Executive Summary

2014 was a strategic year, as Romania developed a number of policy documents that will help facilitate it’s positioning for access to significant potential funding for the period 2014-2020. This provided UNICEF Romania with a unique window of opportunity to ensure that all children, especially vulnerable ones, were specifically included in these policies.

The overall Romania-EU Partnership Agreement explicitly recognises and addressed the challenges and disparities faced by children. UNICEF Romania led the provision of technical assistance to the Government for the three National Strategies on Child Rights, Health and Youth, which were the first to be adopted. As a result, billions of euros are expected to be allocated for the social inclusion of vulnerable children and their families. These efforts also supported a participatory process that involved civil society, children and adolescents.

Following a call for action and close collaboration, the Chamber of Deputies proposed and adopted a ban on institutionalisation of children under three years of age, with broad bi-partisan support. Romania is one of the first countries to adopt such a ban in the region.

The Country Programme contributed to strengthening significantly the national capacity to coordinate and monitor child rights. The Government re-established the National Authority for Children. The newly adopted 2014-2020 Child Rights Strategy included a solid monitoring and evaluation framework, and set up a coordination and monitoring body, the National Council for Child Rights, composed of representatives from several ministries and civil society. UNICEF Romania continued to strengthen the capacity of the Ombudsman Institution to monitor child rights independently, resulting in the first presentation of a report (on children in prison) to the Parliament.

These achievements were supported by robust public advocacy and external communication. High-level events with the Prime Minister, ministers of Labour, Education and European Funds, parliamentarians, the media and civil society gave a unique profile to UNICEF Romania and the issues for which it advocated. Media coverage of UNICEF and children’s issues increased by over 20 per cent. About 8 per cent of all news about children included mention of UNICEF. The UNCEF Romania Facebook has over 120,000 fans, and engaged 16,700 people. The percentage of media materials infringing child rights dropped from 66 per cent (2010) to 20 per cent (2014).

Based on a new Study on Parenting, the integrated communication campaign on violence against children reached millions through the broadcasting of three awareness-raising and fundraising TV spots (24.3 million views), and radio spots (heard 36.5 million times), along with three awareness and online fund-raising campaigns that engaged 125,000 people.

While improving, local fundraising remained challenging for several reasons in 2014, including the lingering effect of the economic crisis on companies, the novelty of fundraising techniques in Romania and a nascent culture of donating to social causes.
Despite enhanced interactions with the European Commission in 2014, UNICEF Romania’s efforts to access EU funding to increase its provision of technical expertise for policy development to the Government of Romania have not yet been successful. UNICEF continued therefore to provide expertise using its own funding, which limited the quantity of technical assistance that could be made available.

A new, complex partnership with Norway and national and sub-national authorities resulted in the approval of a US$6 million modelling project for the development of integrated, local, preventive social services, focusing on vulnerable families. This is considered an innovative model in Romania and is expected to leverage EU funding for its scaling up. Present at the launch, the Prime Minister, together with the Vice Premier Minister, Minister of Labour and Social Protection, as well as local authorities, supported the concept. The purpose of the model is to test innovations to make evidence-based recommendations for reforms.

UNICEF Romania strengthened its collaboration with the World Bank by joining efforts to provide technical assistance to the Ministry of Labour for development of the National Social Inclusion Strategy and co-organising a regional workshop on “Strengthening Early Childhood Education Systems” with other partners. The data produced by UNICEF’s study on out-of-school children were used by the Ministry of Education and the World Bank to design the 2014-2020 Education Strategies. UNICEF and the World Bank peer-reviewed each other’s studies.

UNICEF Romania’s work in 2014 was strongly aligned with, and contributed to, the organisational re-focus on equity and the strategic plan outcomes on education, child protection, social inclusion and adolescents, as well as the Regional Leadership Areas of young children’s right to well-being, children’s right to a family environment and to social protection and adolescents’ rights.

**Equity Case Study**

The re-focus on equity is extremely relevant in an upper-middle-income country like Romania, where national averages in health, education and child protection stand above international average, but where disaggregated data show large pockets of disparities.

The overall focus of the UNICEF Romania Country Programme is on vulnerable children living in marginalised communities with large minority populations and in the most vulnerable and deprived areas where poverty is pervasive, school attendance is precarious and families are at a higher social risk. Partnerships with national and local stakeholders concentrate on disparity reduction, equity and social inclusion of vulnerable children. An equity lens is therefore applied to all Country Programme components and strategies.

Knowledge generation systematically includes an equity focus. Studies and publication in 2014 included topics such as out-of-school children; impact of the per capita formula on disadvantaged schools; making a financial case to increase the education budget to enhance access of vulnerable children; a Knowledge, Attitudes and Practices study on parenting in vulnerable families; and a publication on children with disabilities – among others. This research has influenced the development of national strategies and the revision of methodologies for increasing equity and social inclusion.

The two ongoing models of community-based services and inclusive education and the two new models for integrated services and adolescents at the local level, which generate evidence to support UNICEF’s provision of technical expertise, focus on vulnerable children (including
adolescents) and their families. The objective is to support Romania in its reforms towards becoming a welfare state that identifies, supports and protects its most vulnerable families, especially children, by developing adapted, quality and truly universal services at the local level.

In 2014 UNICEF provided extensive technical assistance to the Government to support the development of several sectoral and cross-sectoral strategies and ensure that the rights of all children, especially vulnerable ones (children from rural, poor or Roma families and children with disabilities) would be specifically incorporated. Two of the strategies that UNICEF supported target people with disabilities and ethnic minority Roma. The result shows that this technical assistance, combined with advocacy and broad partnerships, succeeded in ensuring that vulnerable children are included in all relevant strategies and that equity is better reflected in these new normative documents.

As the availability and use of disaggregated data constitute an essential step towards equity, UNICEF Romania contributed to strengthening the child rights monitoring system at all levels to: increase demand and supply of disaggregated data for policy development; build the capacity of the Government of Romania, as well as independent institutions (such as the Ombudsman Institution and civil society) to generate and use data for advocacy; and strengthen the provision of community-based services for vulnerable children and their families through the development of an innovative, real-time monitoring and case management tool. A major endeavour in 2014 was the mapping of all child rights indicators to identify those missing and those needing disaggregation in collaboration with line ministries and the National Institute of Statistics.

This focus on equity was reflected by UNICEF’s external communication: from the social change campaign on child victims of violence to advocacy on de-institutionalisation of children under three or inclusive education for children with disabilities and Roma children, UNICEF continued to represent the voice of “invisible” children in Romania, together with numerous partners from civil society and in close collaboration with traditional and online media.

