

Romania

Executive Summary

In 2015, the technical expertise, advocacy, evidence generation and partnerships supported by UNICEF Romania contributed to important policy change for child rights, to leveraging substantial funding for vulnerable children and to improving the life of children.

After the adoption of the National Strategies on Child Rights and Health in 2014, the Government approved the National Strategies on Social Inclusion, Education and Youth. UNICEF Romania provided technical expertise and advocated for child rights in these important documents that frame Romania's priorities, as well as access to considerable EU funding. Three of the nine flagship initiatives in the Strategy on Social Inclusion are directly relevant to vulnerable children, including one on the Minimum Package of Integrated Social Services piloted by UNICEF Romania. The Education Strategies earmarked over 40 per cent of European Union funds for the sector to pre-university education (US\$ 555 million) and incorporated several components of the education model supported by UNICEF Romania and partners. A revision of the formula for per-capita funding resulted in a 20 per cent budget increase for schools, in line with UNICEF Romania studies and advocacy.

Based on new evidence on the child care system generated by the National Authority for Children, UNICEF and the World Bank, the Government leveraged US\$ 3.4 million for a De-Institutionalisation Master Plan. This plan, to be followed by other EU-funded projects, will re-integrate one third of institutionalised children into a family-based environment, as well as develop community-based services to prevent violence and separation of children. In close partnership with WHO and with NGOs, UNICEF Romania advocated for, and provided technical assistance to, the Ministry of Health (MoH) to strengthen framework, increase access to community health care, and leverage EU funding and the national budget. As a result, the number of community nurses and Roma health mediators rose by 30 per cent nationally and will increase again according to the 2016 budget. The Government approved a US\$ 49 million project to be implemented with EU funding to scale-up home-visiting.

Despite the change in Government in 2015, child rights and the Minimum Package of Integrated Social Services (which includes community-based services in health, social protection and education), supported by UNICEF Romania, were key priorities in the public and political agenda. Funded by European Environment Agency/Norway Grant and UNICEF Romania, a Minimum Package of Services and Quality Inclusive Education were piloted in one county, reaching 37,000 households and 46 schools in 2015. Over 15,000 vulnerable children and women were identified and started receiving services by 150 trained community and county professionals from the education, health and social protection sectors, through the use of an innovative online platform that supports real-time monitoring and case management.

In 2014, Parliament revised a law that prohibits the institutionalisation of children under three years old, making Romania the second country in the region to take this commitment. In just twelve months, the percentage of young children in institutions dropped by 18 per cent.

Despite interest from the Government of Romania and a recognized need for enhanced technical expertise from UNICEF Romania, EU funding for technical assistance was unavailable to the CO (CO). Therefore, UNICEF Romania provided expertise with CO funding, which limited the scope of support. Horizontal cooperation was complex to put into place without regional or global institutional framework and processes.

The Mid-Term Review (MTR) of the UNICEF Romania Country Programme (CP) strengthened partnerships for children. Feedback from counterparts and partners confirmed that the CP is on track and making a positive contribution to the realisation of child rights in Romania. UNICEF Romania is a trusted partner providing quality technical assistance and generating important new information and insight for policy development, and a convenor that creates space for dialogue among stakeholders. The contribution of the models that tested innovative services and campaigns on social norms was highlighted. Many government and non-government partners mentioned that UNICEF Romania's engagement in Romania would remain relevant beyond 2017. Minor adjustments on indicators and renewed emphasis on vulnerable children were agreed upon.

With the strong engagement with Government, the partnership with the National Authority for Child Rights is particularly noteworthy. The National Authority and UNICEF Romania jointly promoted child rights in Romania and with European institutions during joint meetings in Brussels and at the EU Child Rights Forum, where Romania presented its positive experience in child care reforms. Nascent partnerships with Romanian representatives at the European Parliament contributed to the adoption of Declarations on Polio Eradication and Child Poverty and will be pursued in 2016. The objective is to make Romania a child rights champion in the European Union.

Humanitarian Assistance

In the context of the migrant and refugee crisis that affected hundreds of thousands of children and their families in Europe in 2015, and under the leadership of the UNICEF Special coordinator for the refugee and migrant crisis in Europe, the Romania CO stepped up its preparedness and intensified dialogue with the Government on the country's preparedness. While the number of refugee or migrant children did not increase in 2015 compared to 2014 in Romania, the EU decision to request each Member State to take refugees is expected to have an impact on Romania.

In 2015, the UNICEF Romania focus was therefore to closely monitor the situation, coordinate with the Government of Romania and relevant NGOs, promote the rights of migrants as part of the UN Country Team (UNCT) advocacy efforts, identify priorities for UNICEF Romania support, and identify partnerships with potential implementing organizations.

UNICEF Romania participated in the national coordination mechanisms set up by the Prime Minister. UNICEF Romania also met with the Ministry of Interior (in charge of the national preparedness efforts on behalf of the Government), the MoH and the Ministry of Labour, Family and Social Protection to discuss Romania's preparedness and plans to receive many refugee children. Under the leadership of the Office of the United Nations High Commissioner for Refugees (UNHCR), UNICEF Romania engaged in joint assessment visits to refugee centres to assess the ability to receive children and their families according to international standards and national laws. In close coordination with the MoH and Ministry of Interior and with WHO, UNICEF Romania commenced a rapid assessment of the Romanian health system ability to respond to expected refugees' basic needs in 2016 and beyond.

MTR of the Strategic Plan

The Mid-Term Review (MTR) of the 2013-2017 UNICEF Romania CP of cooperation took place in 2015 over six months, and lessons learned in Romania seem relevant to UNICEF work in other upper-middle income countries. Despite Romania's renewed economic growth, insufficient and inequitable budgets in social sectors undermine coverage and quality of services, particularly at the local level and in disadvantaged areas. The operationalization of several forward-looking laws remains challenging due to inadequate norms, standards and methodologies; limited capacity and coordination of authorities at all levels; and lack of qualified professionals locally. Among vulnerable children and their families, the demand for social services remained quite low. Some social norms affect children negatively, in particular a fairly high tolerance towards violence against children and various forms of discrimination (including against women and girls, minorities and children with disabilities).

During the process, feedback from counterparts and partners showed that the CP is on track and making a positive contribution to the realization of child rights in Romania. UNICEF Romania is viewed as a trusted partner providing quality technical assistance and generating important new knowledge for policy development (including with evaluations), as well as an agency that convened stakeholders and created space for dialogue. The contribution of models that tested innovative services and campaigns on social norms was particularly highlighted. Civil society, the corporate sector (including the media) and adolescents identified advocacy and partnership-development as core roles. There was a strong interest from the Government to work with UNICEF Romania to identify and share expertise and good practices that Romania has developed over the past 25 years with other countries, and to dialogue with EU institutions to promote child rights. This type of engagement would maintain the solid partnership between Romania and UNICEF beyond the current CP.

In Romania, a child/human rights agenda was more relevant and credible than a development agenda. (UN development agencies were no longer relevant and UNICEF Romania was Acting UN Resident Coordinator). The cross-sectoral approach of the Strategic Plan must be emphasized for UNICEF Romania's work to remain relevant in a country like Romania. UNICEF Romania can contribute to the development of national strategies in health, education, social inclusion and child rights providing technical assistance and evidence to the Government and advocacy with partners.

It is also essential to support the translation of strategies into concrete services and initiatives for vulnerable children and their families by testing innovations at the local level---with rigorous and independent evaluations, and recent evidence to strengthen policies. The Multi- country Evaluations on the Right to Grow Up in a Family Environment, Education and Health, led by the Regional Office, confirmed the relevancy of this approach, including Romania.

