

### Executive Summary

The year 2011 marked advances on two important fronts to promote equity for children in deprived communities in Romania.

First, the Country Office (CO), in partnership with the Ministry of Education, continued the drive for school attendance. After one year, 60% of children at risk of dropout in target communities remained in school. This success led to an expansion of the initiative to cover 103 additional high drop-out communities in the school year 2011-2012.

Second, along similar lines, the UNICEF CO is working to shift the emphasis from "protection" – child care under the state system – to "prevention" which is more affordable and in line with a rights-based approach. Accordingly, the Community Based Services (CBS) project, carried out in almost 100 rural communities, demonstrated the preventive approach which, after only five months of mobilizing a wide range of stakeholders, showed positive results in terms of coverage, efficiency and effectiveness. The CO is also working at the policy level to expand and sustain these two equity initiatives nationwide.

The CO worked with the Ministry of Health and partners to expand the number of certified BFH hospitals to cover 40% of annual births, up from zero in 2009. Progress has also been made towards the adoption of a law on the marketing of breast milk substitutes.

In resource mobilization, the CO raised \$1.53 million locally against a target of \$1.2 million, a significant achievement in a year of economic difficulties for both corporate and individual donors.

All in all, results were positive in 2011, but shortfalls occurred in reaching targets on resource leveraging. The plan was to leverage at least four million Euro from European Structural Funds to help sustain and expand the CBS approach. However, due to reasons outside of the CO's control, these funds did not materialize in 2011, although there are still prospects for the year ahead. Work is also behind schedule on the establishment of a Child Rights Monitoring system, but expectations are that it will catch up in 2012 when a country report to the CRC Committee is due to be submitted.

The most important collaborative partnerships for child rights in which the UNICEF CO is currently involved are those with central government ministries and local authorities at both country and communal levels. With decentralization of budgets and responsibilities to the 47 counties and municipal sectors, forming and strengthening partnerships at the local level are ever more important in achieving results for children. Other key strategic partners are NGOs, especially when they form alliances around children's issues, such as the Federation of NGOs for Child Protection which represents about 100 smaller organizations. Another is the coalition of NGOs targeting deinstitutionalization and promoting preventive approaches to child protection. Meanwhile, strengthening partnerships with the private sector will be key to boosting resource mobilization so that progress towards results for boys and girls can be maintained.

### Country Situation

After two years of recession, Romania showed signs of emerging from the economic crisis in 2011 with an estimated 2% growth rate. However, this is still a fragile recovery given the continuing international scenario. An IMF/World Bank/EU bailout package of almost EUR 20 billion was approved for Romania in 2009 to stabilize the economy. The terms of the package require a reduction in the budget deficit from 7.4% in 2009 to 3% in 2012 which has resulted in severe budget cutbacks and austerity measures which have affected children. According to a crisis monitoring report in 2011 [\[1\]](#), the austerity measures saw the introduction of a new set of qualification criteria for social benefits which has reduced the number of claimants to about a quarter of those previously eligible. The report also states that the crisis has seen cuts in wages, higher unemployment and a decline of about 50% in remittances from Romania's large emigrant

population. All this has resulted in a fall in income which has affected people across the board, especially poor households. The 2011 Situation Analysis [2] found that the Roma minority is particularly affected, with child poverty registered at 35% in 2010 as compared to 6% among the majority. According to a 2011 study, a significant number of children are deprived of growing up in a functional family because half of all married migrants, men and women, leave children at home [3].

In 2011, a new law on education entered into force, extending compulsory education from eight to ten years by making a preparatory year and ninth grade mandatory. However, drop-out continues to be a major problem with an estimated 400,000 children aged seven to 14 not going to school. Drop-out is particularly high among Roma children with a 2011 study indicating that an alarming 44% of the seven to 11 age group have dropped out [4]. While this is mainly due to financial reasons, about 12% of Roma parents also identified discrimination as an obstacle to school attendance.

There is a major need to address well-documented gaps in parenting skills, with only four localized initiatives on parenting in the whole country according to a report by the NGO Holt Foundation in 2011 [5]. There is also a lack of policies and programmes aimed at children in the 0-6 age group and their families, as revealed by a 2011 report on Roma Early Childhood Inclusion supported by UNICEF [6].

The under-five mortality rate (U5MR) in Romania was 12 per one thousand live births [7], the highest in the European Union. According to the 2011 Situation Analysis, the main cause of newborn deaths was perinatal causes, some of which could have been identified during prenatal visits which are infrequent. The health system hospitalizes nearly a quarter of children under 18 every year, giving little attention to primary and community health care as evidenced by the 2% contraction in the primary healthcare budget between 2008 and 2010 [8]. At 4.5% of GDP, public spending on health in Romania is the lowest in the European Union [9].

A UNICEF/NGO study [10] found that 65% of people living with HIV/AIDS (PLHIV) suffered an interruption in their treatment which raises the risk of mortality, results in a growth of the epidemic and is an obvious violation of patient rights. An estimated 70% of PLHIV are long-term survivors who were infected in the late 1980s-early 1990s. This cohort is now in their reproductive years and the risk of mother to child transmission is heightened as evidenced by an increase from two per cent to five per cent of new cases of vertical transmission between 2007 and 2010 [11]. The rapid growth in the use of new synthetic drugs (NSD poses major risks for young people and provides another route for the transmission of HIV, with an estimated one in six users saying they inject the drugs) [12].

According to the Situation Analysis, the number of children in residential care and in public or private placement centers decreased from 57,000 in 2000 to 23,000 in March 2011. However, as a sign of difficult times, it increased in 2011 for the first time in 15 years. Expenditure on social assistance as a whole is projected to drop from 2.86% of GDP in 2010 to 2.08% in 2013 [13].

One of the most intractable issues in the public sphere is the low absorptency rate of European Union structural funds which amount to Euro 13 billion for the period 2007-2013. According to government reports, [14] by the end of 2011, only about five per cent of this funding had been absorbed, meaning that major initiatives, many of which would benefit children, remained unfunded.

[1] *Impacts of the international economic crisis in Romania 2009-2010*, Stanculescu, Manuela Sofia, Marin, Monica, Bucharest, Vanemonde, 2011.

[2] Situation Analysis – UNICEF Romania Report, Bucharest 2011 (internal document; to be made public Febr.2012)

[3] *Op.Cit.*, Stanculescu, Manuela Sofia, Marin, Monica

[4] *Roma School Participation, Non-Attendance and Discrimination in Romania*, Surdu, Laura (coord.), Bucharest, Vanemonde, 2011.

[5] [Op.cit.](#) Surdu, Laura (coord.)

[6] [Roma](#) Early Childhood Inclusion, Romania Report, 2011, Margareta Matache, Mihaela Ionescu

[7] UNICEF – IOMC study

[8] [Op.cit.](#) - Situation Analysis 2011

[9] [Op. cit.](#) – Situation Analysis 2011

[10] [Accesul la tratament antiretroviral al persoanelor care traiesc cu HIV/SIDA în România](#), Buzducea, D., Lazar, F., Bucharest, 2011.

[11] [HIV/AIDS General Data as of December 31, 2010](#), Institutul Național de Boli Infecțioase "Prof.dr.Matei Bal", Bucharest

[12] [Evaluarea riscurilor asociate consumului de substanțe noi cu proprietăți psihoactive](#), Botescu, Andrei, Pop, Voichita (coord.), Simionov, Valentin (coord.), Bucharest, Alpha MDN, 2011.

[13] [Op. cit.](#) – Situation Analysis 2011

[14] Data collected from <http://www.dae.gov.ro/index.php>

### **Who are the deprived children in your country context?**

The most socially excluded sector of society is the Roma minority with poverty levels six times higher than the general population and a school-drop rate of 44% among 11 year olds [1]. At an estimated 1.5 to 2 million, Romania has Europe's largest Roma population. Prejudice and discrimination against this population group is still as common as elsewhere in Europe.

An additional deprived group, which may or may not include Roma, are the "invisible" children who live in disadvantaged families. In an evaluation of 100 poor communities in 2011 [2], 2.7% of children were identified as being "invisible" to health, education and social services and as potential entrants into the protection system.

Another already vulnerable group are HIV/AIDS patients, many of whom have suffered up to six interruptions in treatment in the span of a year [3]. The majority were infected in institutions during Ceausescu's rule and, despite increases in the Ministry of Health's HIV/AIDS budget, their lives are in the balance once more.

A further deprived group are children with disabilities. A 2010 study [4] found that 23% of children with disabilities do not go to school and only a third of those are in mainstream education.

[1] [Op.Cit.](#) – Surdu,(coord.)

[2] [Helping the 'invisible' children - Evaluation Of Interventions Key findings and Recommendations](#) Stanculescu, Manuela Sofia, Marin, Monica, Bucharest, November 2011

[3] [Op.Cit.](#) - Buzducea, D., Lazar, F., Bucharest, 2011.

[4] [Op.Cit.](#) – Situation Analysis 2011

### Data/Evidence

In 2011, UNICEF published a report [\[1\]](#) which summarized four rounds of research to monitor the crisis during its height in 2009 and 2010. The research found that 84% of respondents said that the crisis affected their households “much” or “very much”. Poverty increased, unemployment soared, work in the informal sector dried up and remittances from abroad were down. The report was used to draw the attention of authorities and partners to the impact of the crisis on children and families. It provided the basis for advocacy on prioritizing action for children to protect their rights at a time of austerity. The year 2011 also saw the development of a situation analysis on children and families [\[2\]](#) which was used to guide the preparation of a new country programme of cooperation for the period 2013-2017. A summary of the situation analysis [\[3\]](#) was produced with the aim of further informing and influencing decision-makers of the main challenges which need to be addressed in terms of inequities and child rights.

Evidence of the particular challenges faced by Roma children was produced and analyzed in a report on access to quality education for Roma children, carried out by the NGO “Impreuna” with UNICEF support [\[4\]](#). The findings of this research helped inform the goals, strategies and activities of the UNICEF-supported school attendance initiative which addresses school drop-out.

A further UNICEF-sponsored report in 2011 found that 65% of people living with HIV/AIDS had their treatment interrupted the previous year as a result of the lack of anti-retroviral drugs. This serious situation was brought to the attention of relevant authorities for necessary remedial action.

UNICEF also supported research on the use of new synthetic drugs (NSD) [\[5\]](#) which found that there is significant use among children under 15. An alarming aspect was the intravenous use of NSDs, with one in six respondents saying that they inject them, increasing the risk of infection through the sharing of needles.

