates by their peers	1,100	Number of inmates trained by their peers	Training report drawn up by the detained trainers	Legal Assistants and CT Protection	0	0	33,000,000	0	0	33,000,000
1.4.1.4	Strengthen the resilience of detainees through training on relevant topics	4,050	Number of detainees trained	Training report	Legal Assistants and CT Protection	0	64,800,000	64,800,000	64,800,000	64,800,000	259,200,000

1.4.1.5	Provide legal defense for minors in conflict with the law	500	Number of minors in conflict with the law	Defense Report	Legal Assistants and CT Protection	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	250,000,000
<b>Coded</b>	<b>Specific Objective 5: Contribute to the prevention of Gender-Based Violence (GBV) perpetrated against women and children</b>										
<b>1.5.1</b>	<b>Expected Result 1: Gender-based violence perpetrated against women and children has been reduced</b>										
	Activities	Target	OVI	Means of verification	Responsible	Annual budgets (in BIF)					Total Budget (in BIF)
						2022	2023	2024	2025	2026	
1.5.1.1	Designing GBV Picture Boxes for Women and Children	1,000	Number of suggestion boxes set up	Purchase order	Antenna Coordinator	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000
1.5.1.2	Train social workers, representatives of CPEs, representatives of SGs, managers of basic schools on the prevention of GBV in schools and in communities and the instruments of repression	4,800	Number of social workers, representatives of CPEs, SGs and heads of basic schools trained	Training report	Legal Assistants and CT Protection	134 145 600	134 145 600	134 145 600	134 145 600	134 145 600	670,728,000

1.5.1.3	Organize days of exchange of experience with actors for the eradication of GBV against children and women	500	Number of experience sharing days	Experience exchange report	Legal Assistants and CT Protection	0	13,573,400	0	13,573,400	0	27,146,800
1.5.1.4	Ensure the multiplication of policies already in place to combat sexual exploitation and abuse (PSEA)	30,000	Number of policy texts multiplied and disseminated	Broadcast report	Legal Assistants and CT Protection	16,200,000	16,200,000	16,200,000	16,200,000	16,200,000	81,000,000
1.5.1.5	Train partner institutions (DUKUZE-SA-CPES-MTT-CENTRE AGATEKA K'ABANA ETC) and community structures on PSEA	5	Number of structures created by the FVS	Broadcast report	Legal Assistants and CT Protection	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
1.5.1.6	Set up Alert mechanisms for the prevention of violence against women and children	1	Alert mechanism	Report on the establishment of alert mechanisms for the prevention of violence against women and children	CT Protection	0	10,000,000	0	0	0	10,000,000

1.5.1.7	Ensuring the legal defense of victims of GBV	200	Number of victims defended	Defense Report	Legal Assistants and CT Protection	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
<b>Total Axis Protection and Defense of the rights of the child as well as the fight against gender-based violence ( GBV )</b>						<b>1,040,415,660</b>	<b>1,158,259,000</b>	<b>935 045 600</b>	<b>915,619,000</b>	<b>902 045 600</b>	<b>4,951,384,860</b>

**AXIS 2: Education and Psychosocial Support for OVC**

<b>Coded</b>	<b>Strategic Objective 1: Standardize the OVC identification system</b>										
<b>2.1.1</b>	<b>Expected result 1: OVC Requiring assistance are identified according to objective and standardized criteria.</b>										
	<b>Activities</b>	<b>Target</b>	<b>OVI</b>	<b>Means of verification</b>	<b>Responsible</b>	<b>Annual budgets (in BIF)</b>					<b>Total Budget (in BIF)</b>
						<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	
2.1.1.1	Organize the dissemination of updated OVC identification criteria in the SGs	150,000	Number of sheets containing the updated criteria distributed and Number of members of the SGs having benefited from the dissemination sessions	Dissemination Reports and Evaluation Report	Coordinator of Antennas, Social Animators and Executive Management	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
<b>2.1.2</b>	<b>Expected result 2: Access to education and school retention are facilitated.</b>										
2.1.2.1	Support parents and guardians of SGs to obtain the documents required for the registration of children in school	50,000	Number of parents supported in obtaining administrative documents	Copy of administrative documents	Antenna Coordinators and Social Animators	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
2.1.2.2	Facilitate OVCs to obtain school kits from SGs	150,000	Number of OVC having received school kits	School kit distribution report	Social animators	0	0	0	0	0	0