**Summary Notes and Acronyms**

- BCP - Business Continuity Plan
- CBS - Community Based Services
- CEE/CIS - Central and Eastern Europe/Commonwealth of Independent States
- CERME - Centrul Roman de Modelare Economica [Romanian Centre for Economic Modelling]
- CMT - Country Management Team
- CP - Country Programme
- CPAP - Country Programme Action Plan
- CPD - Country Programme Document
- CPMP - Country Programme Management Plan
- CRC - Contracts Review Committee
- CRIPS - Centrul de Resurse si Informare pentru Profesiuni Sociale [Resource and Information Centre for Social Professions]
- CSR - Corporate social responsibility
- CWD - Children with disabilities
- C4D - Communication for development
- DCT - Direct Cash Transfer
- ECEC - Early Childhood Education and Care
- E&E - Efficiency and Effectiveness
- ERM - Enterprise Risk Management
- EU - European Union
As 2014 was a crucial year for the development of national strategies that would frame Romania’s access to European funds, UNICEF continued to engage all stakeholders to increase their capacity to deliver on their mandate, supporting particularly line ministries, the Ministry of European Funds and the National Roma Agency to ensure that they had the capacity and expertise required to develop strategies in line with EU policies and international conventions.

UNICEF intensified its provision of technical assistance to the new National Authority for Children for a capacity development plan and finalisation of the National Child Rights Strategy. UNICEF led the provision of technical assistance for the development of the following national strategies and their operational plans: Health, Youth, Child Rights (all three adopted), and People with Disabilities. This technical assistance included not only expertise, but also support to a participatory process that involved civil society and children, adolescents and youth. UNICEF also provided significant inputs into the strategies on Roma Social Inclusion and Education and Social Inclusion.

Innovative studies and models supported by UNICEF provided opportunities to develop capacity at the national and sub-national levels. For instance, the first-ever study on the cost of not investing in education introduced new methodologies and strengthened the capacity of both
Romanian education experts and economists to work together and analyse data. The models on community-based services and inclusive education played a key role in generating evidence to increase the ability of line ministries to advocate for reforms.

UNICEF provided expertise to the Chamber of Deputies in relation to the ban on the institutionalisation of children under three and understanding the education budget. The Federation of NGOs for Child Protection was supported to advocate for a new law on subcontracting in social areas. UNICEF reinforced the capacity of the Ombudsman’s Institution to monitor and advocate for child rights, focusing on the rights of vulnerable children (those in prison and institutions). Media briefings increased the ability of the media to report accurately on complex children’s issues.

**Evidence Generation, Policy Dialogue and Advocacy**

Generating evidence through research and local modelling interventions is a key strategy of UNICEF in Romania. Studies were always conducted in partnership with relevant ministries, in close consultation with civil society, and increasingly in collaboration with the World Bank. The evidence was systematically used by UNICEF and counterparts to influence policies.

In the education sector, findings and recommendations from UNICEF-supported studies on out-of-school children in primary and secondary education provided key inputs for the National Strategy on Early School Leaving. The assessment of the impact of a per capita funding formula on disadvantaged schools is helping the Ministry of Education increase equity in funding allocation. An innovative study showing that non-investment in education would cost Romania between €12 and €17 billion between 2015 and 2025 received much interest from various stakeholders, from the Government to the Parliament and civil society. The evidence is being used to advocate for an increased investment in pre-university education with a strong equity angle. In the social and child protection sector, UNICEF collaborated with the World Bank to generate evidence for the Ministry of Labour and Social Protection for the development of the National Strategy on Social Inclusion, ensuring that vulnerable children and their families are included.

A powerful tool to generate evidence with high credibility has been the use of local modelling. Through two models on inclusive education and community-based services (in health and child protection), UNICEF documented, evaluated and shared good practices with line ministries to advocate for the development of a minimum package of integrated, social services (MPS). The MPS is included in sectoral and cross-sectorial national strategies developed to access EU funding; UNICEF worked with line ministries and deputies to translate it into legislation.

The UNICEF-supported Knowledge, Attitudes and Practices study on parenting for young children, focusing on vulnerable families, provided evidence for a social change campaign to improve parents’ knowledge on positive disciplinary methods, reaching 8 million people. This three-year campaign is being conducted with the National Authority for Children and the Department for Equal Chances.

**Partnerships**

UNICEF works with the Government at all levels to generate evidence and influence policies. In 2014, it strengthened its cooperation with line ministries and the Ministry of European Funds in efforts to ensure the inclusion of child rights into the operational plans for the future allocation of some US$60 billion of EU funding for 2014-2020. Collaboration with the World Bank increased as both organisations used each other’s expertise to peer-review research and worked together
to provide technical assistance to the Government on several strategies.

Partnership with the Chamber of Deputies resulted in the active presence of UNICEF in key debates related to child care legislation, technical presentations in the human rights, education and labour committees, joint advocacy for the promotion of the minimum package of services during the debate organised on the occasion of the 25th CRC anniversary, as well as advocacy and fund-raising with the 20 November Gala dedicated to the campaign against violence. UNICEF Romania developed a promising partnership with the Government of Norway, leveraging some US$6 million. The resulting integrated model for community-based, preventive services, focusing on vulnerable families, facilitates strong collaboration across the health, education and social protection sectors and different levels of administration, as well as horizontal cooperation between Norway and Romania.

As UNICEF led the provision of technical assistance to counterparts for the development of national strategies on health, child rights, youth and people with disabilities, considerable attention was paid to facilitating consultations between governmental and non-governmental stakeholders. UNICEF Romania continued to work with NGOs active in health, education and child protection, jointly advocating for reforms for vulnerable children and a greater role and more sustainable funding for civil society.

With the corporate sector, UNICEF focused on long-term partnerships aimed at reaching out to their customers and employees as a pathway to pledge. The Child Rights and Business Principles were presented at several high-level business conferences, contributing to the development of a more strategic and sustainable culture of corporate social responsibility. Partnerships with the media and journalism departments at universities strongly contributed to improving the quality and quantity of media coverage of children’s issues.

External Communication and Public Advocacy

Based on consultations with partners and evidence generated through studies and models, UNICEF Romania prioritised four issues for advocacy: introducing a Minimum Package of Services for all children, hiring local professionals to implement the MPS in disadvantaged areas, leveraging resources for children and banning the institutionalisation of children under three.

UNICEF used a mix of public advocacy at high-level events, media partnerships and private advocacy, combined with technical assistance, resulting in increased awareness, political commitment and fundraising.

UNICEF and counterparts conducted several press conferences to highlight issues affecting vulnerable children and adolescents. Media coverage of children’s issues (and UNICEF) increased by 20 per cent in 2014. The number of fans on the UNICEF Romania Facebook page increased to over 120,000, with a yearly average engagement of 16,648 people.

At the launch of the new model, the Prime Minister of Romania, Vice-Prime Minister, Minister of Labour and Social Protection, President of the National Authority, Ambassador of Norway, county authorities and 90 mayors expressed their support for the Minimum Package of Services. A joint Chamber of Deputies-UNICEF Child Rights Roundtable gathered representatives from the Parliament, Government and civil society to discuss the MPS.
Combined with intense technical assistance and private advocacy, this resulted in the MPS being included in several National Strategies that will frame access to EU funding for 2014-2020. The legal ceiling on hiring local professionals was also withdrawn.