UNICEF also sponsored studies in 2011 to (i) identify the areas of highest school drop-out [\[6\]](#) in order to better target the school attendance drive; and (ii) to identify deprived communities on which to focus efforts in the community-based services project which aims to prevent children from entering the protection system.

[\[1\]](#) *Op.Cit.*, Stanculescu, Manuela Sofia, Marin, Monica

[\[2\]](#) *Op.Cit.* – Situation Analysis 2011

[\[3\]](#) *Op.Cit.* – Situation Analysis 2011

[\[4\]](#) *One School for All?: Access to Quality Education for Roma Children*, Duminica, Gelu, Ivasiuc. Ana, Buzau, Alpha MDN, 2011.

[\[5\]](#) *Evaluarea riscurilor asociate consumului de substante noi cu proprietati psihoactive în rândul copiilor si tinerilor din România*, Botescu, A., Bucharest, Alpha MDN, 2011

[\[6\]](#) *Cohort Analysis estimation of the dropout phenomenon* Jigau, Mihaela, Fartu?nic, Ciprian (coord.) Bucharest, 2011 (not published).

### Monitoring Mechanism

The Romania Country Office follows the Integrated Monitoring and Evaluation Plan (IMEP) for the period 2010-2012 to monitor and evaluate movement on the key progress indicators in the country programme. The most important indicators include changes in school drop-out, percentage of Roma 11-year olds still in school, number of children in institutions, children who received prevention services, and percentage of

children exclusively breastfed at six months. These indicators are tracked through regular reviews of administrative reports and data produced by the respective ministries, institutions and the National Institute of Statistics. Baseline surveys, such as those carried out to determine the priority areas for community-based action, are also important. Such surveys have been a feature of the school attendance initiative and the community-based services project and enabled subsequent evaluations to clearly determine the results achieved. Thus, the school attendance initiative could demonstrate that after one year, a 60% reduction in drop-out took place in the 38 deprived communities which were targeted. A similar method will be employed as the programme expands to other deprived areas. Likewise, the community-based services project could clearly show measurable results after six months of functioning in 100 deprived communities. The evaluation also determined that the costs of prevention are only about a third of the cost of taking a child into the protection system. Such an evaluation provides the evidence and strengthens the affordability argument for a preventive approach. It also provides the evidence, as does the school attendance evaluation, for policymakers and financial decision-makers to implement similar approaches nationwide in the interests of fiscal responsibility and child rights.

The Country Office places a lot of emphasis on field monitoring; frequent visits to the regions to review progress on the ground and confer with partners are a regular feature of the office work plan. Supporting the creation of a child rights monitoring system has been a priority of the Country Office for some time but progress has been relatively slow until 2011 when there was a surge of developments. A key partner in this endeavor has been the Federation of NGOs for Child Protection which represents around 100 organizations. They have worked on developing data instruments which have been tested and refined. The next challenge will be building the capacity to use the instruments and analyze and utilize the data. The authorities are expected to designate an institutional home for the child rights monitoring system and to allocate sufficient funding for its effective functioning.

The Country Office holds regular reviews of programme performance with partners at the central and county level on a regular basis. In 2011, a mid-term programme review was carried out as part of the preparations for the new country programme (2013-2017).

### **Support to National Planning**

The strategic programme thrust of social inclusion, resource mobilization and leveraging calls for strong partnerships in all sectors. The Country Office does not carry out any programme activities directly; rather, everything is done with partners. For the implementation of the component on social inclusion, government ministries and agencies are the main partners. Local authorities at the county and commune level are also very important partners since the country is going through a decentralization process.

UNICEF has an agreed two-year rolling work plan (2010-2011) with the Government which sets out the output targets and indicators of the programme components. The information required to mark progress towards the agreed outputs is provided by the partners mainly through administrative data collected routinely at local and central levels, but also through surveys where required. For example, the Ministry of Education and local schools and education authorities provide data on drop out at the beginning and end of the school year. In this way, they track progress towards the agreed programme goals. A review of the data is carried out at regular meetings with officials responsible for implementation – school principals, school inspectors, county education directors, central ministry officials and collaborating NGOs or private sector donors. The Institute of Educational Sciences, which is an important partner in research and management of education programmes aimed at promoting social inclusion, is virtually always involved. Through such a process, government partners are responsible for tracking, assessing and evaluating results for deprived children. UNICEF's role is to facilitate this process, usually through financial support for review meetings, research and reporting. A similar process is followed with other ministries and local and central governmental institutions for the programme components in child protection and health. With regard to NGO partners, UNICEF signs a project cooperation agreement (PCA) which sets out the tracking, evaluating and reporting responsibilities with respect to the expected results. A key cross-sectoral partner is the National Institute of Statistics whose role in collecting, analyzing and presenting data on a wide range of

indicators plays an important part in measuring progress towards key results. UNICEF also uses data generated by research institutions, universities, UN agencies, the World Bank and the IMF to feed into the process of tracking progress towards planned results for children.

### **Any other relevant information related to data/evidence?**

#### **Country Programme Analytical Overview**

The country programme aims to improve the situation of the most vulnerable children in Romania and promote a culture of rights which will benefit all children. This is pursued through the creation and strengthening of partnerships for social inclusion which embraces a focus on work at both community and national levels.

The crisis has set back the positive trend of progress for children in Romania. The gains realized up to 2008 have been severely hindered and studies show that there is now an increase in poverty and disparities. Social sector budgets have been cut back just as needs are most acute. The new programme deliberately targets the most marginalized communities, a majority of which have large Roma populations. These are socially excluded communities where poverty is pervasive, school attendance is precarious, and families are at a higher risk of dysfunction as a result of poverty and its interlinkages.

The programme strategy takes into account the whole policy spectrum from top to bottom and attempts to focus on the weakest links. Accordingly, the programme aims to establish a balance between the big picture of policy development at the national level and the implementation of these policies, laws and strategies on the ground. As a result, there is an emphasis on engaging local authorities which have greater financial and management responsibilities in the decentralization process, but are constrained by limited resources and capacities. In order to go to scale, a significant number of local authorities will need to be convinced which is expected to follow on the back of good results which are emerging from current initiatives in education and child protection. Meanwhile, advocacy will continue at the central government level for relevant policies, strategies, laws and budgets which will be informed by results at the community level.

The programme strategy also aims to strengthen capacities to monitor child rights and support research aimed at providing evidence and arguments for greater investment in children.

Communication is an important cross-sectoral strategy which needs to be widely employed in the promotion of child rights in Romania's media-intensive environment. This includes maintaining an up-to-date website with relevant information and features on children as well as strengthening close relations with the media. Communication for development (C4D) is also a key strategy for overcoming barriers to social inclusion and equity.

Concurrently, the programme aims to build its local fundraising capability which provided 60% of other resources in the period 2008-2010. This entails partnerships with the private sector, the media and high profile supporters. Leveraging funds for vulnerable children from other sources, such as the EU Structural Funds, is also an important strategy component.

#### **Effective Advocacy**

*Mostly met benchmark*

Advocacy in 2011 was focused on a number of areas, including getting government "buy-in" for the equity-centered approach to policy implementation embodied in the Community Based Services (CBS) project and the School Attendance Initiative (SAI). Advocacy for CBS targeted central and local government to promote a preventive approach, heavily involving community stakeholders in deprived areas. Emphasis will be placed back on policy advocacy at the central level once the project becomes self-sustainable and proves its effectiveness and efficiency. The advocacy approach utilized evidence from the project evaluation to mobilize different stakeholders, including local community leaders, politicians, media and government officials at all levels, and to highlight the need for action to benefit children and families in the most vulnerable areas. Evaluations and monitoring visits are well-documented and provision for ongoing reviews is in place.

Similar to CBS, the CO uses documented evidence and demonstration models in deprived communities to advocate for policy implementation with regard to out-of-school children, primarily Roma. These efforts target stakeholders at the community, local government and central level. The network of partners spans the Ministry of Education, Institute of Education, NGOs, local government, local services (police, social workers, and church), schools and community stakeholders. Furthermore, a strong communication for development approach strengthens the advocacy message. A new strategic partnership with the Roma Education Fund is being used to advocate for Roma children's access to quality education. HQ and the Regional Office have provided funding and support for advocacy through the Out-of-School Children initiative, in which Romania is one of 22 participating countries globally.

A combination of advocacy with parliamentary groups, government ministries and the Romanian Federation of NGOs for children saw considerable progress towards installing an Ombudsman for Children in 2011. As a consequence of evidence provided in a report on treatment interruptions to people living with HIV/AIDS, the CO joined forces with NGOs working on HIV/AIDS to advocate for a rapid resolution of the issue. The result was that the central Government recognized the problem and increased its budget allocation for HIV/AIDS. However, distribution issues continue and will be targeted by advocacy efforts going forward .

Advocacy for appropriate legislation to implement the code of marketing of breast milk substitutes was successful and a new law on the code passed most stages of parliamentary procedure by the end of 2011.

The CO uses its quarterly theme-based newsletter to present evidence and strengthen advocacy with stakeholders at all levels. An up-to-date website is also an important advocacy tool and the CO's work on resource mobilization incorporates advocacy with partners in the private sector and the media.

### **Changes in Public Policy**

**Code of Marketing of Breast milk substitutes:** After two years of continued advocacy efforts at ministerial, parliamentary and manufacturer levels, and communication for development strategies, the code passed most parliamentary stages and is to become a reality in 2012.

Following sustained advocacy, UNICEF and partners have secured a commitment from the Romanian Senate that the post of **Ombudsman for Children** will be created in the near future. This would fulfill one of the recommendations of the 2009 CRC committee.

The **new Education Law** which came into force in January 2011 has had important input from UNICEF and partners, in particular regarding the inclusion of marginalized children such as the Roma minority and children with disabilities. A number of mechanisms were designed to safeguard against school dropout, one of the CO's flagship initiatives; these include revising the curriculum and increasing the number of years of compulsory education from eight to ten by adding a mandatory pre-school year and extending middle school to grade 9.

The importance of ECD has been formally recognized by giving ante-pre-school education a first historic

mention in the Romanian Education Law.

A number of national strategies in which the CO made inputs were adjusted or finalized and submitted for public debate in 2011. These include: National Strategy on Early Education; National Strategy for People with Special Education Needs; National Strategy for Training and Development of Parental Competencies; and National Mental Health Strategy for Children as part of the convergent framework on early childhood development.