In a democracy such as Romania, engaging with the media, collaborating with civil society and ensuring bi-partisan support to accelerate social reforms through public and private advocacy are strategies to put child rights high on political and public agendas, despite political changes. In the first three years of this CP, media coverage on children's issues and UNICEF was multiplied by six. UNICEF Romania generated seven per cent of the child-related news. UNICEF Romania strengthened its work with media and high-level decision-makers in a complex environment, and will continue to do so.

Summary Notes and Acronyms

AMP- Annual Management Plan
BCP - Business Continuity Plan
CEE/CIS - Central and Eastern Europe/Commonwealth of Independent States
CMT- Country Management Team
CO- Country Office
CP - Country Programme
CPAP - Country Programme Action Plan
CPMP - Country Programme Management Plan
CRC - Contracts Review Committee
UNCRC - United Nations Convention on the Rights of the Child
CPD- Country Programme Document
CSO - Civil Society Organisation
CSR- Corporate Social Responsibility
C4SC - Communication for Social Change
DCT - Direct Cash Transfer
ECE - Early Childhood Education
EEA - European Environment Agency
ERM- Enterprise Risk Management
EU- European Union
EWEA - Early Warning Early Action
GDP - Gross Domestic Product
GSMS- Global Staff Morale Survey
IMEP- Integrated Monitoring and Evaluation Plan
HACT - Harmonized Approach to Cash
KPI - Key Performance Indicators
LTA - Long Term Agreement
OR - Other Resources
MoH - Ministry of Health
MTR - Mid-Term Review
NEET - Not in Education, Employment or Training
NGO - Non-Governmental Organisation
PAS- Performance Appraisals
PCA - Partnership Cooperation Agreement
RR - Regular Resources
TOR - Terms of Reference
UN - United Nations
UNICEF - United Nations Children's Fund
UNCT - United Nations Country Team
UNDP - United Nations Development Programme
UNDSS - United Nations Department on Safety and Security
UNHCR - United Nations High Commissioner for Refugees
VISION - Virtual Integrated System of Information
WHO - World Health Organization

Capacity Development

Following the adoption of National Strategies on Health, Education, Social Inclusion and Child Rights, UNICEF Romania supported the capacity of the Line Ministries and Ministry of European Funds for the development of detailed Operational Programmes earmarking

European funding until 2020, and contributed to implementation. The capacity of the National Institute of Statistics, Line Ministries and Ombudsman Institution to collect data and monitor the situation of vulnerable children was developed.

At the sub-national level, as part of the new model on cross-sectoral health, education and social protection services, pre- and in-service training packages for social workers, community nurses, school staff and county authorities were developed and tested. This training used the latest research on child development, multiple deprivation approach, strength-based approach etc., and focused on gender and cultural sensitization. Over 15,000 vulnerable children and adolescents were identified and started receiving services by 150 trained community and county professionals from the three sectors.

Under the model of cross-sectoral services for adolescents, training packages were developed to build the capacity of community professionals to provide adapted services to adolescents, particularly vulnerable ones, incorporating the latest research on adolescent (e.g. brain development, non- cognitive skills).

The training packages will be evaluated as part of model evaluations and UNICEF Romania will advocate for their inclusion in national training mechanisms.

The CO engaged media to improve the quality of reporting on children's issues through a series of media briefings on issues such as parenting, early childhood education (ECE) and adolescents' social norms, organized with national authorities and academia. New partnerships were established with seven universities to increase the capacity of future journalists on child rights, and 42 journalists strengthened their capacity to report ethically on children's issues. The percentage of media materials respecting child rights went from 80 per cent to 93 per cent in one year.

Evidence Generation, Policy Dialogue and Advocacy

In 2015, the CO focused on the development of a Minimum Package of Integrated Services. Evidence generated by existing models and a new study on "Cost of Scaling-up the Minimum Package at National Level" was discussed with parliamentarians, ministries, civil society and the media. The public advocacy combined with technical assistance contributed to the Minimum Package or its components included in implementation plans for National Strategies and EU funding. As a result, the MoH increased community nurses by 30 per cent and approved a US\$ 49 million project with EU funding for the scale-up of home-visiting. With partners, UNICEF Romania is supporting the Ministry of Social Protection to develop an EU-funded project to replicate the Minimum Package in new counties. The consensus around the innovative services is such that the newly-appointed Government immediately adopted it as a priority.

The other key area for advocacy was related to the increase of the pre-university education budget, based on studies led by UNICEF Romania in 2014, and in improving access and quality of education. The Government increased the per capita allocation for the pre-university education budget for 2016 by 20 per cent. Elements of the quality-inclusive education package, modelled by UNICEF Romania, were included in the new Education Strategies and in the EU-funded projects that leverage resources for pre-university education.

The Government used evidence generated by the local pilot project on prevention of violence and separation of children from their families to adopt a new methodology that improves coordination, provision and quality of social services between the county and community.

UNICEF Romania partnered with and supported the NGO Federation on Child Protection to generate evidence on sub-contracting of social services and present it to parliamentarians and Government counterparts for legislation review in 2016.

Partnerships

During the MTR, feedback from counterparts and partners proved that UNICEF Romania is perceived as a trusted partner, providing quality technical assistance and new knowledge for policy development, as well as an agency that convenes stakeholders and creates space for dialogue. The strong high-level and technical partnerships that UNICEF Romania developed with the Government and parliamentarians were maintained through the change in Government in 2015.

UNICEF Romania, the Ministry of Social Protection and the World Bank worked closely together to develop crucial implementation plans for the National Strategy on Social Inclusion, foreseeing the scaling-up of the Minimum Package of Social Services with EU and national funding. Using evidence on the child care system jointly generated by the National Authority for Children, UNICEF Romania and the World Bank, the Government is leveraging US\$ 3.4 million for a De-Institutionalization Master Plan.

Together with WHO and NGOs, UNICEF Romania supported the MoH on the development of the normative framework to increase access to community health care and to leverage EU and national funding, leading to the approval of a new US\$ 49 million project financed with EU funding. The number of community nurses and Roma health mediators increased by over 30 per cent nationally.

The National Authority for Child Rights and UNICEF Romania increased support to child rights in Romania and in the European commission through joint meetings and the EU Child Rights Forum. Nascent partnerships with European Parliamentarians from Romania contributed to the adoption of Declarations on Polio Eradication and Child Poverty and will be pursued in 2016.

UNICEF Romania developed partnerships with seven universities to improve media awareness of and respect for child rights in reporting. Local fundraising focused on building sustainable income through long-term corporate partnerships and individual pledges. An exceptional collaboration with ProTV, the first TV channel in Romania, raised US\$ 470,000 from individual donors for the Nepal emergency.

External Communication and Public Advocacy

UNICEF Romania strengthened partnerships with high-level ministers and parliamentarians, and engaged with the media and general public to make children a priority on the political and public agenda. High-level events including the launch of the For Every Child, A Fair Chance Report gave voice to thousands of Romanian children, adolescents and UNICEF, which was heard by the Government, Parliament, civil society and the media.

As a result of private-public advocacy, partnerships and technical assistance, the Minimum Package of Integrated Social Services received broad political support. The package or its components were included in several National Strategies and the Ministry of Labour committed to leverage approximately US\$ 20 to 30 million for its scale-up.

UNICEF Romania generated approximately seven per cent of all child-related news. Increased

awareness on issues such as parenting, ECE and adolescent social norms was achieved through media briefings in partnership with ministries and academia.

Journalists' capacity to report child issues ethically increased as UNICEF Romania introduced the Child Rights Syllabus into courses in partnership with seven universities. Some 42 journalists were trained to report ethically on child issues. The percentage of media materials respecting child rights went from 80 per cent to 93 per cent in one year.