2.1.2.3	Organize recreational activities for the development of children in order to motivate them to stay in school	150,000	Number of children supervised in recreational activities and Number of recreational kits purchased and delivered	Coaching reports	Social animators and CPE	90,000,000	90,000,000	90,000,000	90,000,000	90,000,000	450,000,000
2.1.2.4	Ensure school monitoring of OVC	150,000	Number of OVC having benefited from school monitoring	School monitoring report	Branch Coordinators, Social Animators and CPE	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	150,000,000
2.1.2.5	Strengthen the capacities of School Management Committees on the management of adolescence and sexual and reproductive health	400	Number of reinforced CGEs	Capacity building report	TC Education	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000	400,000,000
2.1.2.6	Identify OVC to be registered with the EAMIE taking into account their potential and vulnerability criteria	300	Number of OVC enrolled in EAMIE each year	List of registered OVC	Direction EAMIE	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	1,200,000,000
2.1.2.7	Cover tuition and boarding school fees for OVC enrolled in EAMIE	60	Number of OVC benefiting from school sponsorship	Lists of OVC and Sponsors	Executive direction of FVS (Founder of the School)	37,800,000	37,800,000	37,800,000	37,800,000	37,800,000	189,000,000

2.1.2.8	Complete the infrastructure that remains at EAMIE in order to create better learning and living conditions	2 isolation rooms in case of covid-19 or other contagious disease are built and 1 multipurpose room for meetings and other gatherings is built	Number of new infrastructures built	Photo and area of built infrastructure	Executive Direction of FVS (Founder of the School)	260,000,000	0	0	0	0	260,000,000
2.1.3	<b>Expected Result 3: Out-of-school OVC benefit from vocational training and economic integration</b>										
2.1.3.1	Organize vocational training and economic reintegration of young school dropouts	500	Number of out-of-school OVC trained in trades	Training report	TC Economic strengthening	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	200,000,000
2.1.3.2	Organize the economic integration of trained young people	400	Number of young people in employment or economic activity	Employment contract and Report on IGA	TC Economic Strengthening	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	200,000,000
2.1.4	<b>Result 4: OVC who have psychological barriers preventing them from flourishing are identified and cared for or referred to specialized centers</b>										
2.1.4.1	Identification of OVC with psychological difficulties	400	Number of OVC identified as having psychological and social difficulties.	Identification report	Social animator and CT in charge of education and psychological support	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
2.1.4.2	Support or referral of identified psychological cases	400	Number of psychological cases handled by FVSet Number of psychological cases referred to specialized centers	support report	TC in charge of education and psychological support	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000

<b>Total Axis Education and Psychosocial Support for OVC</b>	<b>848,800,000</b>	<b>588,800,000</b>	<b>588,800,000</b>	<b>588,800,000</b>	<b>588,800,000</b>	<b>3,204,000,000</b>
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**AXIS 3: Health, Fight against HIV/AIDS, Covid 19 and Promotion of Community Health Mutuals**

<b>Coded</b>	<b>Strategic Objectives 1: Contribute to the improvement of community health</b>										
<b>3.1.1</b>	<b>Expected Result 1: Vaccine-preventable diseases and malnutrition are reduced</b>										
	<b>Activities</b>	<b>Target</b>	<b>OVI</b>	<b>Means of verification</b>	<b>Responsible</b>	<b>Annual budgets (in BIF)</b>					<b>Total Budget (in BIF)</b>
						<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	
<b>3.1.1.1</b>	Covid prevention measures 19, vaccination and early detection	600,000	Number of SG members made aware of Covid 19 prevention measures and early detection	Outreach Report	TC Health	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000
<b>3.1.1.2</b>	Encourage vaccination against Covid-19 to FVS staff	500	Number of staff vaccinated	Vaccination card	TC Health	0	0	0	0	0	0
<b>3.1.1.3</b>	Train the CHWs on the vaccination module (vaccination schedule and vaccine-preventable diseases)	67	Number of health workers trained on vaccination	Training report	TC Health	4,000,000	4,000,000	0	0	0	8,000,000