The CO also made inputs to the **new Social Assistance Law**, especially with regard to services for the prevention of children entering into the protection system. The implementation of the prevention element is being demonstrated in 100 communities through the Community Basic Services Project with the intent to scale up. Costing standards for child protection services were developed in partnership with KPMG and a zero-based methodology was approved by the Governmental Ordinance. Costing standards for the minimum package of prevention services are currently ongoing.

UNICEF actively engaged in the formulation and revision process of the **National Strategy for Roma Inclusion** in 2011. It joined a coalition of UN agencies (UNICEF and UNDP) and civil society organizations (the Open Society Foundation, the Foundation for Civil Society Development, the Institute for Public Policies and Roma NGOs) in a series of consultations with government institutions and representatives to give recommendations for the new Roma strategy document. The document was submitted to the EU in Brussels in December 2011 as Romania's contribution to a European Roma Strategy. It includes goals to accelerate Roma social inclusion in health, education, shelter and employment.

### **Leveraging Resources**

The CO's efforts to leverage resources in support of programmes for children, especially in the areas of education, health and protection, have been largely unsuccessful in 2011. It had been anticipated that at least \$4 million could be leveraged from the EU Structural Funds (ESF) in support of sustaining and expanding the prevention approach to child protection. In this context, the CO partnered with eight county directorates of child protection to prepare and submit a proposal for \$4 million to the relevant ESF managing authority. However, due to administrative difficulties, the proposal is still pending and may need to be re-formulated and re-submitted. Since no feedback was received, the status of the present proposal is uncertain. In general, governmental agencies, local authorities and NGOs have had their expectations of funding from the ESF for children's programmes unfulfilled. Indeed, the Government reported that only about 5% of the Euro 13 billion in the ESF for the period 2007-2013 had been absorbed by the end of 2011. It has been difficult to establish the exact reasons for this low absorbency rate, but in order to address the situation, the Government created a new Ministry of European Affairs in the final quarter of 2011. The main purpose of the Ministry will be to accelerate the absorption of the ESF money, which will otherwise be lost if not used by the end of 2013. Accordingly, the CO will make renewed efforts to leverage funds for scaling up the preventive approach to child protection which is currently underway in 100 deprived communities. Likewise, the CO will support the preparation and submission of a request for ESF through the relevant local authorities to scale up the school attendance initiative which is currently underway in 140 deprived communities. The potential is enormous for making a difference for marginalized children with the ESF money. UNICEF will continue to concentrate its efforts on leveraging resources from this source in the hopes that the new Ministry will facilitate the process. This is particularly crucial in the current climate of government austerity. However, the CO's work in developing a "minimum package" of costing standards in child protection is contributing to safeguarding minimum levels of funding for children in deprived areas.

### Capacity Development

*Mostly met benchmarks*

In response to a weakening of the NGO sector which is having difficulty raising funds in recessionary times, the CO engaged with the Federation of NGOs for Child Protection (FONPC), which represents about 100 NGOs, to build its capacity for advocacy and action in the field of child rights. Towards the end of 2011, this work was already getting results, as demonstrated by FONPC's mobilization of government ministries and parliamentarians in favor of an Ombudsman for Children and better ante-natal care for pregnant women.

Capacity building is a key feature of the two equity-oriented programme components, the School Attendance Initiative and the Community Based Services Project. In both these initiatives, capacity is developed at the level of community organizations, schools and local authorities on methods to get boys and girls into school and prevent them from entering the protection system. This entails convening relevant stakeholders and partners to agree on strategies and to identify and address capacity gaps by training personnel in the relevant skill areas. Thus, social workers assigned to the CBS project receive refresher training in the identification of children at risk of abuse, neglect or separation from their families, and in ways to deal with such situations on the ground. School principals and teachers are coached to identify and work with at-risk children to keep them in school. Families in deprived communities are made aware of the importance of education and are trained to become better parents. Respected individuals from the Roma community are also trained as school mediators to maintain lines of communication between schools and families. Romany language teachers have been trained to apply and promote the principle of inclusive education and to offer Roma children the possibility of learning in the mother tongue. At the same time, head teachers have been trained to make schools environments more friendly, inclusive and culturally sensitive to all children.

In health, the Baby Friendly Hospital Initiative (BFHI) expanded from 25 to 31 certified units in 2011, covering 40% of all births in the country. It strives to develop capacity among maternity staff to ensure that babies get the best start in life. They in turn counsel mothers and provide training and support to those who have difficulties initiating breastfeeding.

Similarly, in all other programme activities, CD is an integral part of the strategic approach and is fundamental to building sustainability. For example, the capacity of professionals is being strengthened to apply inclusive and modern methods to stimulate the socio-emotional, physical and intellectual development of preschool children. Preschool inspectors, teachers and psychologists have been trained at the national level by MoE to integrate specific activities in kindergarten to boost the socio-emotional abilities of boys and girls. The same categories of professionals have been trained by a partner NGO, RENINCO, to work with children with special education needs and children with disabilities and to create regional networks to promote inclusive education.

### Communication For Development

*Partially met benchmarks*

The two main thrusts of the "Partnerships for Social Inclusion" component of the country programme, the school attendance initiative and the community based services project, contain strong C4D elements since community participation and changes in mindset and behavior are fundamental to the success of both. A C4D strategy for the School Attendance Initiative was designed at the end of 2010 with the aim to maximize the impact of the initiative through communication with and between stakeholders. Following the strategy recommendations, a strong visual identity was created for the campaign and a series of

communication tools were developed and used to:

- Motivate parents to bring their children to school and raise the profile of education among disadvantaged communities.
- Make schools more welcoming places for children by empowering teachers, head teachers and school mediators to work directly with families, especially those at-risk
- Strengthen community cohesion
- Fight discrimination against minorities
- Empower communities to raise awareness of education issues through local initiatives (such as fairs)

The main stakeholders (teachers, principals, school mediators, local authorities, parents and implementing partners) were involved in the development of the visual identity and of the communication tools for the School Attendance Initiative. Their input was also used for the improvement of interventions in the second year of implementation.

The main communication tools created were three brochures with guidelines for: *school mediators* (with information about the specifics of the Roma culture and traditions in order to facilitate dialogue between school and families), *school teachers and principals* (with suggestions for the identification and monitoring of children at risk of dropout) and for *social workers* (with information on the roles of the social workers in dropout prevention and advice on how to create and implement prevention plans of action and community networks). Also, a set of CDs with information on curricular, extra-curricular and management activities was developed for teachers' use.

Impreuna Development Agency, a partner NGO, produced a film to increase children's and families' awareness of the importance and benefits of education. The film presents Roma people whose wellbeing was positively impacted by education and will be shown in schools as grounds for discussions on education issues between children, parents, teachers and professionals. Other promotional, working and communication materials include: posters, planners, time tables, branded T-shirts and bags and first grader kits.

The CBS project only commenced in June 2011, but plans are well advanced on C4D elements in order to gain traction in the community. An interim evaluation has already been carried out and revealed the need for C4D to allay the fears of vulnerable families who feel distrustful of social services. Communication skills and tools for social workers in the community are also priorities in order to optimize results.

### Service Delivery

*Fully met benchmarks*

In 2010, the CO supported an evaluation to examine the reasons why policies, laws, national plans and strategies for disadvantaged and socially excluded children were not working in Romania. The study looked at the delivery of social assistance and child protection policies, especially in the context of social exclusion. It took into account the decentralization of services, which is being effected in line with the EU policy and the ways in which social services are typically delivered in poor communities - both urban and rural.

Among other things, the study found that policies and laws are adopted without taking account of the service delivery capacity in terms of management skills and availability and deployment of human resources, such as social workers at the local level. It also found that people do not entirely trust the system and there is insufficient funding to cover the costs of delivering the policy or law, which is therefore often adopted without proper financial analysis or budgeting. Moreover, local authorities themselves are not always familiar with the law or policy because of a lack of communication with the central level.

Acting on the lessons from this study, the CO launched two major community-oriented equity initiatives to demonstrate how policies for deprived children can be translated into service delivery on the ground in an effective, efficient and affordable manner. Thus, the school attendance initiative (SAI) and the community based services (CBS) project were born. Both initiatives are centered on communities which meet the criteria of poverty and deprivation and suffer from a lack of services. The strategic approach, which was piloted with success in the previous programme cycle, aims to build capacities to deliver services which can be funded from central and local authority budgets and expanded nationwide in a sustainable way. The CO monitors the progress of both initiatives in close cooperation with partners, including the communities themselves (100 in the case of the CBS and 138 in the case of the SAI in 2011). It follows that the approach has an important element of community awareness, mobilization and empowerment. The success of these initiatives is very important in terms of promoting equity and, even though they are in an early stage, well-documented evaluations show that they are already delivering impressive results (see section 3.2). The next step will be to consolidate and document these results and advocate for their expansion as an effective means of promoting equity and social inclusion.

### Strategic Partnerships

*Mostly met benchmarks*

The CO maintains strategic partnerships at all levels of operation. When it comes to the promotion of innovative approaches at the community level, the CO identifies key actors through research and analysis and partners with them in equity and social inclusion initiatives, such as school attendance and community based services. At this level, the key partners are the offices of local mayors, prefects, country council chairs and county directors of social assistance, education and health. For social mobilization, a key element of the community approach is the commune consultative committees which are made up of people influential in the locality. They are important partners and play a major role in ensuring participation and sustainability.

In the area of evidence collection, monitoring and evaluation, the CO partners with key bodies, such as the Institutes of Educational Sciences, Mother and Child Care and the National Institute of Statistics.

In the field of advocacy, strategic partners are the mass media which can highlight issues of child deprivation and draw the attention of politicians and the public to child rights issues which might otherwise go unnoticed. The media has given wide publicity to UNICEF CO reports on the impact of the crisis on children and has been an important ally in advocating for appropriate action. Among strategic partners in the field of advocacy for Roma children are the Roma Education Fund and the Roma Civic Alliance. On advocacy for child rights monitoring and a dedicated Office of Ombudsman for children, the Federation of NGOs for Child Protection (FONPC) and Save the Children Fund have been the key strategic partners. On child protection, the Coalition of NGOs on Prevention, which brings together a number of organizations active in this field, is strategically important. In developing capacities, the CO partners with a number of NGOs with training expertise in the fields of parenting, ECD, children with disabilities, and HIV/AIDS.