In 2015, the UNICEF Romania Facebook page had 126,500 fans and a yearly engagement score of 5 per cent. UNICEF Romania website was accessed by over 493,000 single users and over 488,000 people watched UNICEF Romania videos on YouTube channel. UNICEF Romania created a community of 17,000 people engaged in a national dialogue about child rights in Romania.

South-South Cooperation and Triangular cooperation

The MTR process identified horizontal cooperation as a priority for development, in close partnership with the Ministries of Social Protection, Health and Education and the Ministry of Foreign Affairs: a strategy contributing to Romania sharing good practices now and beyond the current CP. The initial focus was on alternative care to institutionalization, mother and child care, community nurses/home visiting, pre-school education, education monitoring systems, and national statistics. The country's experience, expertise and resources for children will be mapped, documented and leveraged for children in and outside Romania.

In 2015, UNICEF Romania in partnership with the Office of the Prime Minister and the Ministries of Education, Labour and Youth, facilitated an exchange with the central authorities in Bulgaria of experiences of youth and adolescents Not in Education, Employment or Training (NEET), with the UNICEF CO in Bulgaria and the Regional Office. This visit resulted in the creation of a new National NGO coalition on NEET in Romania.

At the annual Child Rights Forum organized by the European Commission, UNICEF Romania supported the National Authority for Child Rights to share Romania's experience in child care system reforms with representatives from the European Commission, Governments and NGOs from the 28 Member States.

Identification and Promotion of Innovation

In 2015, together with central and sub-national stakeholders, UNICEF Romania started testing a Minimum Package of Integrated Social Services that is universally accessible yet focuses on vulnerable children and their families (including Roma). It is delivered in each community by a cross-sector team composed of a social worker, a community nurse and a school counsellor (and in the poorest communities, an additional School and/or Roma Health Mediators). Community-based professionals work closely with local authorities and other stakeholders, and receive support and supervision from cross-sector county authorities from the health, education and social protection sectors. These services focus on prevention and early identification, as well as outreach work.

Community-based professionals use tablets with an online application for case management to assess children and family members; generate tailored support plans; share information and monitor progress using a unified methodology that covers vulnerabilities related to all sectors. Through the online platform, local and county authorities have access to real-time monitoring

data, enabling them to make informed policy and budget decisions.

The Minimum Package was a significant paradigm shift in the social sectors, moving from a service delivery of various costly specialized services to a multi-sectoral, coordinated, preventive approach, addressing multidimensional vulnerabilities faced by children and their families.

In 2015, under the pilot project implemented in 45 communities, over 35,000 households were assessed and 15,000 vulnerable children were identified and started receiving services from 150 community and county professionals. Independent evaluations of the model will generate evidence to develop services nationally through new policies. The Government began to mobilise European funding to scale it up. Line Ministries and the National Institute for Statistics showed interest in expanding the use of this application and connecting it with other administrative data generating systems.

Support to Integration and cross-sectoral linkages

UNICEF Romania promoted and tested cross-sectoral policies to address bottlenecks affecting the realization of child rights, focusing on vulnerable children and their families, especially with two models of coordinated services at local level and technical assistance to the Government of Romania.

The first model brought together Ministries of Social Protection, Health, Education, EU funding and regional development, local and county authorities and NGOs. It piloted the provision of integrated services across sectors to 15,000 vulnerable children and families, schools and communities. One component was the Minimum Package of Social Services delivered in every community by social workers, nurses and school counsellors, who identified, supported and monitored vulnerable children and their families, coordinating their interventions with local authorities and stakeholders. They were supported and supervised by cross-sector county teams. The other component on Quality Inclusive Education focused on children's access and participation in pre-school, primary and secondary education by addressing bottlenecks at the level of schools, families, communities and systems. As a result, the model or its components were included in newly adopted National Policies, and Line Ministries mobilised EU funding to scale-up.

The second model focused on adolescents, bringing together local authorities, child protection services and schools to develop local professional capacity and empower adolescents and their parents. It reached over 7,000 adolescents through face-to-face activities and over 50,000 social media users, including adolescents.

At the national level, based on new global evidence, local studies and experience generated by local models, UNICEF Romania advocated for and supported the development and implementation of National Strategies on Child Rights, Social Inclusion (both of them cross-sectoral), Health and Education and Social Inclusion and the use of EU funding in a coordinated approach to maximize the impact on vulnerable children and their families.

Human Rights-Based Approach to cooperation

A human rights-based approach informed the UNICEF Romania CP--- from knowledge generation and technical assistance to advocacy and partnerships. As often as possible, data used was disaggregated by sex, geographic origin, age, (dis)ability and ethnicity to expose

disparities that are hidden behind average figures. UNICEF Romania advocated for more data disaggregation and provided technical assistance to the National Institute of Statistics and Line Ministries in this area.

During the MTR, feedback from counterparts and partners showed that the UNICEF Romania CP is recognized as making a positive contribution to the realization of child rights in Romania.

Following the UN Committee on the Rights of the Child Concluding Observations, as stipulated in its partnership agreement with Romania, UNICEF Romania supported the capacity development of the Ombudsman institution, especially its Deputy for Child Rights, to identify areas of concern and to report on child rights issues. As a result, with UNICEF Romania support the Deputy Ombudsman for Child Rights strengthened its capacity to identify and report on child rights violations and initiated a report on the rights of children in institutions. Under the leadership of the Regional Office for Central and Eastern Europe/Commonwealth of Independent States, in partnership with Eurostat and with support from the CO, the National Institute of Statistics and Line Ministries increased their awareness, commitment and capacity to collect data on children with disabilities.

UNICEF Romania's technical assistance and advocacy contributed to the adoption of National Strategies on Education, Social Inclusion and Youth that frame the allocation of EU funding until 2022 (the National Strategies on Child Rights and Health were adopted in 2014). The strategies will accelerate the rights of children, women and people with disabilities in the framework of international and regional commitments of Romania (including the UN convention on the Rights of the Child). Key targets for children were monitored with the monitoring and evaluation plan of the Child Rights Strategy developed with UNICEF Romania support. The process, coordinated by the National council for Child Rights, brings representatives of the relevant central authorities together and UNICEF Romania as a permanent observer.

Gender Mainstreaming and Equality

In addition to mainstreaming a gender approach through the CP, in 2015 UNICEF Romania took the opportunity of the MTR to intensify gender-based work by introducing a new indicator related to gender-based violence. The CO was developing a strong partnership with and providing technical assistance to the National Agency for Equal Opportunities between Women and Men within the Ministry of Labour and Social Protection for the ratification and translation into national legislation of the Istanbul Convention on Gender-Based and Domestic Violence. The Government approved the signature of the convention and the ratification of the convention is under discussion at the Parliament. UNICEF Romania will continue technical support and advocacy to ensure the ratification and the translation of the Istanbul Convention in the national legislation and implementation mechanisms.

Data generation, modelling interventions and use of evidence to inform and change policies and legislation use a gender lens.

Environmental Sustainability

In Romania, the UNICEF followed national guidelines and strategies to incorporate environmental sustainability component into how social programmes are planned and delivered. The strategy and principles were in line with EU recommendations and reflected in the policy development process rules, as well as in the horizontal principles in planning and programming the national and EU budgets. National principles and guidelines covered the requirements that

otherwise the CO would have limited capacity and resources to promote.

As part of the global initiative, the CO conducted a carbon footprint assessment in 2015 and took energy efficient initiatives, such as replacing regular fluorescent lights with LED lights to reduce energy consumption; setting up photo copying machines for two-sided printing to reduce paper waste; and collecting used paper and publications for recycling. The CO will review the results of the carbon footprint assessment with all staff in 2016 and to adopt environmental measures.