Partnership with the Chamber of Deputies led to the adoption in less than a year of a law banning the institutionalisation of children under three. As part of celebrations for the CRC@25, UNICEF and the Chamber of Deputies hosted the second Child Rights Awareness and Fund Raising Gala in the presence of ministers, parliamentarians, the corporate sector, the media, Goodwill Ambassador Maxim Vengerov and all national ambassadors.

The integrated communication campaign on violence against children was seen online by hundreds of thousands of people, the new social change video was seen at least one time by 9.7 million people and the awareness and fund raising video by 7.9 million on 16 channels.

**South-South Cooperation and Triangular Cooperation**

Horizontal cooperation was explicitly introduced in the 2013-2017 Country Programme for the first time, as an opportunity to share innovations and lessons learned by Romania in developing and implementing reforms for children (including those supported by UNICEF). This effort is in line with Romania’s endeavour to become a donor and centre of expertise.

Two strategies were prioritised: UNICEF Romania, in close partnership with central authorities, facilitated visits from other countries; the Office co-organised or supported regional conferences during which Romania shared its knowledge.

UNICEF Romania and Bulgaria supported their respective Ministries of Youth to organise the visit of several NGOs to share experience in developing evidence-based youth strategies and to discuss issues related to adolescents, such as prevention of early school leaving and the issue of adolescents and young people not in education, training or employment (NEET). This will be followed by a visit of Government representatives in 2015. UNICEF Romania, together with the National Authority for Children and UNICEF Tunisia, organised a visit of Tunisian government counterparts to share good practices in the area of child care reform in Romania.

UNICEF supported regional efforts to share experience in education by hosting, together with the Ministry of Education, the joint UNICEF/UNESCO regional workshop on monitoring out-of-school children and children at risk of dropping out, with participation from 12 countries from the region. Sharing good practices was also accomplished through the provision of expertise and advocacy at other regional events: the Europe and Central Asia Education Conference “Strengthening Early Childhood Education Systems: Investing Early to Ensure Effective Learning”, co-organised by the World Bank, UNICEF, Open Society Foundation and the Ministry of Education; the EU-Romania Conference ‘Keeping Young People in Employment, Education and Training: Common Challenges, Shared Solutions’; and the EuroChild annual conference on investing in children.

Horizontal cooperation is expected to increase in coming years. The new partnership with Norway includes the facilitation of exchanges of experience between Norway and Romania to support the development of integrated social services for vulnerable children and their families. Romania’s system of community nurses was documented and opportunities for dissemination are being explored.
**Identification Promotion of Innovation**

Together with Government counterparts and local partners, UNICEF Romania supported several local models to test innovations, document and evaluate them independently, and use the evidence thus generated to accelerate national reforms for children. Two innovations should be highlighted in 2014.

As part of the community-based services model, UNICEF developed an online application (called Aurora) used by local professionals in health and social protection. This application, together with a tablet, supports the first unified methodology for the identification of children’s vulnerabilities, facilitates the generation of an integrated plan for children and their families and provides real-time monitoring of field work. In the last three months of 2014, Aurora was tested by 74 trained community workers in 32 rural communities. Some 2,300 children were identified as vulnerable and their needs were assessed. Although still in the testing phase, Aurora represents a reliable and effective real-time monitoring and evaluation tool, and is considered as one option for the future e-social assistance system in Romania.

In the framework of the model on inclusive education, UNICEF and its NGO partner Amare Romentsa developed a bilingual Romanian-Romani cartoon on discrimination against ethnic minority Roma children at school (Romani is the language spoken by Roma people). Entitled "Mashkar amende, e chavende" ("Among us, the children"), this is the first cartoon of its kind in Europe, where millions of Roma live. It aims at raising the issue of discrimination against Roma children, a very sensitive issue, through examples and solutions inspired from discussions with children. Together with guidelines, the cartoon represents an important resource for school teachers in primary and secondary education to organise guided discussions around these issues with Roma and non-Roma students. The cartoon could potentially be used in other European countries (dubbed in their languages) and will be shared with other UNICEF Offices and National Committees in the region.

The new models for integrated social services for vulnerable children and adolescent-friendly services are also expected to generate innovative services in the next two years, including new methodologies for cross-sectorial collaboration at the local level and an interactive platform to facilitate adolescents’ participation.

**Support to Integration and cross-sectoral linkages**

In 2014, UNICEF increased significantly the inter-sectoral approach to its work at the national, county and local levels. While the two existing models for inclusive education and community-based services already promoted joint interventions between the social and education sectors and the health and child protection sector, respectively, the two new models initiated in 2014 on preventive, integrated services and adolescents are based on an integrated approach across health, education and social/child protection.

UNICEF, with financial support from Norway, and in a broad partnership that includes five ministries, local and country authorities and non-governmental partners started a US$6 million model project to test the provision of an integrated package of services at community level. This innovative concept was agreed upon by UNICEF Romania and the Social Protection, Health and Education ministries, in consultation with the Ministry of Regional Development and Public Administration and the Ministry of European Funds. The purpose is to address the bottlenecks in the legislative and institutional framework that impede the full implementation of an integrated approach and make evidence-based recommendations for reforms.
The new model for adolescent-friendly services tests coordinated services across health, social protection and education in urban areas, focusing on a preventive approach and outreach. This was carried out in close partnership with municipalities, NGOs and central ministries.

At the national level, UNICEF Romania provided technical assistance for the development of four cross-sectoral national strategies: child rights, youth, Roma social inclusion and people with disabilities. UNICEF also strongly advocated that sectoral strategies in health, education and social inclusion should reflect a coordinated approach, based on the model of social services that it started testing at the county and local levels. As a result, the various components of the Minimum Package of Social Services, and the package itself, are reflected in the various strategies.

Service Delivery

Service delivery is not a strategy used by UNICEF in Romania, an EU member state and upper-middle-income country where the state at all levels has the capacity to deliver services and products.

Human Rights-Based Approach to Cooperation

A human rights-based approach continued to underpin the Romania-UNICEF Country Programme - from knowledge generation and technical assistance to advocacy and partnerships. As much as possible, data generated and used was disaggregated by sex, geographic origin, age and ethnicity to identify disparities, which are hidden behind “average” figures. UNICEF advocated for more data disaggregation and provided technical assistance to the National Institute of Statistics and line ministries in this area.

UNICEF used its convening role and expertise to support the Ministry of Labour and Social Protection in the development and finalisation of the 2014-2020 Child Rights Strategy, adopted at the end of 2014. Romania seems to be the first EU country to adopt such a strategy as part of its normative framework to access EU funding. The Convention on the Rights of the Child (CRC) guided the strategy’s structure, monitoring and evaluation framework and priorities. At the request of the Ministry of Labour and Social Protection, UNICEF facilitated the participatory process and provision of technical assistance for the development of the Strategy for People with Disabilities, using guidance related to UN Convention on the Rights of Persons with Disabilities.