On matters of policy development and system reform, the ministries of Health, Education and Labor and the relevant departments within these bodies are UNICEF's partners on a day-to-day basis. On resource mobilization, private sector corporations, celebrity supporters and the media are key partners.

Up to now, UN sister agencies have been key partners in advocacy for areas such as Roma rights, emergency preparedness and responses to health scares like the bird flu. However, UN agencies are gradually winding down operations in Romania and only UNICEF will have a country programme after 2012. As a matter of course, the CO keeps in close contact with all partners, provides them with a stream of

relevant information and analysis and is constantly scanning for new partners who can advance the child rights and equity agenda.

### **Mobilizing Partners**

As indicated elsewhere in this report, social mobilization of partners at the community level in order to promote equity and social inclusion is central to the country programme strategy. An evaluation of the school attendance project conducted in 2011 after one year of implementation highlighted a number of positive elements which contributed to the 60% reduction in drop out. Among them was the way in which multiple causes of drop out were addressed by involving partners from fields other than education, such as people of influence in the community and local NGOs. It was found that the project engendered a team approach between school personnel, local authorities and peer schools, all of which strengthened solidarity and provided motivation for greater efforts.

The evaluation also recommended that all partners – schools, community representatives, NGOs and local authorities - sign up for joint partnership contracts with clear goals, management responsibilities and monitoring and evaluation plans. It was also recommended that the schools which obtained the best results offer peer support to under-performers based on best practices. All of these recommendations emanated from practices already initiated which will be consolidated as the initiative moves forward.

In an effort to shift from a system over reliant on state protection towards a system based on prevention measures and effective safety nets, UNICEF supported a community based services (CBS) project with equity funding aimed at strengthening the capacity of local public authorities to identify and respond promptly and efficiently to risks and vulnerabilities of children and families. The project began in mid-2011 in 100 marginalized communities located in the poorer north-west region of the country.

An evaluation at the end of 2011 by CERME showed that the approach employed was relevant, effective and efficient in terms of preventing family separation as a result of abuse and neglect. The project enabled the identification of children who were previously invisible to social assistance services. This was done by shifting the responsibilities of social workers from a bureaucratic mode to an emphasis on outreach and needs assessment. It also actively engaged local authorities and community consultative committees in supporting the social workers to resolve issues in the family and community before resorting to the formal protection system.

The evaluation noted that the level of success of social assistance at the community level depends on the level of collaboration and coordination among local leaders and services and, at a vertical level, between authorities in different sectors. The CO will continue its mobilization of partners in this vein to develop a social movement which will help foster equitable results and scale up progress for deprived children.

## **Knowledge Management**

*Mostly met benchmarks*

Knowledge management is part and parcel of the CO's work since it is key to good programming. A comprehensive situation analysis was carried out in 2011 as part of the MTR and in preparation for the new CPD. The analysis comprised a desk study of all relevant research and data in order to provide an accurate and up-to-date picture of the situation of children, including underlying and structural causes of the main manifestations of child deprivation. The CO partners with reputable research institutions to ensure that the best available knowledge informs and guides programme strategy and design. In 2011, this included the publication of a report which summarized four rounds of research on the impact of the crisis on children

which the CO tried to pull together, not just for its own use, but also for the use of governmental and NGO partners. The CO also supports national capacity development and partners with the National Institute of Statistics in the TransMonee project which compares national data across countries. The CO also uses its much visited website to make studies, research and other data sources available to partners or allies in the cause of children. Every three months, the CO publishes a newsletter which is theme-based and assembles relevant knowledge which can be used for advocacy and programming. The contents of the newsletter are also available on the website which facilitates distribution to interested parties. Good quality research and evaluations are also fundamental to advocacy for children, especially when it comes to convincing authorities to allocate more money for basic services such as primary health care, child protection and school attendance. Some of UNICEF's research work has also led to more reliable and accurate data on phenomena such as school drop-out and absenteeism. For example, with CO support, the Institute of Educational Sciences (IES) used cohort analysis to carry out a study in these areas which defined the truly alarming dimensions of the problem which went unnoticed in official data. This provides the basis for targeted and quality programming aimed at addressing the true causes of social exclusion and inequity as well as for strong advocacy on the subject.

### Human Rights Based Approach to Cooperation

*Mostly met benchmarks*

The strategic intent of the Romania country programme is to reduce disparities identified in the country's social inclusion agenda, with particular attention to children in poverty and the Roma minority. In this context, a human rights based approach which analyses the violation and deprivation of children's rights is pursued and programmes are designed accordingly. The CRC Committee issued its concluding observations on the Romanian report in 2009 which contained 52 recommendations. These recommendations form an important rallying point for the CO and its partners in analyzing conditions and formulating goals and strategies to advance child rights. As described elsewhere in this report, capacity development of duty bearers is an important consideration of UNICEF's main areas of cooperation since these are most frequently the bottlenecks encountered to realizing children's rights in deprived communities and families. Also described elsewhere is the role of C4D in mobilizing rights holders to claim their rights in areas of deprivation. UNICEF sponsored research, studies and evaluations take an HR-based approach to clearly identifying rights issues. Follow-up advocacy and action is designed accordingly. The CO quarterly newsletter, which receives wide circulation, is devoted to raising awareness of child rights issues among the public and partners. Each issue has a particular rights-based theme, e.g children with HIV/AIDS; children as victims of the crisis; children without access to basic services; children out of school; children in need of protection; discrimination against minority Roma; and child participation. The newsletter is also reproduced on the CO website which receives a significant number of visitors. In this way, the CO joins the efforts of key partners to promote a culture of rights. Among these key partners is the Federation of NGOs for Child Protection (FONPC) which represents about 100 NGOs. The CO is also working with the FONPC and the Child Protection Directorate of the Ministry of Labor to advance work on a child rights monitoring system which aims to monitor and report on violations of child rights countrywide. Creation of such a system was among the recommendations of the CRC Committee and its eventual realization, projected for 2012, is expected to vigorously address rights violations and advance the human rights based approach significantly.

### Gender

*Partially met benchmarks*

In a Gender Assessment Report of the Country Office by a consultant in 2010, it was observed that:

- Office systems and management practices in the Romania CO appear compliant with the current wider UNICEF policy on gender mainstreaming.
- Planning, policy and monitoring documents do not consistently and accurately reflect the extent to which gender is mainstreamed across the office.
- There is evidence of good practice of gender mainstreaming as a development objective leading to reductions in gender-based discrimination.
- The absence of a gender strategy, including guidance for the GFP, has meant that the utilization of gender capacity within the Office has been developed through custom and practice rather than a more systematic approach.

While the CO still needs to document its gender strategy, a priority task scheduled for 2012, the principles of gender equality, are taken into account in all programming practices. The 2011 Situation Analysis (as well as other thematic analyses/studies/evaluations) contained a focus on gender disparities and inequalities, assessing trends over time and identifying emerging issues based on gender analysis of sex disaggregated data. Disparities/inequalities were identified with regards to access to education, as well as access to perinatal care which showed reduced access of pregnant women to prenatal care and low involvement of fathers. Discrepancies between MARA/drug users were also identified. However, the overall process of gender analysis is hindered by deficits in the availability of disaggregated gender sensitive data, an issue which needs to be pro-actively addressed in future programme plans.

As a response to the conclusions and recommendations of the Gender Assessment Report carried out in 2010, all evaluations performed throughout the year adhered to a gender focus, such as ensuring that the design of TORs included gender issues and considered adjustments to data collection systems. In order to better achieve and measure results with respect to gender disparities, the new CPD includes a focus on gender equality and equal rights for girls and boys in all major areas to be addressed in the 2013-2017 country programme. The challenge however remains to identify interventions where gender mainstreaming can make a significant contribution and support improvements in the measurement of gender-related results.

As far as child participation is concerned, especially with regard to activities related to the annual celebration of the ratification of the CRC on November 20th, partners were guided to provide equal opportunities for girls and boys.

Within the overall process of capacity building in the area of data collection focusing on disparities and inequalities, there is a need to increase knowledge among partners on gender issues affecting children's rights and the use of disaggregated data and analysis for mainstreaming gender equality in programme planning, monitoring and evaluation.

## Environmental Sustainability

### *Initiating action to meet benchmarks*

As per PRO CF/PD PRO/2005-014, a desk-top Environmental Impact Assessment screening was carried out by the Romania Country Office using the Checklists recommended by the PPP manual, Chapter 6, Section 3. As per the checklist completed below, this Note for the Record confirms that results show that UNICEF's proposed activities for the new Country Programme 2010-2012 in Romania are considered as not having an impact on the environment and hence a full range EIA is not required.

### **Checklist 1 – Initial Screening**

**Does the proposed programme or project contain activities that fall under one or more of the**

### **following categories?**

- Extraction of water (e.g. Groundwater, surface water and rain water) – NO
- Disposal of solid or liquid wastes (e.g. human feces, animal wastes, used supplies from a health center) – NO
- Use of chemicals (e.g. pesticides, insecticides, paint and water disinfectant) – NO
- Use of energy (e.g. coal, gas, oil, wood and hydro, solar or wind power) - NO
- Exploitation of natural resources (e.g. trees, plants, minerals, rocks, soil) - NO
- Construction work above household level (e.g. hospital or school) – NO
- Changing land use (deforestation, forestation, and developing industrial, housing or recreational centers) – NO
- Agricultural production (e.g. growing crops, fish farming) – NO
- Industrial production (e.g. small scale town/village workshops) - NO

### **South-South and Triangular Cooperation**

This section is not applicable.

### Country Programme Component: Partnerships for social inclusion

#### PCRs (Programme Component Results)

PCR	EQRank	OTDetails
By 2012, national and local government and civil society organizations advance social inclusion and child rights for most vulnerable children		3 FA5OT6

#### Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	320000.00	311675.00	97.40
OR-R	2200000.00	900000.00	893136.00	99.24
RR	600000.00	758500.00	758500.00	100.00
<b>Total</b>	<b>\$2,800,000.00</b>	<b>\$1,978,500.00</b>	<b>\$1,963,311.00</b>	

#### Results Achieved

The CPAP expected outcome for this programme component is that: "By 2012, national and local government and civil society organizations advance social inclusion and child rights for the most vulnerable children". In 2011, the CO, in partnership with the Ministry of Education, continued the drive for school attendance which aimed at getting approximately 400,000 Romanian children who do not go to school regularly back in the classroom. In most cases, these children are from families living in poverty and often come from the Roma community. The first year of the initiative, 2010-2011 school year, covered 38 communities with high drop-out rates. An evaluation revealed that 60% of the children at risk of dropout remained in school. This success led to an expansion of the initiative to cover an additional 103 high drop-out communities in the school year 2011-2012, 43 more than originally planned. The work was carried out in concert with the Global Initiative on Out of School Children (OOSC) which lent weight to the associated work at the policy level.