Effective Leadership

UNICEF Romania's governance systems (including Statutory Committees) functioned well, ensuring the appropriate information sharing, wide internal consultations and transparency, and informed and timely decisions.

The CMT met once a month to review key information and Key Performance Indicators (KPIs), including indicators related to audit's recommendations, and to advise the Representative on strategic decisions. All KPIs were on track. Eight all-staff meetings were organized to share information and discuss results of the Global Staff Morale Survey (GSMS). The Local Joint consultative committee, consisting of senior management and the Local Staff Association, met four times and addressed issues identified in the GSMS, focusing on improving internal information flows, staff opportunities to contribute to corporate decisions and professional-personal life balance.

An exercise was conducted with all staff to identify risks that thwart programme results and management objectives. To address the risk of frequent changes in government structures, UNICEF Romania strengthened its collaboration with local authorities and the Parliament. In November 2015, despite the change in Government, UNICEF Romania maintained a high-level engagement with central authorities, and priorities supported by UNICEF Romania remained on the executive agenda. As programme and advocacy work in Romania is increasingly cross-sectoral, internal barriers to an integrated approach were addressed to increase collaboration within the CO. These efforts will continue in 2016.

The 2015 Annual Management Plan (AMP) was developed with staff and described key programme and management priorities, staff responsibilities and accountability. The CP mid-term and annual reviews were used as strategic moments of reflection, to assess progress towards objectives and adjust implementation accordingly.

Workflows for travel and printing were revised to increase efficiency and effectiveness. The Business Continuity Plan (BCP), Early Warning and Early Action (EWEA) and UN Security Plan for Romania were updated to reflect changes in staff and circumstances.

Financial Resources Management

Key performance indicators and information monitored on a monthly basis by the country Management Team include implementation of budgets, Harmonised Approach to Cash Transfers (HACT) and outstanding Direct Cash Transfers (DCT). The expenditure rates of Regular Resources (RR) and Other Resources (OR) were over 99 per cent at the end of 2015. Grants expiring in 2015 were fully utilized within their validity date. All transactions were processed in a timely and efficient manner, and monthly and year-end reports were finalized in due time.

The CO implemented the new Partnership Cooperation Agreement (PCA) and HACT policies. In 2015, eight simplified checklists and two micro-assessments were completed for all new implementing partners. The CO conducted eight spot-checks, over 90 programmatic visits and provided training for partners' staff on how to manage and report on UNICEF Romania funds. On the basis of risk management, activities under DCT were monitored and partners were supported, both from a programmatic and financial perspective, to ensure timely and quality implementation and reporting. DCTs made up 46 per cent of the programmable amount of the CP. All DCTs were liquidated within six months.

The CO started implementing the electronic payment system through the Bank Communication Management module in SAP. The Vendor Master Database was reviewed and cleaned, payment processes were streamlined, and one of the local bank accounts was closed as part of the continuous efforts of the CO to prepare for transition to the GSSC.

Fund-raising and Donor Relations

As assessed during the MTR, during the first three years of the 2013-2017 partnership agreement, the CO raised over US\$ 12 million, reaching its ceiling for OR. The CO will therefore request the increase of its OR ceiling by US\$2 million. The additional funding will be allocated to all results, with a focus on programmes targeting social norms around violence against children and the development of the models implemented at local level.

The majority of funding was raised internationally, mostly from EEA/Norway Grants, the Velux Foundation and UNICEF National committees in France, Switzerland and the UK.

Local private-sector fundraising was severely affected by the crisis, but recent 2015 figures began to show that it is on the rise again. UNICEF Romania focuses on private individual monthly donations, with the goal of building sustainable income. The CO raised US\$ 1.04 million from private individuals and corporate partners in 2015, with the Face-to-Face gross income increasing by 470 per cent in one year.

UNICEF Romania continued its partnerships with Romgaz, and Carrefour remained an important partner for customer fundraising campaigns.

The CO joined global efforts to raise funds for the Nepal emergency. A two-week fundraising campaign was organized in partnership with PRO TV, the most prominent TV channel in Romania. The campaign mobilized US\$ 470,000 for UNICEF Romania's response in Nepal. All donor reports were sent on time and donor feedback reported that quality was satisfactory. Reports are systematically finalized by the Representative or the Knowledge and Policy Coordinator.

Evaluation

In an upper-middle income country that is an EU Member State, one role of UNICEF in Romania was to generate relevant and complex knowledge on children by testing innovations in local models. That the models are independently evaluated with high-quality was key to share credible evidence with authorities for policy development. The CO observed the UNICEF Evaluation Policy, used regional and global feedback mechanisms and, as in previous years, received positive feedback on its evaluation.

The 2015 PRIME included the final independent evaluation of a model implemented in 2011–2015: School Attendance Initiative. The purpose of this evaluation focuses on measuring the impact, relevance, efficiency, effectiveness, sustainability and “replicability” of the model and on generating policy recommendations for nationwide implementation. This will allow UNICEF Romania to propose policy options based on solid, independent evidence. The evaluation should be completed in early 2016.

The tracking system showed a completion rate of management response to evaluation recommendations at 93 per cent. Actions planned for two out of three management responses were completed.

Efficiency Gains and Cost Savings

Ways to reduce cost were explored in 2015. Long-Term Agreements (LTA) for travel, cleaning and translation services were signed in 2015 and brought efficiencies in terms of time, financial resources and quality of services. UNICEF Romania used Skype, Lync and video-conferencing to save on communication and travel costs. The new automated banking system was used for over 94 per cent of the transactions and reduced the time spent on payments and bank reconciliation.

Common agreements for mail courier, tele-communication services and cleaning services with other UN agencies and the council of Europe in the UN House were maintained and provided economies of scale.

The Table of Authority was revised to streamline and increase transaction efficiency while respecting appropriate segregation of tasks. It aimed to bring clarity and efficiency to routine work so that staff could spend more time on strategic tasks.

Following the greening exercise led by Headquarters, the CO analysed the collected data and initiated measures to reduce its carbon footprint, such as setting up photo copying machines for two-sided printing, collecting used paper and publications for recycling, and replacing regular fluorescent lights on the hallways of the UN House with LED lights to reduce energy consumption. The analysis will be reviewed with all staff and the CO will continue its efforts to progressively become more environmentally friendly.

Supply Management

In line with the core roles of UNICEF in Romania, supplies were a small portion of expenditures. The procurement of goods and services were centralized in Operations, ensuring accuracy of data and time efficiency. Most procurement of programme and office supplies and services were undertaken locally including an office vehicle, printed materials, furniture, communication equipment and programme supplies for activities. Five contracts over US\$ 50,000 were reviewed by the Contracts Review Committee (CRC) during the year.

Out a total US\$ 839,000 spent on goods and services, only US\$ 85,000 went to programme supplies (mostly kits for community nurses and tablets for real-time monitoring and case management for the UNICEF Romania-supported pilot project on integrated social services). UNICEF Romania programme staff monitored the distribution and use of supplies by end-users through regular field visits. UNICEF Romania does not have a warehouse and does not keep inventories in stock.

UNICEF Romania progressively increased the use of LTAs to lower the cost of services. LTAs were signed in 2015 for travel, catering, printing and translation services.

Security for Staff and Premises

UNICEF Romania is part of the Security Management Team and fully implements the decisions taken both for staff and premises. The UN Security Plan for Romania was updated and was approved by the UN Department of Safety and Security (UNDSS).