Following the CRC Committee’s Concluding Observations, as stipulated in its partnership agreement with Romania, UNICEF continued to support capacity development of the Ombudsman Institution, especially its Deputy for Child Rights, to report more systematically on child rights issues. As a result, for the first time, in 2014 the Deputy Ombudsman for Child Rights presented a report (on children in prison) to the Parliament and initiated a report on the rights of children in institutions. UNICEF Romania signed a new agreement with the Ombudsman Institution to provide technical support for the operationalization of the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment in children’s institutions.

Gender Mainstreaming and Equality

While the Romania-UNICEF Country Programme does not include specific gender programmatic initiatives, a gender approach is mainstreamed throughout UNICEF’s work. Data generation, modelling of interventions and use of the evidence to inform and change policies
and legislation all use a gender lens. Increased attention is paid to gender issues as UNICEF Romania is intensifying its work on violence against children and parenting and strengthening its partnership with the Department for Equal Chances within the Ministry of Labour and Social Protection.

**Environmental Sustainability**

In Romania, UNICEF follows the national guidelines and strategies to incorporate an environmental sustainability component into the way social programmes are planned and delivered. These strategies and principles are in line with EU recommendations and are reflected in the policy development process rules, as well as in the horizontal principles for planning and programming national and EU budgets.

**Effective Leadership**

UNICEF Romania’s governance system continued to function well, ensuring the appropriate sharing of information, wide consultations within the office and transparency, as well as informed and timely decisions.

The Rolling Management Plan 2013-2014 (RMP) described key programme and management priorities, as well as staff responsibilities and accountability, which were established in consultation with staff. The Management Plan was updated in 2014 to include recommendations from the 2013 audit, allowing regular monitoring of these recommendations. The RMP was continuously used for measuring and revising performance indicators, as this was as a standing point on the Country Management Team (CMT) monthly meetings agenda. Corrective and preventive actions were taken to address the identified bottlenecks.

Mid-year and annual reviews were used as strategic moments of reflection, to assess progress towards plans and to adjust implementation accordingly. All-Staff Meetings took place on a monthly basis and were used to share information, particularly from the Regional Office and HQ (including global updates related to the Global Shared Service Centre, the Effectiveness and Efficiency initiative, programmatic priorities, etc.). The Local Joint Consultative Committee, made up of senior management and the local Staff Association, met four times and pursued a constructive dialogue. All the statutory committees (on contracts, partnership agreements, training etc.) functioned well and on a timely basis. Decisions were systematically shared with all staff (as appropriate).

UNICEF Romania followed policy prescribed procedures for delegating authority, and the table of authority was updated as required. Staff were informed of the accountabilities related to their specific roles. The risk and control library was updated to adequately consider the risks related to achievement of the planned results of the new Country Programme and was regularly monitored.

A particular challenge in 2014 was the initiation of a new integrated modelling initiative at the local level, with a relatively large budget for UNICEF – exceeding US$6 million. Several risks were identified, especially excessive workload for the small team, and a special support plan was put in place. The situation was monitored by the CMT.

**Financial Resources Management**

Budget monitoring was ensured on a continuous basis; review of implementation rates was a standing item on the agenda of the CMT meetings. The implementation rate was over 99 per
cent at the end of 2014, both for regular and other resources. Grants expiring in 2014 were fully utilised within their validity date.

All transactions were processed in a timely and efficient manner and monthly and year-end reports were finalised in due time, contributing to the CEE/CIS Regional Office results, which were commended as having the highest completion rate by Headquarters. Fund replenishments were made as per agreed procedures, to use the best exchange rate available.

The Contracts and Partnership Cooperation Agreements Review Committees (respectively CRC and PCARC) are established and functioning. Nine Partnership Cooperation Agreements were reviewed by the PCARC, and five contracts were reviewed by the CRC.

In 2014 UNICEF Romania transferred funding to several implementing partners: 17 NGOs, one Government entity, 75 schools and 32 mayoralties. Micro-assessments, financial and programmatic checks were undertaken by Programme and Operations staff, as per the HACT Assurance Plan. When a micro-assessment could not be completed before the fund transfer was made, the highest level of risk was assumed and controls were adjusted accordingly.

Direct Cash Transfers (DCTs) made up 30 per cent of the programmable amount of the country programme (regular and other resources). There were no un-liquidated DCTs over nine months.

**Fund-raising and Donor Relations**

UNICEF Romania has a functional internal mechanism for tracking and ensuring timely and quality donor reports, and feedback is systematically requested from donors.

Funding is allocated on the basis of the annual plans, in line with donor proposals. Funds’ utilisation is assessed monthly at CMT meetings. Over 99 per cent of allocated regular and other resources were utilised by the end of 2014.

Major international donors included National Committees from France, Switzerland, the UK and Germany, and the Velux Foundation. Other large funding sources included thematic and set-aside funds from Headquarters. UNICEF Romania signed a new partnership with Norway Grants, which allocated nearly US$4 million to UNICEF Romania to support the development of a new model of integrated social services. As a result, the Country Programme is almost fully funded until the end of 2017.

In terms of local private-sector fundraising, UNICEF continued to focus on private individuals, especially on monthly donations, with the goal of building sustainable income. UNICEF Romania raised US$0.64 million from local corporate partners and private individuals, reaching its 2014 target. Face-to-face activities were intensified with encouraging results.

While Romgas and Kaufland were the largest corporate donors in Romania, UNICEF developed a new fundraising initiative with Carrefour, using add-on bills – an innovation for the Romanian market – reaching over 100,000 customers. Partnerships with private companies are also being developed to mobilise their customers and employees as a pathway to pledge. For instance, a co-mailing with a major electricity company reached 1.2 million customers with awareness-raising and fundraising message on violence against children, recruiting SMS pledge donors.
Evaluation

Working in an upper-middle-income country and EU Member State, one of the core roles of UNICEF Romania is to generate relevant and complex knowledge through innovative research. As testing innovations in local models constitutes a key strategy, to share credible evidence with the authorities for the development of policies, particular attention is paid to the quality of evaluations of these models.

The 2014 the Integrated Management Evaluation Plan (IMEP) included studies in the areas of: cost of non-investment in education, impact of per-capita funding formula on disadvantaged schools and a formative evaluation of the model on inclusive education. The IMEP encompassed a review of national child rights data gaps and data collection systems, and a “Partner data collection activity” (TransMonEE). UNICEF Evaluation Policy was fully observed; regional and global feedback mechanisms were used and, as in previous years, UNICEF received positive feedback on its evaluation.

The purpose of the evaluation of UNICEF-supported models is to: assess the efficiency and effectiveness of models and make recommendations to adjust components during the implementation phase; and, at the end of the implementation, measure the impact of the model and generate policy recommendations for nationwide implementation. This allows UNICEF to propose policy options based on independent evidence. Recommendations from the evaluation of the inclusive model were widely shared with partners and counterparts, and were used to adjust interventions accordingly. The most recent evaluations of the two ongoing models on inclusive education and community-based services also constituted the basis for developing the new model, which aims to deliver integrated, community-based services to vulnerable children and their families in the areas of education, social protection and health. The new model was developed with a solid monitoring and evaluation framework and a theory of change to ensure that its results can be evaluated in the future.