UNICEF is working to shift the emphasis from "protection" – child care under the state system – to one of "prevention" which is more affordable and in line with a rights-based approach. The prevention model tries to ensure that children do not suffer abuse and neglect or get removed from their family in the first place. Accordingly, the Community Based Services (CBS) project implemented in almost 100 rural communities demonstrates the preventive approach with a social worker identifying the issues and implementing the solutions in the community. An evaluation found that after only five months, the project was already showing positive results in terms of efficiency and effectiveness and was engaging a wide range of stakeholders. UNICEF is also working at the policy level in order to expand and sustain the prevention approach nationwide.

In Early Childhood Development (ECD), parenting programmes continued to expand with a focus on the most deprived communities and frequently in concert with the school attendance initiative (SAI). The CO worked on the quality of services for vulnerable young children through the regional projects, "Roma Early Childhood Inclusion" and "Roma Good Start Initiative". UNICEF is also promoting the baby friendly hospital initiative (BFHI) as part of a wider network of services extending into the community. The number of certified BFH hospitals has expanded from zero in 2009 to 31 in 2011 and now accounts for 40% of annual births. Progress has also been made towards the adoption of a draft law on the marketing of breast milk substitutes.

In the area of child rights monitoring, the CO worked with partners to monitor and report on the impact of the crisis on children and advocate for action. Progress was made in the development of instruments and

structures to monitor child rights countrywide on a systematic basis.

### **Most Critical Factors and Constraints**

The main constraint in this programme component is that social sector policies are only partially implemented, making it difficult for the most vulnerable children and families to reap the full benefits. This was highlighted in an evaluation carried out in 2010, and described in the 2010 Annual Report. The study found that policies and laws are adopted without taking account of the implementation structure - both in terms of management capacity at the local level and in terms of the availability and deployment of human resources, such as social workers. This is one of the main constraints in making a difference for deprived children. Another constraint is what the study described as insufficient funding to cover the costs of implementing the policy or law. The austerity measures adopted to cut the fiscal deficit make the financial issue even more acute.

Another identified constraint was lack of understanding of the law or policy at the local level due to weak communication channels between the different levels. One of the key lessons learned for the Country Office is that going forward, efforts have to be re-doubled to make policies work at the local level for vulnerable children, and to demonstrate that this can be done in a cost-effective and affordable way. Evaluations in 2011 showed that the community focused approach was fully justified in the sense that community based solutions effectively promote social inclusion, child rights, family cohesion, affordable services and alleviate pressure on the strained state system. The preventive approach was found to be about a third of the cost of care in the prevention system.

The next step is to promote the expansion of the school attendance drive and CBS project to other marginalized communities, and to aggressively advocate for their adoption by central and local authorities nationwide as an effective means of addressing child rights, equity and social inclusion. Other important lessons are that the costing and budgeting aspects need to be advanced so that central and local authorities can adequately budget for the expansion and sustainability of community based solutions. The fact that Romania is going through a decentralization process means that the CO needs to partner with not just one central government authority, but an additional 47 country and municipal authorities. This calls for inventive and imaginative ways of working together to achieve maximum results for children.

### **Key Strategic Partnerships and Interagency Collaboration**

The strategic programme thrust of social inclusion calls for strong partnerships in all sectors. Government ministries and agencies are the main partners. Most important among them are the Ministry of Education, Research, Youth and Sport and the Institute of Educational Sciences which are responsible for guiding the strategic and administrative aspects of the education elements. The Ministry of Labor's General Directorate for Child Protection is the major partner in the prevention aspect of the child protection element and in CRC monitoring and promotion while the Ministry of Health and its associated Institute of Mother and Child Health as well as the Romanian AIDS Centre are the key partners in the area of health, early childhood development and HIV/AIDS. The National Institute of Statistics has a lead role in data collection and monitoring progress towards goals; the National Agency for Roma is a close partner in mobilizing action for Roma social inclusion at both national and local levels. Increasingly important in the context of UNICEF's work at community level are the local authorities in both county and commune structures which are largely responsible for implementation of the school attendance initiative and the community based services programme.

NGOs, especially those concerned with children such as the Federation of NGOs for Child Rights which represents over 100 NGOs, are vitally important partners. Also key are NGOs in the nascent coalition dealing with the preventive aspect of child protection. Even though there is no UNDAF and UN agencies are gradually withdrawing, UNICEF works closely with other UN agencies, especially UNDP. The close partnership maintained with the World Bank is also very significant, especially considering its influence on matters such

as the social inclusion of Roma, social system reform and budgeting. The private sector is an increasingly important partner and an important source for obtaining results in social inclusion. The mass media is a key partner in advocating for action in both social inclusion and governance for children.

### Humanitarian Situations

N/A.

### Summary of Monitoring, Studies and Evaluations

In 2011, the CO planned seven studies, surveys and evaluations under this component, of which four were fully completed. These were:

- **Impacts of the international economic crisis in Romania 2009-2010** summarized four rounds of research conducted at the height of the crisis and how families and children managed to cope with the combination of reduced household income and a weaker safety net. The results were used to advocate for the prioritization of urgent action, backed up by expenditures, to ensure that all children have access to quality education, health and protection services in accordance with the laws of the country and the CRC.
- **Analysis of the counties affected by school dropout (for School Attendance Campaign in 2011 – 2012 school year), including quantitative and qualitative research on Out of School Children.** This research was used to guide the selection of communities for the expansion of the school attendance initiative in the 2011-2012 school year.
- **Evaluation of the interventions under the School Attendance Initiative (year one).** Carried out to evaluate the impact of the first year of the school attendance initiative, to identify adjustments required and to justify its expansion.
- **Evaluation of the Community Based Services (CBS) programme.** Carried out as part of the Equity funding package to evaluate its effects after five months of operation, to identify adjustments required, and to justify its continuation.

The three planned studies which were not carried out have been postponed to 2012. These were: (i) the study on the **“cost effectiveness of the social protection system”** which was postponed because of the need to examine in more detail the interventions under the CBS programme; ii) the **“financial impact on the state budget of cost standardization”** which was faced with similar challenges, and (ii) **evaluation of the effectiveness of ECD services and reforms** which was postponed due to work pressure.

As part of the MTR and in preparation for the new CPD, the CO supported a comprehensive **situation analysis** which included data and analysis from different sources, including studies on HIV/AIDS and drug use among young people and a trimestral data-collection mechanism as a basis for a future real-time monitoring system of children’s conditions in Romania. In addition, the partnership with the National Institute for Statistics (NIS) was strengthened, including the involvement of NIS in the new TransMonEE regional project (Transformative Monitoring for Enhanced Equity).

### Future Work Plan

The CO priorities for 2012 will be to work with partners at the national and local level to build on the positive results achieved in 2011 and to generate a dynamic towards expansion in deprived communities and eventual adoption of best practices nationwide. This particularly refers to the Community Based Services Project and the School Attendance Initiative which have obtained such good results in a relatively short span of time. In order to be more effective, the CO plans to intensify its communication for development strategy in an effort to generate a social movement to benefit children from the poorest families. The CO will focus on using studies and evidence to strongly advocate for adequate funding for minimum social services for socially excluded boys and girls, especially Roma. Taking advantage of national and local elections at the end

of 2012, the CO plans to work with partners to encourage all political parties and candidates to commit themselves to the promotion of a child rights agenda in Romania.

In the area of early childhood development (ECD), the CO will continue to support the creation of a coordination mechanism for ECD services and advocate for the development and implementation of action plans and proper budgeting. Within the framework of the national parenting strategy, work will focus on expansion in a way that is affordable, sustainable and doable on a nationwide basis, with a particular focus on parents who are in the most marginalized communities, including Roma. This approach is closely tied to the main equity thrusts of school attendance and preventing children from entering the protection system, as well as primary health care and better nutrition. The baby-friendly hospital initiative (BFHI) will be expanded to build on the strong momentum it has achieved. Particular attention will be paid to increasing attendance at ante-natal visits in vulnerable communities through the use of community nurses and Roma Health mediators. The CO supports the strengthening of the HIV/AIDS response, with special attention to the prevention of mother-to-child transmission which has become a particular risk as long term survivors reach their reproductive years.

The CO will work with government and NGO partners on developing and strengthening an effective child rights monitoring system at the national level which will have a mandate and capacity for monitoring and coordinating the implementation of the CRC. Efforts will continue to work with government and NGO partners on the realization of the CRC Committee recommendation on the creation of an office of Ombudsman.

Support to relevant studies, research and evaluations for evidenced-based policy-making and programme design will continue and disaggregated data collection on children will be strengthened.

With regard to the risk of emergencies, most commonly major flooding, UNICEF will ensure that emergency contingency plans, risk assessments and continuity plans are updated on a regular basis.

### Country Programme Component: Resource leverage and mobilization

#### PCRs (Programme Component Results)

PCR	EQRank	OTDetails
By 2012, private sector, media, civil society organizations, individuals and general public support and contribute to sustained investments for children, in Romania and elsewhere.		2 FA6OT1

#### Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	0.00	0.00	0.00
OR-R	300000.00	70000.00	65800.00	94.00
RR	50000.00	50000.00	45800.00	91.60
<b>Total</b>	<b>\$350,000.00</b>	<b>\$120,000.00</b>	<b>\$111,600.00</b>	

#### Results Achieved

The CPAP expected outcome for this programme component is that: "By 2012, private sector, media, civil

society organizations, individuals and general public support and contribute to sustained investments for children, in Romania and elsewhere". The CO has a fundraising section comprised of a fundraising manager, a corporate relations and events officer and a marketing assistant. The section has been functioning since 2006 and during the period 2008-2010, it succeeded in locally raising 60% of the CO's requirements for "Other Resources". In 2011, the CO raised \$1.53 million, which exceeded the target of \$1.2 million by 27%. This was a significant achievement considering the economic situation and the difficulties faced by businesses and the public alike.