The UNICEF Romania CO is located in the UN House, provided by the Romanian Government free of charge. Following the visit of the UNDSS, the Security Management Team approved security enhancements for the UN House building. In order to improve the existing technical security systems, the surveillance cameras and access systems were upgraded and expanded. As one non-UN Agency (the Council of Europe) moved to the third floor of the UN House, the UNDSS recommended that an access control system should be installed on each floor. Funding was received from Headquarters and the access control systems and surveillance cameras were in place. Emergency lighting system in the UN House was also upgraded.

Security and safety risks were considered to be very low in Romania; road accidents are the most important hazard. The BCP was updated in April 2015 to reflect changes in staff and circumstances. The BCP included maintaining a backup Internet connection, with a separate internet service provider. Key users have Virtual Private Network (VPN) installed on their laptops, in order to ensure remote access to organizational IT applications and systems. The BCP was tested twice during 2015.

All UN staff in Romania undertook a “refresher” training in earthquake preparedness delivered by the Head of UNDSS.

Human Resources

The MTR was an opportunity to reflect on the competencies and expertise required by the CO to achieve its programme and management results. While the current staffing and structure were assessed as effective and efficient, it was agreed to strengthen the capacity of the health sector to analyse and propose a stronger engagement in this area in the next CP.

The Learning and Training Committee identified the following corporate priorities based on a capacity gap analysis: managing performance for results, public financing, and coaching. Due to a heavy workload, 58 per cent of the corporate learning plan was completed. Lessons learned will be reviewed in 2016 to improve planning and implementation.

The Global Staff Morale Survey results were discussed during several meetings of the Local JCC, CMT and with all staff. The main issues (job satisfaction and motivation, work and life balance and personal empowerment) were addressed by a series of initiatives, including a staff retreat; a Performance Management for Results training; and the promotion of flexible working arrangements, which were used by over 80 per cent of the staff. Analysis from the staff retreat and individual interviews highlighted the challenge of moving from a role-based culture to a task-based culture, where a high level of internal collaboration is required. This will be addressed in 2016.

All Performance Appraisals (PAS) for 2014 and the planning and mid-term phases of the 2015

PAS were completed within deadlines. All recruitments were completed on time.

The CO supported the piloting phase of the GSSC by supporting the Administrative/Supply Assistant (i.e. 22 per cent of its Operations staff) for a three month mission. A training on emergency needs assessment and response will be conducted in January 2016.

Effective Use of Information and Communication Technology

The Information communication Technology (ICT) function supported the mandate of UNICEF in Romania by providing appropriate ICT solutions and expertise on time. System availability targets were met, and disaster recovery and business continuity requirements were followed. Out-dated hardware was upgraded or replaced, and functional equipment was donated to implementing partners, as per the Property Survey Board recommendation. Used supplies and defective hardware were recycled or disposed of in a secure, environment-friendly and safe manner.

The main ICT results completed in 2015 were the following:

- The systems availability targets met, and disaster recovery and business continuity requirements followed.
- Systems maintained up-to-date and secured by applying security patches
- Obsolete hardware renewed in line with standards. All key staff were provided with laptops to increase users' efficiency and to ensure mobile, remote connection to corporate ICT systems.
- Staff members provided with newly purchased laptops started using Windows 8.1.
- Storage space Expanded with an additional 2TB on the SAN for communication materials.
- Skype for Business increasingly used by staff for audio and video conferencing, replacing more costly solutions.

Programme components from Results Assessment Module

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 Special Purpose

Analytical Statement of Progress:

The UNICEF Romania CO is located in the UN House, hosted by the Romanian Government free of charge. In 2014, due to the closure of several UN Agencies, in consultation with UN Agencies, the Government decided to allocate some offices on the ground floor to the council of Europe. In August 2015, the council of Europe moved to the third floor, leading to changes in security arrangements as advised by the UN Department of Safety and Security.

UNICEF Romania is part of the Security Management Team and fully implements the decisions taken both for staff and premises. The CO BCP was updated to reflect changes in staff and circumstances. The UN Security Plan for Romania was also updated and was approved by UNDSS.

OUTPUT 1 Premises and Security

Analytical Statement of Progress:

Following the visit of and discussion with the UNDSS, the Security Management Team approved security enhancements for the UN House building. In order to improve the existing technical security systems, the surveillance cameras and access systems were upgraded and expanded. Also, since one non-UN Agency (the Council of Europe) has moved to the third floor of the UN House, the UNDSS recommended that an access control system should be installed on each floor. Funding was received from Headquarters and the access control systems and surveillance cameras are in place.

OUTPUT 2 Private Sector Fundraising**Analytical Statement of Progress:**

Progressing as planned. For more details please see the output “Fundraising Support”.

OUT COME 2 Effective and efficient programme management and operations support to programme delivery**Analytical Statement of Progress:**

The governance system functioned well, ensuring the appropriate sharing of information, wide consultations within the CO, transparency, as well as informed and timely decisions. Statutory committees operated smoothly and on a timely basis. The structure of the statutory committees and the Table of Authorities were reviewed and updated to reflect changes in staff. Follow-up to the Global Staff Morale Survey was a priority for the management and the Local Staff Association, who jointly identified, implemented and monitored several initiatives. The AMP for 2015 was developed in consultation with staff and describes key programme and management priorities, staff responsibilities and accountability. KPIs were monitored during the monthly CMT meetings, and were on track. Following the greening exercise led by Headquarters, the CO analysed the collected data and initiated some measures to reduce its carbon footprint.

In line with the up-dated Guidelines on Risk Assessment and Planning, a risk assessment exercise was conducted with all staff to identify risks to the achievement of programme results and management objectives. A high risk was identified in the area of results-based management and reporting due to frequent change of government structures and institutions. To address this risk, UNICEF Romania strengthened collaboration with authorities at local level and the Parliament, and worked in partnership with Civil Society Organizations (CSOs). In November 2015, despite the change in Government, UNICEF Romania maintained a high-level engagement with the central authorities and priorities supported by UNICEF Romania remained on the executive agenda.

UNICEF Romania occupied a Government provided rent-free premise shared with other UN agencies. The CO administers the premise and services and chairs the Operations Management Team (which consists of operations representatives of agencies co-located in the UN House). UNICEF Romania also led the UN Management Team consisting of seven UN Country Team agencies. Further to the closure of the UNDP office and sharing the premise with the Council of Europe/Office for Cyber Crime, UNICEF Romania is discussing a new memorandum for the use of the UN House with the Government.

The CO is fully implementing the new Partnership Cooperation Agreement (PCA) and Harmonised Approach To Cash Transfer (HACT) policies (UNICEF Romania is the only UN agency to implement HACT). The implementation of the HACT plan was monitored as part of programme management mechanisms, Country Management Team meetings and the Annual

Management Review. Using risk-based management, activities undertaken through PCAs were monitored and partners were supported, both from a programmatic and financial perspective, to ensure timely and quality implementation and reporting. An outsourced provider was selected through competitive bidding to undertake micro-assessments and financial spot-checks. Simplified checklists and micro-assessments were completed for all new implementing partners. One hundred per cent of HACT assurance activities were completed and 100 per cent of Regular Resources (RR) were spent in 2015. There were no DCTs over six months.

OUTPUT 1 Effective and efficient governance structures and systems to adequately manage risks and achieve programme results.

Analytical Statement of Progress:

The CMT met once a month to review strategic information and indicators and advise the Representative on key decisions. Eight all staff meetings were organized to share and discuss local, regional and global updates. The Local JCC met four times, focusing on addressing issues identified in the global staff morale survey. Internal communication improved through weekly section meetings. A new process was implemented to enable all staff to provide inputs into the agenda of the CMTs.