Efficiency Gains and Cost Savings

Further opportunities to reduce support costs were explored in 2014. A new contract with the travel agency brought efficiencies in terms of time, financial resources and quality of services. UNICEF continued to use Skype, Lync and video-conferencing to save on communication and travel costs. The new replenishment procedures and automated banking system in SAP reduced the time spent on reconciliation and payments.

Based on regional guidelines, an in-depth review of processes in light of the Global Shared Service Centre (GSSC) migration was conducted in May 2014 and a saving of US$13,000 over the 2014-2017 integrated budget was realised.

Common agreements with UN Development Programme, The UN High Commissioner for Refugees and the World Health Organisation for travel courier and telecommunication services were maintained in 2014. These agreements provided cheaper services by increasing the overall volume of transactions.

UNICEF Romania is located in the United Nations House, facilitating communication among UN agencies, hosted by the Ministry of Foreign Affairs. This financial support is gratefully acknowledged by UNICEF. Since April 2014, the Council of Europe (CoE) Cybercrime Office has been co-located in the UN House. As the UNDP Office will be closing in 2015, common services were handled by UNICEF Romania, and all legal documents (such as the Memorandum of Agreement with the Ministry of Foreign Affairs for the rent-free premises) are
progressively being transferred to UNICEF. It is expected that the CoE Office will expand while UNDP will close down, and the cost of common services could decrease for UNICEF.

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

**Supply Management**

In line with the positioning of the UNICEF in Romania, supplies constituted a very small portion of expenditures. The procurement of goods and services is centralised in the Operations Section, ensuring accuracy of data and time efficiency. Most procurement of programme and office supplies and services continued to be undertaken locally, including office vehicles, printed materials, furniture, information and communication technology (ICT) equipment and programme supplies for activities such as the real-time monitoring initiative. Five contracts were reviewed by the Contracts Review Committee during the year.

Of a total US$111,656 spent for goods and services, US$82,731 were for programme supplies, US$9,935 for operational supplies and US$18,990 for services. This included US$3,500 of UNICEF-branded products procured from UNICEF Supply Division. UNICEF 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 is progressively increasing the use of long-term arrangements to decrease the cost of services such as travel, printing and catering.

**Security for Staff and Premises**

Security and safety risks are considered to be very limited in Romania; road accidents are the most important hazard. The Business Continuity Plan (BCP) was updated in March 2014, and monitored throughout the year. The Plan 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 organisational IT applications and systems. Security issues were addressed at the UN level, in conjunction with other UN agencies participating in Security Management Team meetings.

Operations staff members are aware of the emergency guidelines for financial and administrative management to facilitate timely response in case of emergencies. A few Programme and Operations staff were trained on UNICEF emergency response.

The Romania Country Security Plan, including the list of wardens and deputy wardens for all UN Agencies, was updated. The UN House Fire Plan was developed and a fire drill was organised in March with all staff in the UN House. Training on fire extinguisher usage was undertaken for all UN staff in February, and a Very High Frequency (VHF) training was conducted by the UN Department of Safety and Security. Two presentations on Ebola were conducted for all UN staff and their dependents.

**Human Resources**

Based on its evolving agenda in Romania, UNICEF undertook some revisions in its staff structure and conducted strategic training activities to ensure that a high level of expertise would be available throughout the year.
UNICEF Romania recruited an Adolescent Specialist to lead its Adolescent Programme, as well as a Private Individual Fundraising Officer and an Advocacy and Media Officer to support its increased efforts in these areas. It also upgraded the position of Local Partnership Officer to reflect the increasing complexity of its work at the local level.

At the beginning of the year UNICEF identified the competency and knowledge gaps in connection with the key priorities in programmes, communication, fundraising and operations. The Training Plan was developed on the basis of this mapping exercise, and in close consultation with all staff and the Country Management Team.

Taking into consideration the latest local staff morale survey, a staff retreat was organised in June 2014, focusing on team-building and collaboration to increase efficiency and effectiveness in reaching UNICEF’s strategic goals. The results of an Organisational Culture Inventory showed noticeable progress in the past four years, as UNICEF moved towards a more constructive organisational culture, oriented towards results, self-improvement and building an encouraging working environment. All PAS discussions and reports were completed on time.

Staff were kept informed of key organisational changes, such as the Global Shared Service Centre. In line with guidance from the Regional Office, they participated in the in-depth analysis of the impact of the GSSC on their work processes. While staff managed to identify some savings, no post was abolished. This exercise was also part of continuous efforts to improve efficiency and effectiveness.

### Effective Use of Information and Communication Technology

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

The main ICT projects completed in 2014 included:

a) Successful migration to Office 365, including email service. No data was lost as a result of the migration and all old emails were available on the new infrastructure.

b) An additional 25 per cent of the user hardware was upgraded to increase users’ efficiency in using ICT systems and to ensure mobile, remote connection to corporate ICT systems. As a result, 75 per cent of the hardware had been upgraded by the end of 2014.

c) Emails are now stored in the Cloud, which improves availability and easier remote access, including on mobile phones. Most users have mobile access to email on UNICEF-provided devices or on their own devices. All Blackberries were replaced by Samsung smart phones, as per ICT global policy and recommendation.

d) Lync is increasingly used by staff for audio and video conferencing, replacing other more costly solutions.

The UNICEF Romania website continued to enhance its reach, with over 424,000 unique users, while some 120,000 fans are registered on its Facebook page. Between 2013 and 2014, UNICEF increased its database from 1,600 to 5,489 subscribers, who received e-newsletters about initiatives and activities.
**OUTCOME 1** Effective and efficient programme management and operations support to programme delivery

**Analytical Statement of Progress:**
The governance system continued to function well, ensuring the appropriate sharing of information, wide consultations within the office, transparency, as well as informed and timely decisions. The Rolling Management Plan 2013-2014 described key programme and management priorities, staff responsibilities and accountability, established in consultation with staff. Its performance indicators were monitored during monthly Country Management Team meetings, and preventive and corrective actions were taken as necessary. All the statutory committees operated well and on a timely basis.

The migration to Outlook was successfully completed. Migration to the Cloud was accomplished in conjunction with an upgrade of desktops, notebooks, tablets and smartphones to MS Office 2013, which fully integrates with O365 in the Cloud, boosting organisational effectiveness and efficiency.

All key indicators monitored in line with corporate guidelines were on track all year long: there was no Direct Cash Transfer over nine months; Regular Resources and Integrated Budget implementation rates were over 99 per cent (provisional data); all eight donor reports were sent on time.

Project activities under DCT were closely monitored and partners were supported, both programmatically and financially, to ensure timely and quality implementation and reporting. As a few partner assessments could not be completed in 2014, the highest level of risk was assumed and controls were exercised accordingly.

At the beginning of the year, UNICEF identified competency and knowledge gaps in connection with the key priorities in programmes, communication, fundraising and operations. In line with its evolving mandate, UNICEF recruited an Adolescent Specialist to lead its Adolescent Programme, a Private Individual Fundraising Officer and an Advocacy and Media Officer to support its increased efforts in these areas. No post remained vacant for more than 120 days. The local Joint Consultative Committee pursued a constructive dialogue.