The relatively good results were largely due to strong corporate partnerships developed in the past several years and three new important ones in 2011. These partnerships brought in a total of \$0.7 million. To reach private donors, the CO developed two TV campaigns with traditional media allies: one in May in partnership with the Romanian Public TV Station – TVR 1 – to benefit children with disabilities; and the other in July in partnership with a private news TV channel – Realitatea TV – to raise money to help protect children against malaria, which included filming in Angola. Both campaigns had good results compared with those organized by other organizations, but were not as successful as UNICEF TV campaigns during good economic times.

In terms of direct mail (DM), the CO had three campaigns: one for disabled children in June, one in September for the school attendance initiative, and one in December for OR Thematic. The total amount raised from private donors amounted to \$0.83 million.

Due to the need to explore more secure sustainable resource mobilization channels, and to raise more money for both Romanian children as well as international causes, the CO decided to test Face to Face fundraising. This entailed working with strategic bank partner, BRD Group Societe Generale, to place "facers" (specially trained individuals) in front of their branch offices in Bucharest. With the help of a specialized agency, the CO recruited and trained a total of 28 facers, resulting in more than 1700 monthly pledges between October-December. These results are very good considering that this is the first campaign of its kind in Romania and there was limited support from PFP and limited available experience. Accordingly, it augurs well for the future. The facers had the extra challenge of promoting and convincing private individuals that direct debit (a new payment mechanism only recently available) is safe. Most utility companies are promoting direct debit payments but its use is still extremely limited due to lack of knowledge and trust.

As described elsewhere, the CO had less success with resource leveraging due to difficulties in accessing EU Structural Funds and cutbacks in the budgets of government ministries and local authorities.

### **Most Critical Factors and Constraints**

The financial crisis understandably had a significant impact on fundraising activities and resource leveraging, which will inadvertently affect results. Companies with corporate social responsibility (CSR) projects reduced their budgets dramatically, and in some cases, eliminated them altogether. Furthermore, they started to use CSR as a PR/awareness opportunity. In other words, companies investing in UNICEF projects asked not only for positive results for children, but also for complex media plans with TV, newspaper and business publications. Although the CO has a good relationship with all Romanian media, it is difficult to achieve the results expected by the companies as there is a law forbidding the use of a company's name in TV news since this is considered free advertising.

Yet another constraint was that the media was severely affected by the economic crisis. They are struggling to survive and are less open to giving coverage to a project which might result in free publicity for a private sector company. Consequently, the TV management demands fees every time that a company wants visibility through the project they support. Considering pressure from the companies on one side and the CO's own targets on the other, it is necessary to come up with creative solutions to avoid paid advertising. This is a continuing challenge which is time consuming and constantly tests the creative resources of CO colleagues.

The crisis situation also explains why fundraising channels which obtained good results in the past (Telethons, Radiothons, and SMS fundraising campaigns) failed to repeat their good performance in 2011. Many NGO's are also facing serious financial problems and are at risk of closing projects/programmes or even their organizations.

A further fundraising constraint is that some corporate organizations are setting up their own foundations in order to deliver "tangible" or "visible" results and create opportunities for their employees to do charity work. Convincing these organizations to contribute to less visible work in communities, such as school attendance and prevention of family separation, is difficult in an environment of constrained CSR budgets. The lesson learned here is that finding long term resource mobilization solutions, especially pledges, requires a great deal of patience, and that in the meantime, the CO must adjust to a possible dip in local fundraising.

### **Key Strategic Partnerships and Interagency Collaboration**

In 2011, the CO continued its partnership with important companies: GDF Suez, BRD Group SG, Pampers, Unicredit Bank, Carrefour and IKEA. In addition, two new partnerships were developed with DP World Constanta and Rotary Club Cetate Timisoara. The "Solidarity week", which mobilizes employees to convince customers to become pledge donors to UNICEF, continued with BRD Group SG, one of Romania's biggest banks. IKEA, the big global furniture corporation, continued to be a partner in the "Soft Toy Campaign". The Pampers global campaign "one pack one vaccine" had very good results in terms of funds raised and increasing awareness in Romania of a major health issue in poor countries. This sets the groundwork for moving forward with fundraising for more international causes in the future.

The CO decided to go outside Bucharest and explore the fundraising potential in other large cities. Accordingly, UNICEF partnered with DP World, a major global shipping company, in the Black Sea port city of Constanta where a successful fundraising event was held in July on transforming local kindergartens into child-friendly places. The CO plans to make this an annual event. In Timisoara, a large city in the west of the country, the CO partnered with Rotary Club Cetate in an event which mobilized resources for the school attendance initiative, with emphasis on communities in the Timisoara locality. Both events had very good coverage in central and local media with more than 100 news items appearing on TV and radio stations, local newspapers, and business and online publications. In this way, the events also had a big impact on raising awareness of school attendance and child-friendly schools in both of these large cities and establishing a platform for future fundraising from the public sector and corporations..

Celebrity supporters are important partners for the CO in terms of fundraising, awareness raising and advocacy. UNICEF has two goodwill ambassadors in Romania, Gheorghe Hagi, a famous footballer who is still an icon despite being retired for over ten years, and Andreea Marin Banica, a TV personality. Both play an active role, particularly in gaining access to media and attracting public attention to important child rights issues. In 2011, there was also a visit from international goodwill ambassador, Nana Mouskouri, who is extremely popular in the country and proved to be a strong advocate on the subject of breastfeeding.

### **Humanitarian Situations**

N/A.

### **Summary of Monitoring, Studies and Evaluations**

A viability assessment for the establishment of a UNICEF National Committee was scheduled in the current CPD (2010-2012) and was contained in the 2011 IMEP. However, the "General Guidelines on Feasibility Assessment for Establishment of a new National Committee for UNICEF" from PFP and the external Slootweg evaluation report conducted in 2009 both clearly indicated that further assessment was unnecessary. The conclusion was that the main conditions for establishing a Natcom are still not met on the Romanian market.

One of the most important criteria is the GNI per capita. Of all NatComs in Central and Eastern Europe, only Slovenia (GNI per capita \$23,520) and Czech Republic (GNI per capita \$17,310) have NatComs which are currently viable. GNI per capita in Romania was still \$8,330 in 2009 and further dropped with the recession in 2010.

In 2011, the CO fundraising section did not itself conduct any research studies regarding the Romanian fundraising market. However, other sources provided valuable analysis. In terms of the donating habits of private individuals, a study conducted by GFK Verein in 14 European countries, including Romania, was released in June 2011. According to this study, more than 38% of Romanians donate money and do volunteer work each year and another 7% are making in-kind donations. A total of 36% of Romanians say that they do not get involved in charitable causes because they cannot afford it and another 19% say they are not interested in them. The causes that are most popular with Romanians are: children in difficulty (79%), religious organizations (30%) and people in disaster afflicted areas (29%). The high percentage of support for the cause of children in difficulty confirms the findings of a study conducted by UNICEF Romania in March 2010, where UNICEF and Save the Children were in the top three charity organizations in Romania in both spontaneous and assisted awareness.

The CO together with consultant Anne Shinkwin (former head of UNICEF UK Corporate Team) carried out an audit of the corporate fundraising since FR was started in Romania. On the basis of this audit, a new corporate strategy for the next three years was proposed with the following main directions:

- Focus on higher level partnerships (over \$100,000) in order to maximize income
- Expand current partnerships to other areas such as employee and/or customer FR in order to achieve pledge donations and raise awareness
- Increase the number of Goodwill ambassadors (currently two) in order to be able to support Corporate partners and corporate events
- Secure additional communication support for the corporate team since the delivery of positive PR and effective communication of long-term partnerships is very important to corporate partners. The CO is adjusting its resource mobilization strategy and work plan accordingly.

### **Future Work Plan**

The overall fundraising goal for 2012 is to raise \$1.2 million, even though this may be ambitious considering the current economic situation in the country.

The main priority is building a sustainable income through Face to Face (F2F) recruitment of pledge donors. A test was conducted in October - December 2011 in Bucharest and two other cities were added in the final month, resulting in 1707 new pledge donors. In 2012, the plan is to extend the campaign to ten more cities. The estimated number of new pledge donors expected in 2012 is 6100, with an estimated gross income of \$468,000 over three years.

The direct marketing programme with four mailings per year addressed to the house list of 6,100 will be continued and the house list increased through prospecting and partnering with a company for co-mailing. The CO will continue to expand online activities, with several prospecting campaigns scheduled to take place because of its high potential for donations. The goal is to implement the pledge donation system online. The CO is ready to respond with an FR appeal for major international or local emergencies affecting children in cooperation with traditional TV partners.

In 2012, as part of the CO corporate strategy, the focus is on higher level partnerships extending into customer and employee FR.

UNICREDIT affinity card partnership will enter its second year (\$130,000) while a renewal of the GDF Suez partnership will be negotiated for another two years. In addition, the CO will work with several smaller traditional partners (Carrefour and Kaufland) and the global corporate partners present in Romania (IKEA, H&M, ING, Amway, Gucci, and Pampers). In total, the CO is expecting to raise \$570,000 from corporate partners.

Efforts will be made to expand the corporate partners list outside of the capital city by organizing three local events in some of the most important cities, including Timisoara, Constanta and Iasi, all by partnering with Rotary Club members and other private sector partners.

As the corporate world is under tremendous pressure to reduce advertising and communication costs, an increasing number of requests are being received to provide communication support in order to receive contributions for the CO projects. This means that the CO will continue strengthening its team with a part-time PR consultant.

In total, the corporate events are scheduled to bring in an income of \$435.000.

### Country Programme Component: Cross-sectoral costs

#### PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Ensure Operations Management efficiency and effectiveness in Finance, Admin, IT, HR and Comms to support the results-focused programme delivery in 2010-2011		1 FA6OT9, Support 1, Support 2, Support 3, Support 6

#### Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling )	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E	0.00	0.00	0.00	0.00
OR-R	100000.00	3000.00	3000.00	100.00
RR	100000.00	91500.00	67133.00	73.37
<b>Total</b>	<b>\$200,000.00</b>	<b>\$94,500.00</b>	<b>\$70,133.00</b>	

#### Results Achieved

For Operations and Management results, please check the dedicated section in this annual report.

In 2011, communication was an important tool used by the CO towards the achievement of the CPAP objectives.

UNICEF had a notable presence on TV and radio in Romania. The CO developed very good relations with TV stations, popular magazines and especially newspapers. A series of meetings with chief editors from major newspapers was organized regarding child rights in the media. The objective is to ensure that all editors are aware of the rights of children *vis a vis* the way they are presented and reported on in the media. Online media has significantly developed in recent years in Romania; virtually all newspapers, TV channels and news agencies have websites, and there are many articles on children with frequent mention of UNICEF.