The structure of the statutory committees and the Table of Authorities were updated to reflect changes in staff. Developed in consultation with staff, the 2015 Annual Management Plan (AMP) described key programme and management priorities, staff responsibilities and accountability. A risk assessment exercise was conducted to identify specific risks to the achievement of results, and mitigation strategies were implemented. The CO workflows were reviewed for travel and printing to increase efficiency and effectiveness. The BCP was updated to reflect changes in staff and circumstances. The UN Security Plan for Romania was also updated and approved by UNDSS. The EWEA was updated in June and in October.

UNICEF Romania improved the ICT system. The storage space was expanded with an additional 2TB on the SAN. A number of adjustments were performed to meet the systems availability targets and follow disaster recovery and business continuity requirements. Procurement of laptops and installation of VPN Cisco. Any connect made it possible for all staff to work remotely. The CO started using Windows 8.1 with newly purchased laptops.

The local Property Survey Board met and decided to donate old and out-dated equipment. An inventory/physical count of the assets was performed in June in accordance with IPSAS requirements. All items correspond to VISION records.

OUTPUT 2 Effective and efficient management and stewardship of financial resources and of other assets of the organization

Analytical Statement of Progress:

The CO implemented the new PCA and HACT policies. The implementation of the HACT assurance plan is monitored by the CMT. Simplified checklists and micro-assessments were completed for all new implementing partners. The CO conducted eight simplified checklists and two micro-assessments, eight spot-checks, over 70 programmatic visits and increased partners' capacity on how to manage and report on UNICEF funds.

Activities under DCT were closely monitored and partners were supported, both from a programmatic and financial perspective, to ensure timely and quality implementation and

reporting.

The CO successfully piloted the electronic payment system through the Bank Communication Management module in SAP, in close collaboration with Headquarters. The Vendor Master Database was reviewed and cleaned. Long-term agreements were signed for travel, catering, cleaning and translation services. Payment processes were streamlined. Above activities were part of the continuous efforts of the CO to improve its efficiency and effectiveness and to prepare for transition to the GSSC.

UNICEF Romania occupied Government provided rent-free premises shared with other UN agencies and the Council of Europe. UNICEF Romania administers the premises and services and chairs the UN Management Team consisting of UN agencies. Following the closure of the UNDP CO and the sharing of premises with the Council of Europe, UNICEF Romania took the lead in the discussion with the Government on a new memorandum for the use of the UN House.

KPIs were all on track: no DCTs over nine months; the RR implementation rate was 100 per cent; all donor reports were sent on time. Recommendations from the 2013 audits were implemented and monitored by the CMT throughout the year.

OUTPUT 3 Effective and efficient management of human capacity, including staff development and learning

Analytical Statement of Progress:

The Global Staff Survey results were discussed during several meetings of the Local JCC, the CMT (which includes a representative of the Local Staff Association) and with all staff. The main issues identified were job satisfaction and motivation, work and life balance and personal empowerment. To address these issues, the CO took a series of actions including a staff retreat at beginning of June that addressed issues such as feedback, staff motivation and personal empowerment; and a Performance Management for Results training in September focusing on inter-personal communication, motivation and feedback. The CO promoted flexible working arrangements such as compressed hours and work from home, which are used by over 80 per cent of the staff. Analysis from the staff retreat and individual interviews highlighted the challenge of moving from a role-based culture to a task-based culture, where a high level of internal collaboration is required. This will be addressed in 2016.

All PAS for 2014, the planning and mid-term phases of the 2015 PAS were completed within deadlines and recruitment was completed on-time, with no post left vacant more than two months.

The Learning and Training Committee identified corporate priorities based on a capacity gap analysis of the office versus its priorities. Priorities include managing performance for results, public financing and coaching. Due to the heavy work agenda, only 58 per cent of the corporate learning plan was completed. Lessons learned from 2015 will be reviewed in 2016 to improve planning and implementation.

The CO contributed to the piloting phase of the GSSC in Budapest by releasing its Administration/Supply Assistant (i.e. 22 per cent of the Operations section) for a three-month mission to support the initial implementation phase.

OUTCOME 3 Reduce disparities, increase equity and promote the social inclusion of vulnerable boys and girls.

Analytical Statement of Progress:

In 2015, the CO made significant progress towards the CP results by strategically strengthening partnerships, documenting and generating evidence from mature modelling interventions and initiating new innovative and cross-sectoral models, advocating based on evidence to increase the resources allocated for children and ensuring that vulnerable children and their families were explicitly included in key policy documents.

The Minimum Package of Integrated Social Services tested and promoted by UNICEF Romania was identified at national level as a key approach to increase social inclusion of children and families. It is one of the nine flagship initiatives under the National Strategy on Social Inclusion, and joint technical assistance by UNICEF Romania and the World Bank supported the Ministry of Social Protection in developing crucial implementation plans for its realisation, foreseeing the scaling-up of the Minimum Package with EU and national funding. In partnership with WHO and NGOs, UNICEF Romania technical assistance and advocacy with the Ministry of Health resulted in a US\$ 48.9 million project to be implemented with EU funding for the scaling-up of home-visiting and with the number of community nurses increasing by 30 per cent in 2015.

In line with UNICEF Romania studies and advocacy on the need to increase the financing of the pre-university education system, a revision of the per-capita funding formula resulted into a 20 per cent budget increase for schools. The Early School Leaving Strategy, adopted in 2015, includes components of the UNICEF Romania-supported model on quality inclusive education and earmarks around US\$ 555 million to pre-university education.

Based on the testing of coordinated, quality services for adolescents and on the evidence generated by innovative studies on adolescents' social norms and non- cognitive skills, the capacity of local service providers in five major cities to work with teenagers was increased. As a result, over 7,000 adolescents benefited from face-to-face services coordinated between social protection services, schools and municipalities, and over 50,000 viewers, including adolescents and their parents, received information on adolescent's rights and development. Following the prohibition of the institutionalisation of children under three years old in 2014, the percentage of young children in institutions fell by 18 per cent in 12 months. With UNICEF Romania technical support, the normative framework was adjusted to strengthen the capacity of local authorities to develop preventive, integrated services. Based on new evidence on the child care system generated with the World Bank, UNICEF Romania and partners advocated and supported the National Authority for Children in leveraging US\$ 3 million for a De-Institutionalisation Master Plan.

Following the MTR, the current result on ECD is removed as a separate output and integrated into other results, which will continue to pay attention to children aged zero to three years. Relevant indicators in the result matrix will be age-disaggregated as well.

OUTPUT 1 Key Stakeholders support and enhance knowledge, attitudes, practices and services to promote holistic and equitable development in the early years

Analytical Statement of Progress:

In line with the Regional Leadership Result on Young Child Well-Being and the Multi-country Evaluation, and the global campaign to stop violence against children, the CO focused its efforts on increasing access of vulnerable pregnant mothers and young children to quality home

visiting, community-based services and protection from violence through a cross-sectoral approach.

Under the 2014-2020 National Health Strategy (adopted in 2015 with technical assistance from UNICEF Romania and WHO), in close partnership with partners (especially WHO and NGOs), UNICEF Romania advocated with and provided technical assistance to the MoH on the development and adjustment of the normative framework to increase access to community and primary health care and to leverage EU funding and national budget. This resulted in the Government approving a new US\$ 48.9 million project to be implemented with EU funding for the scaling-up of home-visiting and integrated services. The number of community nurses and Roma health mediators increased by over 30 per cent nationally and is expected to increase again according to the 2016 national budget.

Home visiting and integrated services implemented by community nurses and social workers were tested at the community level in one county, where UNICEF Romania, together with county and local authorities, doubled the number of hired and trained community nurses. As a result, local authorities strengthened significantly their capacity to identify and address cases of violence and increase access to health services by vulnerable children, adolescents and pregnant women. Evidence generated by this model is being used for advocacy and policy development at the national level.