3.1.1.4	Identify and refer to health centers incompletely vaccinated children and children 0 doses (children from 0 to 23 months)	15,000	Number of incompletely vaccinated children and children with 0 doses are identified and referred	Referral report for vaccination	Members of SGs, Groups of Community Health Agents and Social Animators	0	0	0	0	0	0
3.1.1.5	Train Social Animators (AS) on the nutrition module	67	Number of AS trained on the nutrition module	Training report	TC Health	5,025,000	5,025,000	0	0	0	10,050,000
3.1.1.6	Provide nutritional education to parents who are members of SGs	600,000	Number of parents reached by nutrition education messages	Nutrition Education Report	Social Animators and Community Health Agents	0	0	0	0	0	0
<b>3.1.2</b>	<b>Expected result 2: MTT members increase from 2,000 to 8,000 by the end of 2026 in our area of intervention</b>										
3.1.2.1	Conduct community mobilization campaigns for TTM adherence	125,000	Number of people sensitized for joining the MTT	Outreach Report	SA/MTT Director	12,500,000	12,500,000	12,500,000	12,500,000	12,500,000	62,500,000
3.1.2.2	Organize training workshops for social workers to facilitate membership management	67	Number of social workers trained in awareness-raising techniques and membership management	Training report	SA/MTT Director	4,000,000	4,000,000	0	0	0	8,000,000
3.1.2.3	Set up Unions of Mutualists by health district in our areas of intervention	10	Number of union of mutualists set up at the level of each district	Committee by existing health district	SA/MTT Director	12,000,000	0	12,000,000	0	12,000,000	36,000,000

3.1.2.4	Train or retrain care providers responsible for partner health facilities (nurses, holders, doctors and managers of hospitals and CDS, etc.) on the operation of Mutuelles Tuzokira Twese accompanied by the FVS-Amie des Enfants	104	Number of healthcare providers trained	Training report	SA/MTT Director	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	150,000,001
3.1.2.5	Organize training sessions on the role and importance of a community mutual fund towards local administrative authorities	475	Number of administrative authorities trained (hill chief, zone chief and administrators)			9,500,000	9,500,000	9,500,000	9,500,000	9,500,000	47,500,000
<b>Coded</b>	<b>Strategic objectives 2: Contribute to the management of the community in the area of responsibility of CMS Bururi and Mabanda</b>										
<b>3.2.1</b>	<b>Expected result 1: The community in the Bururi and Mabanda CMS area of responsibility , including PLHIV are supported</b>										
	<b>Activities</b>	<b>Target</b>	<b>OVI</b>	<b>Means of verification</b>	<b>Responsible</b>	<b>Annual budgets (in BIF)</b>					<b>Total Budget (in BIF)</b>
						<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	
3.2.1.1	Extend the services offered by the CMS	4 ( A alongside the care services for PLHIV and laboratory, we will add the services of internal medicine, emergency, pediatrics and family planning )	Number of services created	Opening letter of agreement	TC Health	0	60,000,000	0	0	0	60,000,000
3.2.1.2	Provide communication for HIV prevention and testing	150,000	Number of people sensitized	Outreach Report	TC Health	0	0	0	0	0	0