As part of organisational preparations for the Global Shared Service Centre (GSSC) and following guidance from the Regional Office, UNICEF Romania undertook an in-depth analysis of the impact of the GSSC on its process and identified some savings that will contribute to the global effort. This exercise was also part of the continuous efforts to improve efficiency and effectiveness.

**OUTPUT 1** Effective and efficient governance structures and systems to adequately manage risks and achieve programme results.
Analytical Statement of Progress:

The governance system continued to function well, ensuring the appropriate sharing of information, wide consultations within the office, transparency, as well as informed and timely decisions. The CMT met once a month to review strategic data and indicators and advise the Representative on key decisions, and shared them with all staff as appropriate. Monthly All-Staff meetings were used to share and discuss information, particularly from the Regional Office and Headquarters (including on global updates related to the Global Shared Service Centre, the Efficiency and Effectiveness initiative, programmatic priorities etc.). The local Joint Consultative Committee, made up of senior management and the local Staff Association, met four times in 2014 and pursued a constructive dialogue. All statutory committees (on contracts, partnership agreements, training etc.) operated well and on a timely basis.

The migration to Outlook was successfully completed. Migration to the Cloud was accomplished in conjunction with an upgrade of desktops, notebooks, tablets and smartphones to MS Office 2013, which fully integrates with O365 in the Cloud, boosting organisational effectiveness and efficiency. Combining the web-based applications (O365) with the software update (Office 2013) on desktops and other devices has significantly improved how users work by combining all MS Office productivity functions, making them accessible via a single sign-on.

All UNICEF users can now access their accounts at outlook.com/unicef.org using their UNICEF username and password. They can now create and edit documents on any major mobile device and web-based versions of Outlook, Word, Excel, PowerPoint, or OneNote. The upgrade offers larger inbox sizes of 50 GB – ten times larger than before – enabling users to send or receive messages with 25 MB attachments.

The Enterprise Risk Management profile was revised, updated and monitored throughout the year. The Early Warning and Early Action online platform was updated twice during the year with staff participation.

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

Analytical Statement of Progress:

All key indicators monitored in line with corporate guidelines were on track all year long: no Direct Cash Transfer was over nine months; the Regular Resources implementation rate is over 99 per cent (provisional data); 30 per cent of cash transfers were made to Government and NGO partners; all eight donor reports were sent on time; bank reconciliation reports were finalised on time every month; replenishments respected the procedure of the best-value for exchange rate offered by either Headquarters or local banks. Cash transfers to Government counterparts were constrained by the absence of some operational mechanisms, which can be explained by the fact that Romania receives very limited donor funding.

Project activities under DCT were closely monitored and partners were supported, both programmatically and financially, to ensure timely and quality implementation and reporting. The Quality Assurance Plan related to HACT is up-to-date and monitored monthly at Country Management Team meetings. New HACT guidelines distributed by the United Nations Development Group were observed, and assurance activities are using the tools suggested by the guidelines.
**OUTPUT 3** Effective and efficient management of human capacity, including staff development and learning

**Analytical Statement of Progress:**
At the beginning of the year, UNICEF identified competency and knowledge gaps in connection with the key priorities in programmes, communication, fundraising and operations. On the basis of this mapping exercise, and in close consultation with all staff and the CMT, the local Training Committee developed a training plan, which was endorsed by the CMT in April 2014. Sixty-two per cent of this training plan was implemented.

A staff retreat was organised in June 2014, focusing on team-building and increased collaboration to be more efficient and effective in reaching UNICEF’s strategic goals. The results of an Organisational Culture Inventory showed noticeable progress over the past four years, as UNICEF moved toward a more constructive organisational culture, oriented towards results, self-improvement and building an encouraging working environment. All PAS discussions and reports were completed on time. Fifty per cent of staff believe that management took steps to improve professional/personal life balance, while 21 per cent were neutral; 87.5 per cent of the local staff association plan was implemented.

As part of organisational preparations for the Global Shared Service Centre, and following guidance from the Regional Office, UNICEF Romania undertook an in-depth analysis of the impact of the GSSC on its process and identified some savings that will contribute to the global effort. This exercise was also part of continuous efforts of the Country Office to improve its efficiency and effectiveness.

In line with its evolving mandate, UNICEF Romania recruited an Adolescent Specialist to lead its Adolescent Programme, a Private Individual Fundraising Officer and an Advocacy and Media Officer to support increased efforts in these areas. It also upgraded the position of Local Partnership Officer to reflect the increasing complexity of its work at the local level. No post remained vacant for more than two months.

**OUTCOME 2** Reduce disparities, increase equity and promote the social inclusion of vulnerable boys and girls.

**Analytical Statement of Progress:**
UNICEF Romania continued to focus its technical assistance, knowledge generation (including through modelling of innovations), partnerships and advocacy on the development of integrated, community-based, preventive social services to address school dropout (especially of Roma children), separation of children from their families and access to antenatal care. This has resulted in several policy changes, new evidence and innovations from the local level, awareness-raising on violence against children and new horizontal collaboration. These priorities were in line with the UNICEF Strategic Plan and Regional Knowledge Leadership Areas.

The Ministry of Health re-established the Mother and Child Care Department and started adjusting the normative framework, with support and technical assistance from UNICEF and NGO support. Based on its study on the impact of the per capita funding formula on disadvantaged schools, UNICEF has been providing expertise to the MNE to revise the formula to better support schools with vulnerable children. The first-ever Study on the Cost on Non-Investment in Education, developed in consultation with the MNE, the World Bank and
academia, generated public and political interest, forming the basis for advocacy by UNICEF and civil society for greater investment in education with a strong equity angle.

Following a call for action and close collaboration, the Chamber of Deputies proposed and adopted a ban on the institutionalisation of children under three with broad bi-partisan support. Romania is one of the first countries to adopt such a ban in the region.

Through its education model, UNICEF provided evidence that integrated and inclusive approaches at school, family and community levels were relevant, effective and efficient for the prevention and reduction of school dropout and absenteeism, and for advancing social inclusion. In its model on community-based services, UNICEF Romania introduced the first real-time monitoring and comprehensive case management tool, to be used by social workers and community health nurses. National authorities expressed interest in the promising initial results. In partnership with the mayoralities of Bacau, Bucharest, Cluj, Constanta and Iasi, as well as NGOs and central authorities, UNICEF initiated support for a model for the development of coordinated services for vulnerable adolescents, which will provide evidence to improve policies and instruments.

Based on a new study on parenting, the integrated communication campaign on violence against children reached millions through the broadcasting of three awareness-raising and fundraising TV spots (24.3 million views), and radio spots (36.5 million times heard), along with three awareness and online fundraising campaigns that engaged 125,000 people.

UNICEF facilitated horizontal cooperation between Romania and other countries through visits on the development of evidence-based youth strategies and child care system reforms.

**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:**

While the coordination of services for young children remains a challenge in Romania, and social changes are still required to provide a protective and stimulating environment at home, progress was noted in 2014 in the context of the 2017-2020 EU budget cycle.