Following the MTR, the current result on ECD is removed as a separate output and integrated into other results, which will continue to pay attention to children aged 0 to 3. Relevant indicators in the result matrix will be age-disaggregated as well.

OUTPUT 2 Authorities at the national and subnational levels, communities and caregivers provide services and an environment conducive to the access of disadvantaged children, especially Roma, to quality, inclusive education

Analytical Statement of Progress:

Romania adopted the National Strategy on the Reduction of Early School Leaving (ESL), which earmarks 42 per cent of the 2014-2020 EU funds for education to ESL and pre-university education US\$ 555 million and incorporates several components of the education model supported by UNICEF Romania and its partners (e.g. child-friendly schools; extra-curricular activities; local community support; school grants; involvement of civil society). In line with the Regional Leadership Area on quality inclusive education, UNICEF Romania and the Ministry of Education started discussing support for the strategy's implementation and the leveraging of EU funding.

A revision of the per-capita funding formula resulted into a 20 per cent budget increase for schools. The additional investment is in line with UNICEF Romania studies and advocacy on the need to increase the financing of the pre-university education system.

Evidence generated by the UNICEF Romania-supported education model also influenced the improvement of school governance (for instance, reinforcing participation of parents and communities), the new quality education indicators promoted by the Ministry of Education, school boards regulations (strengthening students' participation) and the Strategic Framework for Equity in University Education.

Good and promising practices generated by the education model are included in the new model on Integrated Social Services and Quality Inclusive Education in the Bacau County. Based on the determinant analysis and previous evaluations, and in line with Multi-country Evaluation on Education, the new model emphasizes a stronger cross-sectoral approach to prevent and address drop-out, as well as more equitable access to and better quality of pre-school, primary and secondary education.

UNICEF Romania is providing technical assistance to the Ministry of Education for the revision of the Early Education Strategy (based on a joint study with the Ministry and other stakeholders) and of the National Parenting Strategy.

OUTPUT 3 Basic and specialized services are increasingly available to adolescent boys and girls, especially vulnerable ones, who are empowered to practice safer behaviours

Analytical Statement of Progress:

In line with the Regional Leadership Area on Adolescents, UNICEF Romania and the Institute for Educational Sciences, in consultation with the World Bank, civil society and adolescents, generated evidence on adolescents' non- cognitive skills. The study informed the modelling of quality services for adolescents in five cities and the new model on integrated social services. Over 7,000 adolescents benefited from face-to-face services (including through outreach activities), and some 50,000 social media users (including adolescents) received information on adolescent development under the adolescent model. As part of the integrated services model, over 100 social workers and community nurses increased their capacity to provide services to adolescents and their families, taking into account the latest international research on adolescent development.

UNICEF Romania supported the National Authority for Child Rights, the National Anti-Drug Agency, and the Ministry of Education, in partnership with NGOs, in drafting a new methodology of cooperation between child protection services and counselling and treatment services for drug users to better assist adolescents using drugs and living in the streets. UNICEF Romania provided technical assistance to revise the Youth Law to strengthen participation of adolescents (including vulnerable ones) in the consultation processes organised by the Ministry of Youth for the development of new policies affecting them.

The CO started a communication for social change campaign, co-designed with adolescents, to increase their awareness on risky behaviours. This campaign is based on the result of an innovative analysis of adolescents' social norms. The Institute for Public Health, the Anti-Drug Agency, and the Authority for Child Rights were also involved.

UNICEF Romania and Bulgaria facilitated an exchange of experience between the two countries in 2014-15. As a result, a National NGO coalition on adolescents and youth Not in Education, Employment or Training (NEET) became active in Romania.

OUTPUT 4 National integrated social protection system and other stakeholders provide effective quality continuum of services, and support protective norms and behaviours for children and families with special focus on protection from and prevention of any form of violence, especially child separation

Analytical Statement of Progress:

In line with the Regional Leadership Area on Child Right to a Family Environment, UNICEF Romania provided technical assistance to the Ministry of Labour to increase the effectiveness

and efficiency of child protection services, focusing on preventing violence against and separation of children from their families, based on recommendations from the Multi-country Evaluation and evidence generated by pilot projects.

Following the prohibition of the institutionalisation of children under three years old in 2014, the number of young children in institutions fell by 18 per cent in 12 months. With UNICEF Romania technical support, the normative framework was adjusted to strengthen the capacity of local authorities to develop preventive, integrated services. Joint UNICEF Romania-World Bank technical assistance helped the Ministry of Labour develop crucial implementation plans for the National Strategy on Social Inclusion, foreseeing the scaling-up of the Minimum Package of Social Services with EU and national funding.

Based on new evidence on the child care system generated with the World Bank, UNICEF Romania and partners advocated and supported the National Authority for Children in leveraging US\$ 3 million for a De-Institutionalisation Master Plan. This project is expected to be followed by other EU-funded projects for the (re)integration of some 6,800 children (a third of all institutionalised children) in a family-based environment, as well as for the development of the Minimum Package of Services (developed with UNICEF Romania support) and other community-based services for the prevention of violence and separation of children from their families.

As part of the model of integrated services, the number of social workers nearly doubled in the county of Bacau, increasing the local capacity to identify and address cases of children at risk of separation, social exclusion and violence. As expected, this resulted into a significant increase in the number of cases referred to Child Protection Services, as vulnerable invisible children became visible.

OUTCOME 4 Public authorities, in partnership with civil society, international organizations and the private sector, will exercise good governance to reduce child deprivation and advance the rights of girls and boys, both nationally and sub-nationally

Analytical Statement of Progress:

During the MTR, feedback from counterparts and partners showed that the CP was on track and made a positive contribution to the realization of child rights in Romania. UNICEF Romania is viewed as a trusted partner providing quality technical assistance and generating important new knowledge for policy development, as well as a convener that can help create space for dialogue among stakeholders. The CO was perceived as an advocate for child rights and contributed to leveraging resources for children. The process provided an opportunity to strengthen partnerships and to adjust indicators to focus on equity.

Together with partners, UNICEF Romania provided technical assistance to the Government for the inclusion of child rights and vulnerable children in National Strategies on Education, on Social Inclusion, and on People with Disabilities. The first two documents, which explicitly focus on children and equity, were adopted. UNICEF Romania expertise supported the development of operational programmes in social inclusion, education and health, securing the allocation of significant EU funding for child rights. The CO engaged with the Ministry of European Funds, Line Ministries and parliamentarians to generate support for the social inclusion of vulnerable children based on its model of integrated services. As a result, the Government was mobilising substantial EU funding to scale up the model or its components.

Funded by EEA/Norway Grant and UNICEF Romania, the model tested a minimum package of services and quality inclusive education in one county, reaching 37,000 households in its first year. Over 15,000 vulnerable children were identified and started receiving services by 150 trained community and county professionals from the education, health and social protection sectors through the use of an innovative online platform that supports real-time monitoring and case management.

Key objectives for children are monitored through the Child Rights Strategy's Monitoring and Evaluation (M&E) plan developed with UNICEF Romania support. The Deputy Ombudsman for Child Rights, the National Institute of Statistics and Line Ministries increased the commitment and ability to monitor and generate data on vulnerable children, particularly those with disabilities and those in institutions.

Engagement with high-level decision-makers, the media and the general public contributed to making children a priority on the political and public agendas. UNICEF Romania generated about 7 per cent of child-related news, a coverage representing 335 million potential impressions. The UNICEF Romania Facebook page in Romania has 126,000 fans, with an engagement score of 5 per cent. The campaign on violence against children in schools reached over 25 million people.