3.2.1.3	Provide HIV testing	2,000	Number of people tested for HIV	Screening report	CMS laboratory technicians	0	0	0	0	0	0
3.2.1.4	Place HIV-infected children and adults on ARVs	48	Number of people put on ARV treatment	AIDS Info Database	TC Health	0	0	0	0	0	0
3.2.1.5	Ensure regular biological monitoring for all PLHIV (adults and children)	650	Number of PLHIV monitored	Biological monitoring report	CMS laboratory technicians	14,999,998	14,999,998	14,999,998	14,999,998	14,999,998	74,999,990
3.2.1.6	Support pregnant women under PMTCT protocol	50	Number of Women under PMTCT protocol supported	Accompanying report	TC Health	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
3.2.1.7	Facilitate compliance with ARV treatment for children and adults	658	Number of PLHIV supported for good compliance	Follow-up report	TC Health	14,999,768	14,999,768	14,999,768	14,999,768	14,999,768	74,998,840
3.2.2	<b>Result 2: Victims of sexual violence are cared for</b>										
3.2.2.1	Ensure the medical and psychological care of victims of sexual violence in the CMS of Bururi and Mabanda and be the reference for the other provinces	20	Number of victims of sexual violence accompanied for proper care.	Follow-up report	TC Health	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
<b>Total Axis Health, Fight against HIV/AIDS, Covid 19 and Promotion of Community Health Mutuals</b>						<b>145,024,766</b>	<b>193 024 766</b>	<b>131,999,766</b>	<b>119,999,766</b>	<b>131,999,766</b>	<b>722 048 830</b>

#### AXIS 4: Economic Strengthening of Households caring for OVC

<b>Coded</b>	<b>Specific objective 1: Contribute to increasing the income of OVC guardian households</b>										
4.1.1	<b>Expected result 1: The income of OVC guardian households has increased and their entrepreneurial capacities are strengthened</b>										
	<b>Activities</b>	<b>Target</b>	<b>OVI</b>	<b>Means of verification</b>	<b>Responsible</b>	<b>Annual budgets (in BIF)</b>					<b>Total Budget (in BIF)</b>
						<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	





5.1.1.2	Maintain the visibility of the organization's activities on social networks ( Twitter , Facebook )	480 (8 communications on social networks per month)	Number of communications	Twitter , Facebook	Communications Officer	0	0	0	0	0	0
5.1.1.3	Write quarterly, half-yearly and annual reports	20 (2 quarterly reports, 1 half-yearly report and 1 annual report)	Number of reports written	Quarterly, half-yearly and annual reports	Branch Heads, Monitoring-Evaluation Officer and Executive Management	150,000	150,000	150,000	150,000	150,000	750,000
5.1.1.4	Update promotional materials (One Pager, flyers, etc. )	2500 (For FVS: 1 one pager and 2 roll-ups for the distribution of the strategic plan of the FVS. For EAMIE : 1 poster and leaflets	Number of promotional documents	Promotional documents	Communication officer and the CTs involved	1.5 million	1.5 million	1.5 million	1.5 million	1.5 million	7,500,000
5.1.1.5.	Coordinate with local media	60 (7 advertorials, 5 press releases: notices of calls for tenders and recruitment as well as the notice for registration with EAMIE, etc. )	Number of broadcasts and reports	Reports and broadcasts in local media	Communications Officer	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000

5.1.1.6	Round table of donors to present the model of community care for OVC initiated by the FVS-Amie des Enfants	2	Round table organized	Round table	Communications Officer	0	2,500,000	2,500,000			5,000,000
<b>Coded</b>	<b>Specific objective 2: Contribute to maintaining the financial balance of the organization for the implementation of the operational plan</b>										
5.2.1	<b>Expected result 1: The funds needed to carry out the activities have been mobilized</b>										
	Activities	Target	Objectively Verifiable Indicators (OVI)	Means of verification	Responsible	Annual budgets (in BIF)					Annual budget (in BIF)
						2022	2023	2024	2025	2026	
5.2.1.1	Strengthen existing income-generating activities to increase the organization's self-financing revenue	4 (leased office rents, sale of expertise, Restaurant Chez les Amie des Enfants, Connection of GS to DUKUZE MF)	Income from IGAs	Financial report	Executive Direction and Economic CT	0	0	0	0	0	0
5.2.1.2	Diversify the organization's IGAs to increase the organization's self-financing revenue	2	Number of new IGAs	Financial report	Executive Direction and Economic CT	0	0	0	0	0	0
5.2.1.3	Mobilize existing partners to increase funding for operational plan activities	10	Number of projects and amount of funding	Financial report	Executive Direction	0	0	0	0	0	0
5.2.1.4	Increase the number of partners through the networking system (projects in synergy)	10	Number of synergistic partners	Financial report	Executive Direction	0	0	0	0	0	0
<b>Coded</b>	<b>Specific objective 3: Ensure monitoring and evaluation to achieve the results defined by the operational plan</b>										