The CO has an agreement with a Media Monitoring company which submits a daily report with press clippings and audio or video files as relevant. In 2011, media coverage was extensive and articles featuring UNICEF were positive or neutral. Indeed, there were no negative or critical articles. UNICEF is viewed as a reliable source of information regarding children. Media references were related to UNICEF major campaigns, programme activities and fundraising events. UNICEF was mentioned in over 302 articles in the press, over 40 times in radio news bulletins and over 252 times in TV news bulletins. Children were the topic of 4,200

press articles, around 732 radio news items, and 18,000 TV news programmes.

UNICEF activities were widely promoted to the public through the website and social media. New online pages were developed to carry more information about the School Attendance Initiative. A blog was introduced to promote activities and engage with the public. Photography and video materials on various themes (School attendance, BFHI, Roma children, and malaria) were shared as well. According to the statistics, during 2011, UNICEF Romania websites had 70.883 absolute unique visitors. Facebook 'likes' increased by 133% (2.160 likes in 2010 and 5.050 likes in 2011) and followers on Twitter increased by 63% (2,643 in 2011 compared to 1,613 in 2010).

During 2011, electronic kits in support of CO activities were prepared which include: Q&As, human interest stories, fact sheets, photos and videos on BFHI, School attendance initiative, CBS, and HIV/AIDS.

To mark the anniversary of the Convention on the Rights of the Child (CRC), UNICEF CO, in partnership with NGO partner FONPC and a number of embassies, organized a series of special events and round tables for children for which a range of communication materials were produced.

The CO continued to produce the quarterly newsletter, with each issue focusing on a specific theme. Two issues in 2011 tackled the impact of the crisis on children and families. The newsletter is seen as a strong advocacy and awareness raising tool and is widely distributed in Romanian and English. It is also reproduced on the CO website.

### **Most Critical Factors and Constraints**

One of the constraints was the difficulty of planning on a long term basis due to the future uncertainty of the UNICEF office in Romania, an issue which was not resolved until late 2011. Furthermore, the fact that the UNICEF office was located in the UN House with six other UN agencies limited the possibility of innovation, decreased flexibility, increased the response time to operational needs, and prolonged the time it took to reach decisions on common issues.

For other Operations and Management constraints, please check the dedicated section in this annual report. In 2011, the media environment in Romania was badly affected by the continuing economic downturn which translated into serious budget and personnel cuts in major media holdings. Many journalists had to seek other jobs, including CO allies in promoting children's issues. Many newspapers closed down their print editions and focused on online versions. UNICEF corporate partnerships are no longer mentioned as this is considered advertising for the company involved under the new media rules. This discourages corporate partnerships since they no longer gain visibility for their philanthropy.

All these issues affected UNICEF's work with the media. For example, these days, press conferences are not as well attended due to lack of field journalists.

### **Key Strategic Partnerships and Interagency Collaboration**

The CO continued its close cooperation with the main Romanian TV stations, including the National Television (TVR1) and privately-owned Realitatea TV, which are traditional partners in fundraising and advocacy campaigns related to children.

Special seminars were organized with students from the Faculty of Journalism in a jointly developed programme on the Child Rights Syllabus.

Face-to-face meetings were held with chief editors from major newspapers to convince them to make their reporting on children less sensational and more in line with the relevant ethical standards.

### **Humanitarian Situations**

Not applicable for 2011.

### **Summary of Monitoring, Studies and Evaluations**

In 2010, a study was undertaken on the coverage of children's rights in the Romanian Mass Media to assess journalists' attitudes on children and their rights. The most common problem that emerged was that children were presented without consideration for their right to dignity. The study served as a baseline for 2011 activities related to the media in efforts to include children's rights in the code of conduct of journalists.

As mentioned earlier, the CO has an important arrangement with a specialized company to monitor the media on a daily basis for stories on children in general and on UNICEF in particular. This is a useful tool for the Office as well as for governmental and non-governmental partners since it is a barometer of public and media opinion and views on issues of concern. It also helps in the design and adjustment of advocacy strategies and allows the CO to intervene with corrections to articles which may promote behavior contrary to UNICEF policy (e.g promoting bottle feeding for infants) or which may misrepresent UNICEF's position on certain issues. The media monitoring service also helps provide evidence to support the CO's efforts to promote more ethical standards on reporting.

### **Future Work Plan**

In 2012, UNICEF Romania CO communication activities and events will be centered on the promotion of children's rights through traditional partnerships and strategies and exploiting new opportunities wherever and whenever possible. The message will be promoted through appropriate channels such as the website and social media, through the strengthening of media relations and through the maintenance of UNICEF's brand and image.

New website pages will be developed for the CBS project to raise awareness and build support for the preventive approach. A "Kids corner" will be created on [www.unicef.ro](http://www.unicef.ro) for educational purposes and to position UNICEF as a knowledge leader on children's issues.

The development of "electronic kits" for programme components to support awareness building, advocacy and fundraising will be continued and intensified. More human interest stories will be commissioned since they are more effective than reports and statistics at connecting the audience with UNICEF's messages. The photo and video database will also be updated with new material.

Face-to-face meetings with chief editors and journalists will continue in 2012. A ten point paper will be prepared together with journalists to help better reporting on children and to avoid any violations of children's rights. Visits with media to UNICEF-supported projects in the field will be organized to facilitate better understanding of equity issues and strategies to address them.

### Effective Governance Structure

As customary, a two-day planning meeting with all staff was organized at the beginning of the year (January) to clarify the programmatic objectives for 2011 and establish the resources needed to achieve them. On the same occasion, the enterprise risk management strategy was discussed, including the review of the Risk Control Library. The effectiveness of each control in addressing the respective risks was estimated and a set of actions to close gaps was identified.

The CMT met seven times during 2011 to discuss the main decisions which needed to be taken with regards to the PBR submission in February 2011 and to review programme implementation, donor reporting schedules and other indicators, as specified in the Annual Management Plan. Other issues covered included the ongoing consultations with the Government regarding the possibility of a new five-year country programme. Ultimately, these consultations reached a positive conclusion and preparation of the new draft CPD 2013-2017 became a standing item on the agenda in the second part of the year. Other regular agenda items are communication, fundraising and staff issues. The preparation of the annual report and preparations for VISION were also central to CMT discussions in the second part of the year. VISION related issues included the training strategy and impact on the pace of programme implementation in the month of December 2011, as well as necessary arrangements for the financial transactions in the freeze period December 16-31, 2011. Given that the CMT also functions as the PSB, CMT members were always kept informed about NEP and inventory reporting, making decisions on actions to be taken with impaired or old assets.

The following statutory committees were revised as needed and continued to function during 2011: The Contracts Review Committee (CRC), The Project Cooperation Agreement Review Committee (PCARC), and Central Review Body (CRB), all following relevant UNICEF policy.

### Strategic Risk Management

The Enterprise Risk Management Initiative, part of the global organizational changes launched in 2010, actually formalized the risk approach already existing within the country programme implementation process. The risk profile for the Romania office, established through a participative process, identified the main risks considered relevant for programme activities and addressed them in the Risk and Control Library.

The risk profile was reviewed and the Risk and Control Library updated in April 2011 as part of a regional initiative. The main risks identified are:

- in the category of aid environment: competition from other development agencies and UNICEF's inability to demonstrate relevance, value added and results that could diminish its role;
- in the category of predictability of funding: insufficient or untimely response from donors that could result in the inability to meet developmental and emergency recovery needs;
- in the area of governance and accountability: lack of clarity around individual roles and responsibilities, and cumbersome and ineffective oversight structures that could impede operational effectiveness and fail to empower management and staff to make decisions as necessary;
- in the area of knowledge management: inadequate or ineffective internal communication of lessons learned could cause repeated errors;
- in the area of natural environment: natural disasters can disrupt UNICEF-assisted development programmes and pose additional threats to the survival and well-being of children.

Security issues are addressed at the UNCT level, together with all other UN agencies present in Romania. The UN Security Plan was updated in September 2011, including MOSS and MORSS self-assessments completed in March 2011. A radio check exercise was undertaken by wardens in November 2011 under the

coordination of the Country Security Focal Point (UNHCR staff member). The UN House Receptionist and the UNICEF IT Assistant were certified as radio operators. Also as part of security standards, an exterior fire ladder was installed on the UN House to ensure evacuation of staff working on the third and fourth floors of the building in case of emergency.

In February 2011, a four day mission of the Security Adviser for the Security and Safety Department took place. It included meetings with all heads of UN agencies present in Romania, as well as a training for UN staff provided jointly with the General Inspectorate for Emergency Situations in Bucharest.

Business continuity in terms of IT and telecommunications was improved as part of the global VISION preparation: a backup Internet connection was installed, with a different Internet provider. The Citrix server is functional and key users have VPN installed on their laptops in order to ensure remote access to organizational IT applications and systems. In November 2011, the IT Assistant participated in a telecommunications emergency training organized at a global level in Germany with very good results (final graduation test classified him second in a group of over 30 IT UNICEF staff members.)

### Evaluation

The donor reporting schedule is revised monthly by the focal point who sends a reminder to programme managers of the due dates. All donor reports have been sent on time in 2011. Delays were faced in ProMS reporting for the local PBAs due to poor communication and unclear workflow inside the office. However, this was resolved and did not affect reporting to donors and other stakeholders.

In 2011, the Country Office implemented \$1.83 million ORR + ORE, representing 70% of the yearly CPD OR ceiling. In 2011, funds raised by the Office for national programme implementation amounted to \$1.0 million. Funds from the UK National Committee (VISA donor) and the German National Committee were also attracted to support Community Based Services ('Invisible Children' project) and Roma Education, respectively.

Funds available have been used in accordance with the purpose and proposals agreed with donors, and expiring PBAs were consumed up to 98% at the expiration date. Four PBA extensions were requested and approved during 2011 due to additional funds received from the same donors for the same purpose/ programme/ project.

The office has an IMEP which is reported on elsewhere in this report. To summarize, there were eight evaluations planned for the year and four actually took place. Three were postponed for 2012 due to the slower than expected pace of programme implementation. The fourth one – a viability assessment for the establishment of a UNICEF National Committee in Romania – did not take place since it was rendered redundant by PFP which determined that Romania did not meet the criteria for a National Committee.