Partnerships with universities and the media strengthened the capacity of journalists to report ethically on children's issues, with the percentage of media materials respecting child rights increasing from 80 per cent to 93 per cent in one year.

Local fundraising increased to US\$1.04 million with the development of individual pledges and corporate partnerships with Romgaz and Carrefour. This includes a TV campaign that raised US\$ 470,000 for the UNICEF response to the emergency in Nepal.

OUTPUT 1 Central and decentralized authorities and key stakeholders increasingly monitor child rights through an integrated monitoring mechanism to support evidence-based policies for the well-being of disadvantaged children.

Analytical Statement of Progress:

UNICEF Romania's technical assistance and advocacy contributed to the adoption of the 2014-2020 National Strategies on Education, Social Inclusion and Youth, and the development of operational programmes in social inclusion, education and health, securing the allocation of significant EU funding for the implementation of the Child Rights Strategy (adopted earlier). UNICEF Romania engaged with the Ministry of European Funds, Line Ministries and Parliamentarians to generate support for the social inclusion of vulnerable children based on its model of integrated services. As a result, the Government was mobilising substantial EU funding to scale up the model or its components.

Funded by EEA/Norway Grant and UNICEF Romania, this model tested a minimum package of services and quality inclusive education in one county, reaching 37,000 households in the first year of implementation. Over 15,000 vulnerable children and women were identified and started receiving services by 150 trained community and county professionals from the education, health and social protection sectors through the use of an innovative online platform, which supports real-time monitoring and case management.

Together with the National Authority for Child Rights, UNICEF Romania increased support to child rights in Romania in the European Commission, through joint meetings and the EU Child

Rights Forum. Nascent partnerships with Romanian representatives at the European Parliament contributed to the adoption of Written Declarations on Polio Eradication and Child Poverty and will be pursued in 2016.

Key objectives for children are monitored through the Child Rights Strategy's M&E plan developed with UNICEF Romania support. The Deputy Ombudsman for Child Rights improved its capacity to monitor and report on the rights of children in institutions. The National Institute of Statistics and Line Ministries increased their commitment and ability to generate data on children with disabilities.

The MTR document endorses UNICEF Romania's re-positioning and provided an opportunity to strengthen partnerships and commitment to child rights in Romania.

OUTPUT 2 By 2017, public authorities, civil society, private sector, media and general public are engaged in sustainable long-term partnerships to advocate and mobilize resources for vulnerable children in and outside of Romania

Analytical Statement of Progress:

Strengthened partnerships with high-level decision makers (ministers and parliamentarians) and engaged with media and the general public to make children a priority on the political and public agendas. High-levels events, including the launch of the "*For every child, a fair chance*" report, gave voice to thousands of Romanian children, adolescents and UNICEF heard by the Government, Parliament, civil society and the media.

As a result of advocacy, partnerships and technical assistance, the Minimum Package of Social Services received broad political support. The package, or its components, were already included in several National Strategies.

Partnerships with seven universities were established to increase the capacity of future journalists on child rights, with 18 university teachers now able to infuse the UNICEF Child Rights Syllabus into journalism/communication courses. Additionally, 42 journalists increased capacity to report ethically on children's issues. The percentage of media materials respecting child rights went from 80 per cent to 93 per cent in one year.

Media partnerships were enhanced, leading to a wide coverage of children's issues: close collaboration with the National Television raised awareness on violence against children; the first-ever partnership with ProTV, the first TV channel in Romania, mobilized US\$ 470,000 for UNICEF's response in Nepal; media briefings on complex issues such as parenting, ECE and adolescents' social norms, organized in partnership with the authorities and academia, received coverage and raised awareness on these issues.

UNICEF Romania generated about seven per cent of children-related news, a coverage representing over 335 million potential impressions. UNICEF Romania Facebook page in Romania has 126,000 fans, with an engagement score over five per cent. The integrated communication campaign on violence against children in schools reached over 25 million people.

Local fundraising increased to US\$ 1.04 million with the development of individual pledges and corporate partnerships with Romgaz and Carrefour.

OUTPUT 3 By 2017, public authorities, civil society, private sector, media and general public are engaged in sustainable long-term partnerships to advocate and mobilize resources for vulnerable children in and outside of Romania

Analytical Statement of Progress:

Progressing as planned. For more details, please see the Outputs on Partnerships, Governance and Advocacy.

OUTPUT 4 Support fundraising activities funded by PFP solely

Analytical Statement of Progress:

In terms of local private fundraising, the CO followed its strategy to build sustainable income by increasing the number of pledge donors. Efforts concentrated on developing and strengthening the Face-to-Face programme as the main acquisition channel.

Almost 100 fundraisers were recruited and trained, but a high turnover remained a challenge, a characteristic of this type of programme in Romania and at the international level. Another challenge is the novelty of individual donations through monthly pledges to the general public. As a result of awareness raising initiatives, the Romanian public is now more informed about pledges and Face-to-Face fundraising. Sensitisation efforts will continue in this area for the coming years.

Donor stewardship and retention increased as a result of intensified telemarketing activities. With a team of 20 facers in the street, almost 4,300 direct debit contracts were signed by the end of December, and the gross income raised from private individuals increased by 206 per cent.

OUTCOME 5 Monitoring and evaluation

Analytical Statement of Progress:

UNICEF Romania promoted and tested cross-sectoral policies to address the bottlenecks affecting the realization of child rights, focusing on vulnerable children and their families, especially with two models of coordinated services at the local level and with technical assistance to the Government of Romania.

The first model brought together the Ministries of Social Protection, Health, Education, EU funding and Regional Development, local and county authorities and NGOs. It piloted the provision of integrated services across sectors to 15,000 vulnerable children in their families, schools and communities. One component is the Minimum Package of Social Services delivered in every community by social workers, nurses and school counsellors, who identify, support and monitor vulnerable children and their families, coordinating their interventions with local authorities and stakeholders. They are supported and supervised by cross-sectoral county teams. The other component on Quality Inclusive Education focuses on children's access and participation in pre-school, primary and secondary education by addressing bottlenecks at the level of schools, families, communities and systems. As a result, the model or its components are included in newly adopted National Policies and Line Ministries are mobilizing significant EU funding to scale it up.

The second model focused on adolescents by bringing together local authorities, child protection services and schools in the capacity development of local professionals and

empowerment of adolescents and their parents. It reached over 7,000 adolescents through Face-to-Face activities and over 50,000 social media users, including adolescents.

At the national level, based on new global evidence, local studies and experience generated by local models, UNICEF Romania advocated for the development and implementation of National Strategies on Child Rights (which is cross-sectoral), Health, Education and Social Inclusion and the use of EU funding in a coordinated approach to maximize the impact on vulnerable children and their families.

OUTPUT 1 The CP uses a cross-sectoral, human rights and result-based, gender sensitive approach and risk management to evidence-based planning, monitoring and evaluation & fundraising

Analytical Statement of Progress:

On-going, as planned. Of the nine activities entered in PRIME in early 2015, eight were rescheduled to be finalized in 2016 and one was completed. Changes were introduced in PRIME accordingly. For more details, please see Output on Child Rights Monitoring and Good Governance

OUTCOME 6 Development Effectiveness

Analytical Statement of Progress:

Progressing as planned.

OUTPUT 1 Programme coordination

Analytical Statement of Progress:

As the CO substantially increased its cross-sectoral approach with the implementation of the new model on integrated social services, programme coordination and integration was identified as key. Specific working mechanism, joint planning and monitoring tools were developed to ensure the timely integration of activities. Training sessions were also conducted to improve cross-sectoral management. This is in line with the regional approach of the Key Leadership Areas.