5.4.1.3	Organize a professional retreat	5 (1 annual professional retreat)	Number of retirement	Minutes of the retreat	Executive Direction	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
5.4.1.4	Acquire and train staff on monitoring and evaluation software	1 software is acquired and the staff is trained on the software	Software acquired and Number of staff trained	Software and Training Report	Monitoring and Evaluation Officer	15,000,000					15,000,000
5.4.1.5	Train staff on double-entry accounting and set up accounting software for this purpose	12 (Staff to be trained on double-entry bookkeeping)	Configured software and Number of staff trained	Software and Training Report	Monitoring and Evaluation Officer	4,000,000	0	0	0	0	4,000,000
5.4.1.6	Acquire and train staff on archiving software	1 software is acquired and the staff is trained on the software	Software acquired and Number of staff trained	Software and Training Report	Monitoring and Evaluation Officer	0	6,000,000			0	6,000,000
<b>Total Axis Coordination , Advocacy and Monitoring-Evaluation</b>						<b>42,750,000</b>	<b>32,250,000</b>	<b>31,250,000</b>	<b>23,750,000</b>	<b>28,750,000</b>	<b>158,750,000</b>

<b>GRAND TOTAL</b>						<b>3,257,722,426</b>	<b>3,053,065,766</b>	<b>2,717,827,366</b>	<b>2,678,900,766</b>	<b>2,682,327,366</b>	<b>14,389,843,690</b>
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## SUMMARY: BUDGET REQUIRED BY YEAR

YEAR OF THE STRATEGIC PLAN	NECESSARY BUDGET
2022	3,257,722,426
2023	3,053,065,766
2024	2,717,827,366
2025	2,678,900,766
2026	2,682,327,366
<b>TOTAL OVER THE 5 YEARS OF THE STRATEGIC PLAN</b>	<b>14,389,843,690</b>

### VI. RISK MANAGEMENT

Any organization is exposed to risks, some external, others internal. FVS-Amie des Enfants cannot be an exception.

#### 6.1. External risks

With this kind of risk, the organization has few means to face it or does not even have any. Below are some of the risks that FVS -Amie des Enfants may face and some of the steps that can be taken to mitigate them.

**Persistence of the covid-19 pandemic** : If The pandemic persists, the realization of the activities that FVS-Amie des Enfants proposed to carry out can be affected in different ways. Thus, donors can reduce or suspend their support; scheduled meetings may not take place to prevent the spread of the pandemic; the number of participants in these meetings may be reduced to respect social distancing etc.

Faced with such a situation, FVS-Amie des Enfants will have to be less ambitious but continue to apply preventive measures when the need arises.

**Natural disasters**: they can occur at any time and unexpectedly and force FVS-Amie des Enfants to suspend its activities. In such a case, it will wait with the others for one or more solutions to be found and will participate, as far as possible, in the search for these solutions or else stick to the measures recommended by the government to deal with these disasters.

**The insecurity** forces the FVS-Amie des Enfants to work in a climate of uncertainty as to the consequences that tensions may produce, particularly in relation to the financing of its activities.

Inside the country, it is to be feared that events will prevent the continuation of the activities planned by the FVS-Amie des Enfants or slow down their execution. For example, local government partners may be unavailable for an extended period due to other obligations to which they are called.