The Ministry of Health re-established the Mother and Child Care Department, and repositioned priorities related to child’s health, early childhood development and women’s health. This shift was supported by UNICEF’s advocacy and expertise. Two working groups on community health and mother and child health started adjusting the normative framework, with technical assistance from UNICEF and support from NGOs. These policy changes aimed to increase the percentage of rural communities with a community nurse and a Roma health mediator, and the percentage of pregnant women undergoing prenatal care visits.

UNICEF’s policy advice and advocacy contributed significantly to the inclusion of integrated social and health services in the National Health Strategy adopted in December 2014. UNICEF Romania provided strong evidence generated by the pilot project on community-based integrated services, in line with the Regional Leadership Area on the Young Child Right to Well-Being.
Based on a new study of Knowledge, Attitudes and Practices of Parents of Young Children, UNICEF Romania increased its efforts to combat violence against children, in close partnership with the Ministry of Labour and Social Protection. A new component was introduced in the local model on integrated social and health services to increase the capacity of community health nurses and social workers to identify, prevent and address together violence against children so that they can enhance knowledge and attitudes of parents, with special focus on positive discipline. The TV, radio and online campaign was seen by millions of Romanians, raising awareness at the national level.

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:
UNICEF’s work in the education sector focuses on ensuring access and learning for vulnerable children, especially children from poor, rural or Roma communities and children with disabilities, contributing to the global agenda (Outcome 5) and the Regional Leadership Area “Including All Children in Quality Learning”.

UNICEF provided technical assistance to the MNE for development of the National Early School Leaving (ESL) Prevention Strategy and related programmatic documents, which will determine the allocation of significant EU funding until 2020. Policy advice also covered the Education Strategy for People with Special Educational Needs, Methodology for School Boards and Regulations for Pre-university Schools.

Through its model, UNICEF provided evidence that integrated and inclusive approaches at school, family and community levels were relevant, effective and efficient for the prevention and reduction of school dropout and absenteeism, and for advancing social inclusion.

The evidence generated by the model and a series of studies was used extensively for the provision of technical assistance and policy changes. The data produced by the UNICEF Study on out-of-school children in Upper Secondary Education were used by the MNE and the World Bank to design an intervention programme for preventing ESL and supporting the transition from pre-university to tertiary education. Based on its study of the impact of the per capita funding formula on disadvantaged schools, UNICEF has been providing expertise to the MNE to revise the formula to better support schools with vulnerable children. The first-ever study of the ‘Cost of Non-Investment in Education’, developed in consultation with the MNEMNE, the World Bank and academia, generated public and political interest, forming the basis for advocacy by UNICEF and civil society for greater investment in education with a strong equity angle.

OUTPUT 3 Basic and specialised 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 worked with partners at all levels to provide policy advice, generate evidence (including through modelling), influence social change, raise awareness on and advocate for adolescents’ rights, focusing on vulnerable adolescents.

In partnership with the mayoralties of Bacau, Bucharest, Cluj, Constanta and Iasi, as well as
NGOs and central authorities, UNICEF started supporting a model for the development of coordinated services for vulnerable adolescents, which will provide evidence to improve policies and instruments. Through an innovative international private-public partnership, UNICEF continued to support a local model to increase the professional skills and resilience of adolescents living in institutions.

The National Youth Strategy was developed in 2014 and adopted early 2015, with UNICEF leading the provision of technical assistance to the Ministry of Youth. This strategy will allow all stakeholders to access EU funding until 2020.

Together with the UNICEF Regional Office, and in close partnership with the ministries of Education and Youth and civil society, UNICEF Romania provided expertise and facilitated the participation of adolescents, including vulnerable ones, in the EU-Romania Conference on Adolescents and Young People Not in Education, Employment or Training (NEETs). This contributed to ensuring that the Conference included a strong component on vulnerable adolescents and prevention, including in its recommendations.

Work on social norms was initiated with a study on adolescents' social norms, to be completed in 2015. The study will inform the development of an online, interactive platform for and with adolescents.

As part of horizontal cooperation within the EU, UNICEF offices in Bulgaria and Romania promoted exchanges based on innovative research and for the development of strategies to address the rights of vulnerable adolescents. This work will continue in 2015 with an exchange between the two governments.

**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 Areas on Child Right to a Family Environment and Children's Right to Social Protection, UNICEF continued to provide policy advice, model new services, generate data and develop partnerships and advocacy to improve the quality, effectiveness and efficiency of public care services for children deprived of parental care and at risk of violence. Much of UNICEF’s technical assistance originated from the integrated community-based services model.

As a result, the new National Strategy on Child Rights includes targets addressing: transition to community-based services, increased rural prevention services, reduction of violence against children, and the development of permanent solutions for separated children. This will allow authorities and NGOs to leverage EU funding for these priorities until 2020.

The prohibition of institutionalisation of children under three, a key advocacy issue for UNICEF and NGO partners, was adopted in 2014. Several methodologies developed by the National Authority for Children were supported with UNICEF expertise.

Efforts focused on strengthening the public monitoring system for vulnerable children and their families. UNICEF introduced the first real-time monitoring and comprehensive case management tool in Romania, to be used by social workers and community health nurses.
National authorities expressed interest in the promising initial results.

UNICEF, in close collaboration with the World Bank, has been providing technical assistance to the Ministry of Labour and Social Protection for the development of a National Strategy on Social Inclusion, ensuring that the rights of vulnerable children and their families, including child care reforms and a minimum package of integrated social services, are specifically mentioned. UNICEF Country Offices in Romania and Tunisia facilitated a study tour in Romania and an exchange of experience for Tunisian child welfare authorities, in close partnership with the Romanian National Authority for Children.

OUTCOME 3 Public authorities, in partnership with civil society, international organisations 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:
2014 was a strategic year, as Romania developed a number of policy documents that will help facilitate it’s positioning for access to significant potential funding for the period 2014-2020. It provided UNICEF Romania with a unique window of opportunities to ensure that all children, especially vulnerable ones, were specifically included in these documents.

The overall Romania-EU Partnership Agreement explicitly recognises and addresses the challenges and disparities faced by children. UNICEF Romania led the provision of technical assistance to the Government for the three national strategies (Child Rights, Health and Youth), which were the first to be adopted. As a result, billions of euros are expected to be allocated for the social inclusion of vulnerable children and their families. These efforts also supported a participatory process that involved civil society, children and adolescents.

The Country Programme contributed to significant strengthening of national capacity to coordinate and monitor child rights. The Government re-established the National Authority for Children. The newly adopted 2014-2020 Child Rights Strategy included a solid monitoring and evaluation framework, and set up a coordination and monitoring body, the National Council for Child Rights, composed of representatives from several ministries and civil society. UNICEF Romania continued to strengthen the capacity of the Ombudsman Institution to monitor child rights independently, resulting in the first presentation of a report (on children in prison) to the Parliament.