When such situations arise, FVS-Amie des Enfants will continue to carry out activities that do not require the intervention of external partners or for which funding is already available.

The FVS-Amie des Enfants could include in its budget a section intended to satisfy such expectations, even partially.

**Solicitation of solidarity groups by certain organizations that do not share the vision with FVS :** certain organizations target the same beneficiaries as FVS-Amie des Enfants but with different approaches. When FVS-Amie des Enfants favors the community approach, other organizations provide direct support. There are even some who seem to rather seek to undermine the activities of FVS-Amie des Enfants.

To avoid competing with each other, the heads of different organizations should meet to try to adopt a common position on a problem that arises.

## **6.2. Internal risks**

The so-called internal risks are those for which the Association can itself find solutions.

**Departures of experienced staff :** staff members leave the association because better working conditions have been offered to them elsewhere. While waiting for the recruitment of a replacement, certain activities are poorly executed or their execution is simply suspended.

And when the new one arrives, it will take some time to adapt, which continues to affect the proper execution of activities. To limit staff departures, a motivation system should be considered.

**Gender imbalance within the staff :** the staff of FVS-Amie des Enfants comprises far more men than women. This is explained by the fact that the majority of the staff is made up of field agents who move around the communes on motorbikes.

Such a situation may lead some donors to diminish the trust placed in the association and not to support it.

Care international promised to support FVS-Amie des Enfants to develop a new gender policy and if implemented, it would solve this problem. In addition to the application of this policy, consideration should be given to training for female staff to prepare them for positions of responsibility.

### **Difficulty reconciling project requirements with job requirements**

To mitigate this risk, it would be necessary to establish good strategic management of personnel and increase/diversify the sources of financing to reduce the heavy dependence on donors.

## **VII. SUCCESS FACTORS**

### **The credibility of the Association**

FVS-Amie des Enfants carries out its actions in favor of orphans and vulnerable children with the help of solidarity groups and child protection committees. The organization must maintain a sufficient level of supervision of these community structures to prevent its community management strategy for OVC from being compromised.

### **Staff competence**

In any organization, success largely depends on its human resources. The same goes for FVS-Amie des Enfants. If it has sufficient skills to carry out its activities, the success of the association can only be assured.

The organization must therefore invest in staff capacity building with particular emphasis on newcomers.

### **Diversification of donors**

The success of the actions that FVS-Amie des Enfants proposes to carry out will require the mobilization of significant funds. A donor may finance an activity or part of it but not be able to continue its partnership with the association over a long period when certain activities are recurrent. To avoid a break in the pursuit of the services it offers to its beneficiaries, FVS-Amie des Enfants should, as much as possible, diversify its donors as well as its sources of self-financing .

### **Good monitoring and evaluation system**

Monitoring and evaluation help improve performance and achieve results. More specifically, the overall purpose of monitoring and evaluation is to measure and evaluate performance in order to better manage effects and outputs called development results. To achieve the expected results, a monitoring and evaluation plan adapted to the strategic plan is necessary. This plan should contain, among other activities, the evaluation of the satisfaction of the beneficiaries.

### **VIII. STRATEGIC PLAN DISSEMINATION STRATEGY**

This strategic plan is a tool for mobilizing the funds needed to carry out the activities that FVS-Amie des Enfants intends to carry out and to do this, it must be known to as many people as possible. For a wide dissemination of this strategic plan, the following actions will be organized:

The first action will consist of making it widely available in the media (radio, television, in social networks, and on the website of the association's website, social networks, written newspapers, etc.)

Secondly, meetings (round tables, workshops, interpersonal contacts, etc.) will be organized to bring this plan to the attention of the public. A leaflet containing the outline of the strategic plan will be produced.

Finally, open days will be organized to inform beneficiaries about the content of this strategic plan.

A leaflet containing the outline of the strategic plan will be produced and FVS-Amie des Enfants will take advantage of other events to distribute it.