A new, complex partnership with Norway, national and sub-national authorities, resulted in the approval of a US$6 million modelling project for the development of integrated, local, preventive social services, focusing on vulnerable families. This is considered to be an innovative model in Romania and is expected to leverage EU funding for its scaling up. Present at the launch, the Prime Minister, Vice Premier Minister, Minister of Labour and Social Protection and local authorities supported the concept. The purpose of the model is to test innovations to make evidence-based recommendations for reforms.

These achievements were supported by robust public advocacy and external communication. High-level events with the Prime Minister, ministers of Labour, Education and European Funds, parliamentarians, the media and civil society gave a unique profile to UNICEF Romania and the issues it advocated for. Media coverage of UNICEF and children’s issues increased by over 20 per cent. About 8 per cent of all news coverage of children included reporting on UNICEF. UNICEF Romania’s Facebook has over 120,000 fans, and engaged 16,700 people. The
percentage of media materials infringing on children’s rights declined from 66 per cent (2010) to 20 per cent (2014).

**OUTPUT 1** Central and decentralised 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 led the provision of technical assistance to the Government for national strategies on Child Rights, Health, Youth (all three adopted) and People with Disabilities. UNICEF worked with the World Bank to provide expertise to the Ministry of Labour and Social Protection to develop the National Strategy on Social Inclusion, and provided significant inputs into the national strategies on Roma Social Inclusion (adopted) and Education. These strategies will frame access to billions of euros of EU funding through 2020. The EU-Romania Partnership Agreement is the only one that mentions the European Community recommendation on Investing in Children.

Dialogue with the European Commission was intensified through a joint visit with the State Secretary of the National Authority for Children to report on reforms and advocate for greater allocation of EU funds. A new partnership with Norway and national and sub-national authorities resulted in the approval of a US$6 million modelling project for the development of integrated, local preventive social services, focused on vulnerable families. This is considered an innovative model in Romania and is expected to leverage EU funding for its scaling-up.

National capacity to coordinate and monitor child rights was significantly strengthened. The Government re-established the National Authority for Children and, through the Child Rights Strategy, set up a coordination and monitoring body, the National Council for Child Rights. In collaboration with line ministries and the National Institute for Statistics, a study was initiated to map child rights indicators, with an equity lens, and data collection processes. The evidence thus generated will be used to strengthen child rights monitoring systems.

UNICEF continued to work with the Ombudsman Institution to strengthen its capacity to monitor child rights independently. For the first time, in 2014 the Deputy Ombudsman for Child Rights presented a report (on children in prison) to the Parliament.

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

**Analytical Statement of Progress:**
Strengthened partnerships with high-level officials and a stronger engagement with the media and the general public contributed to raising the profile of child rights and UNICEF. Support from the Prime Minister of Romania at the launch of its new model supported by Norway, and the Chamber of Deputies-UNICEF Child Rights debate placed the proposed minimum package of social services for vulnerable children on the political and public agenda.

UNICEF provided expertise during key debates related to child care legislation and education at the Parliament. The law banning the institutionalisation of children under three was proposed and adopted by the Parliament, in close consultation with the National Authority for Children and UNICEF. The 25th CRC Anniversary was celebrated at the Child Rights debate and Gala jointly organised by UNICEF and the Chamber of Deputies, bringing together decision-makers and
partners from the Government, Parliament, civil society and private sector.

To improve the quality of child rights reporting, the Office organised media briefings on complex and sensitive issues together with central authorities, resulting in substantive coverage. Four university journalism programmes joined efforts with UNICEF to infuse their curricula with child rights and train their professors. The percentage of media materials infringing on child rights declined from 66 per cent (2010) to 20 per cent (2014).

Media coverage of UNICEF increased by over 20 per cent, generating about 8 per cent of all news about children. UNICEF Romania’s Facebook has over 120,000 fans, and engaged 16,700 people. The integrated communication campaign on violence against children reached millions through the broadcasting of two public service announcements encouraging people to report abuse (6.7 million views), an interactive YouTube music spot (0.2 million), an awareness-raising and fundraising TV spot on verbal abuse (17.6 million) and radio spots (heard 36.5 million times), along with three online awareness and fundraising campaigns that engaged 125,000 people.

OUTPUT 3 Support fundraising activities funded by PFP solely

Analytical Statement of Progress:
In 2014, the Private Fundraising and Partnership Division (PFP) supported UNICEF Romania with funding and know-how in two major areas: building sustainable income from private individuals, and strengthening its capacity to leverage funding from the corporate sector, including by reaching out to their customers and employees. The objective continues to focus on monthly donations, with the aim of building a sustainable income. PFP investment funds were granted for developing a ‘Face-to-Face’ programme in the country. The results of the 2014 ‘Face-to-Face’ programme were encouraging, and show the potential for growth. Individual pledge donations contributed nearly one-third of local fundraising.

OUTCOME 4 Monitoring and evaluation

Analytical Statement of Progress:
In 2014 UNICEF increased significantly the inter-sectoral thrust of its work at national, county and local levels. While the two existing models on inclusive education and community-based services already promoted joint interventions between, respectively, the social and education sectors and the health and child protection sectors, the two new models initiated in 2014 on preventive, integrated services and on adolescents are based on an integrated approach across health, education and social/child protection.

UNICEF, with financial support from Norway, and in a broad partnership that includes five ministries, local and country authorities and NGO partners launched a US$6 million model project to test the provision of an integrated package of services at community level. This innovative concept was agreed between UNICEF Romania and the ministries of Social Protection, Health and Education, in consultation with the Ministry of Regional Development and Public Administration and the Ministry of European Funds. The purposes are to address bottlenecks in the legislative and institutional framework that impede the full implementation of an integrated approach and to make evidence-based recommendations for reform.

The new model for adolescent-friendly-services tests coordinated services across health, social protection and education in urban areas, focusing on a preventive approach and outreach. This is carried out in close partnership with municipalities, NGOs and central ministries.
At the national level, UNICEF Romania provided technical assistance for the development of four cross-sectoral National Strategies: Child Rights, Youth, Roma Social Inclusion and People with Disabilities. It also strongly advocated that sectoral strategies in Health, Education and Social Inclusion should reflect a coordinated approach, based on the model of social services that UNICEF began testing at the county and local levels. As a result, the various components of the Minimum Package of Social Services, and the Package itself, are reflected in the various strategies.

**OUTPUT 1** UNICEF 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:**
Ongoing, as planned; for more details, please see output on Child Rights Monitoring and Good Governance

**OUTCOME 5 Development Effectiveness**

**Analytical Statement of Progress:**
Progressing as planned; for more information, please see Social Inclusion and Partnership and Governance.

**OUTPUT 1** Programme Coordination

**Analytical Statement of Progress:**
Progressing as planned

**OUTPUT 2** Advocacy / Communication

**Analytical Statement of Progress:**
Ongoing, as planned; for more details, please see Partnerships and Resources.

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**Evaluation**

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### Other Publication

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<td>“What do you want to become when you will grow up?” Pedagogical kit for promoting diversity</td>
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### Lessons Learned

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<td>Innovation</td>
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