On the question of management responses to evaluations, these were being prepared in accordance with the timetable for official publication and release of the evaluations which will be in early 2012. The in-country capacity for research, monitoring and evaluation is quite strong and the CO works closely with the National Institute of Statistics, Universities and think tanks in these areas. The quality of evaluations is assured by screening of TORs by the Regional Office mechanism and feedback from relevant regional advisers.

### Effective Use of Information and Communication Technology

During 2011, IT has been involved in various initiatives coordinated at the global level, but also related to country programme implementation. The IT Assistant provided expertise for the Baby Friendly Hospital Initiative (BFHI) project in Cluj and Timisoara maternities by setting up a video system for educational purposes (mothers learning about breastfeeding and proper baby care) and also assisted in various communication events.

Promoting Delivery as One (DaO) continued by sharing the PBX and ISP services, as well as the radio room in the UN House. Good collaboration between IT staff in UN agencies residing in UN House maintained IT systems fully functional.

Emergency preparedness has been one of the main areas of attention in the UNICEF IT strategy, part of the global project led by ITSS. The infrastructure was updated with new technologies, like virtualization of servers and private cloud. This will allow for fast recovery and easy data relocation in case of emergency.

VISION is due to be implemented from 1 January 2012, ensuring full implementation of IPSAS. Given that good IT connectivity is crucial for SAP and Service Manager functionality, a back-up ADSL connection has been installed.

All computers and servers have been maintained in proper working order and new applications installed as required, including SAP logon pad patch 5, uPerform on a local server for iLearn access, etc. CISCO PIX firewall was replaced with Mission Control device, as per instructions from ITSS New York HQs, in order to ensure secure remote access to crucial organizational IT systems for staff. Also, one new server HP DL 380 G7 was purchased in order to ensure optimal functionality for the migration to Windows 2008 R2 operating system.

### Fund Raising and Donor Relations

The donor reporting schedule is reviewed monthly by the focal point who informs programme managers in charge of the due dates for the reports. All donor reports have been sent on time in 2011. Delays were encountered in ProMS reporting for the local PBAs due to poor communication and unclear workflow inside the office. However, this has been resolved and did not affect reporting to donors and other stakeholders.

In 2011, the Romania Country Office implemented \$1.83 million ORR + ORE, representing 70% of the yearly CPD OR ceiling. Out of the total \$1.5 million funds raised by the Office, \$1.0 million was used for national programme implementation. Funds from the UK NatCom (VISA donor) and the German NatCom were also attracted to support Community Based Services ('Invisible Children' project) and Roma Education, respectively.

Funds available have been used in accordance with the purpose and proposals agreed with donors, and expiring PBAs were consumed up to 98% at the expiration date. Four PBA extensions were requested and approved during 2011 due to additional funds received from the same donors for the same purpose/ programme/ projects.

### Management of Financial and Other Assets

The January 2008 internal audit report rated "satisfactory" all areas of CO activity, including Operations. The Office reported in a timely manner on a monthly basis to headquarters on bank reconciliations for three bank accounts (including one PFP account). At the end of December 2011, the DCT monitoring report shows zero outstanding balances. This can be attributed to sustained efforts of partners to implement activities and report in a timely manner, and to programme colleagues who continuously monitored the IPs' activities and regularly communicated and addressed any issues that arose during implementation.

The implementation rate for RR is 88% (\$800,000 out of the \$900,000 available). Four PBA extension requests have been approved, out of which two were for locally raised PBAs which are to be used for similar initiatives funded by various donors. A total of 90% of the ORE funds raised in 2010 to support flood-affected areas in Romania were implemented to date, much of it linked to the School Attendance Initiative. After re-phasing was done on the system freeze date of 15 December, the implementation rate (expenditure versus allocation) was 94%.

Contributions management process for local funds was revised at the beginning of 2011, and budget control is ensured by having budget monitoring as a standard item on the agenda of all CMT meetings.

As of 31 December 2011, Romania Office had no outstanding Direct Cash Transfer. One million US dollars has been implemented through direct cash transfer and direct payments during 2011.

During 2011, the Office continued to make use of the bank optimization tools available on DFAM intranet, as well as the cash forecast facility. Bank reconciliations were done on time and reports have been sent to DFAM on a monthly basis. The Romania Office continues to maintain three bank accounts, out of which one is dedicated to private sector fundraising.

### Supply Management

In 2011, the supply component amounted to approximately \$262,000, representing 10% of the overall programme expenditure. All purchases of goods and services (mainly printing services and furniture for the BFHI project) were done locally. In addition, BCG vaccines have been purchased at the request of the Ministry of Health through procurement services from Supply Division/Copenhagen, amounting to \$91,000.

UNICEF Romania does not have specialized supply staff. The function is fulfilled by the Operations Officer with help from one Programme Assistant and one driver who also has logistics tasks in his TOR. In April 2011, the Operations Officer participated in the Supply and Procurement Workshop organized by Supply Division in Copenhagen. This was the first orientation in supply chain management received by CO staff. The knowledge gained was especially useful for organizing the invitations to bid for programme supplies (furniture for Baby Friendly Hospital Initiative project, promotional materials and school and kindergarten furniture for the Back to School project and campaign).

In November 2011, a one week VISION training focused on Supply Chain Management was organized in Bucharest for Romania and Bulgaria Offices staff, with two facilitators from the Geneva Regional Office. It was an opportunity to discuss about supply and procurement policy. However, IPSAS implications and the release of the New Book G will require more discussion in order to ensure understanding, absorption of changes involved and proper implementation in day-to-day procurement processes of the Office.

### Human Resources

Taking into consideration the results based approach and the fact that the two main projects (Community Based Services and School Attendance) implement activities in almost 200 communities, two new professional national programme officer positions were created in 2011. In the fundraising section, given that the individual donors/pledge channel was the main priority in 2011, a new position of Marketing Assistant was created and filled starting in January 2011.

In terms of human resources, for the same reasons mentioned above, the number of consultancy contracts increased by 60% compared to 2010 (138 individual consultants contracts in 2011 compared to 54 in 2010). In terms of the amount spent on consultancy and individual contractors, the increase equaled 46% (338,800 USD in 2011 compared to 182,600 USD in 2010), representing 13% of the total expenditure in 2011. This affected the workload of programme and finance assistants and increased the transactions processing time.

2011 was the first year of PAS usage for national staff. Performance discussions were held on finalizing 2010 PERs at the beginning of the year, and for the preparation of 2011 PASs in March 2011. In terms of recruitment, four vacancies were advertised and recruited for in 2012: Social Policy Specialist (NOC), two positions of Programme Officers (NOA) and one position of Communication for Development Officer (NOA.)

The Local Training Committee has prepared the training plan for 2011 based on staff requests and approvals of supervisors. While the main focus was on IPSAS and VISION, other areas were addressed as well. These included management and leadership (two staff members graduated from the Leadership Development Initiative), presentation and public speaking skills for fundraising staff, career development for all staff (two day workshop organized by HR regional team), procurement, photography for communication staff, and peer support volunteer skills for two staff members (basic and advanced training).

VISION training was organized at the regional level with extended participation of staff from all country offices. Romania had four super-users participating in the Programme and Finance streams. In November 2011, two facilitators from the Regional Office came to Bucharest for a one week training on Supply Chain Management, with participation from five staff from Romania and four from the neighboring office in Bulgaria. The HR and payroll parts were covered by training sessions held in May and November 2011. The SAP system is vast and, together with IPSAS, introduces a significant amount of change to adapt to. Therefore, in 2012, more training sessions will be needed, not only on system use and IPSAS implications, but also on policy changes introduced and their implications for office workflows.

### Efficiency Gains and Cost Savings

The UNICEF Office is hosted in the UN House, together with six other UN agencies present in Romania. UNICEF has been managing common premises for the last six years, and is the agency with the highest number of staff in the UN House (21 people working on the premises out of a total of 80 staff in the UN House). This arrangement is very time consuming for UNICEF staff as it requires being in charge of coordinating and organizing many of the operations-related common initiatives, chairing the OMT as well as preparing the costs share for each agency. At the end of 2011/beginning of 2012, three of the UN agencies will close their operations in Romania (UNFPA, UNODC and UNESCO), while another two will reduce their presence (UNDP and UNIC). This will imply renegotiating premises arrangements among agencies and with the Government during 2012.

The main advantage of having common premises, apart from making collaboration among UN staff easier, is having shared administration and reception services. Due to the limitations imposed by UNICEF's HR policy, UNICEF would not be able to hire staff for these ancillary functions, which means that UNDP is

complementing it by using Service Contracts. Also, common arrangements for travel and courier services saved staff time since they reduced the need to undertake separate bidding processes.

In terms of cost savings on the support budget, the CO was able to reduce travel costs on the SB by 40% compared to 2010, amounting to \$10,000. This was possible by funding the Representative's monitoring visits with programme funds, and was also helped by the fact that travel on training for core staff, mostly related to VISION, was funded by the Change Management Office budget.

As advised by the Deputy Executive Director through a global memo, no support costs were charged to Regular Resources during 2011.

### Changes in AMP and CPMP

The 2011 Annual Management Plan included PBR, MTR and Vision, in addition to the usual activities related to programme, operations and HR.

2011 was the middle year of Romania's three year CPD 2010-2012. This was not a regular programme, but rather designed as a partnership for a new form of engagement which was supposed to go beyond the programme implementation mode and take into consideration the context of Romania as an EU Member State. The Government approved a new five year regular CPD in recognition of the impact of the crisis on children and families. Accordingly, the 2012 AMP will include the finalization of the CPD for 2013-2017 and the associated CPMP and PBR integrated budget submission. Resolving issues arising from VISION will also be a feature of the 2012 AMP.

In March 2011, Romania submitted its integrated budget proposal to the PBR for the 2012-2013 biennium. Three new positions were approved: two Programme Officers and one Communication for Development Officer, all at NOA level. As indicated above, 2012 will also involve a PBR submission for the new country programme 2013-2017. Any changes to the CPMP will not be proposed until the third quarter of 2012 in accordance with the HQ schedule. At the time of writing, it is not known what, if any, effect VISION will have on the office staffing structure.

The MTR exercise was not a fully-fledged one, as that is not required for a three year CPD. However, in order to properly inform the preparation of the new country programme, a situation analysis was prepared, several rounds of consultations with the main partners were held and programme evaluations for the two main programme priorities (Community Based Services and School Attendance projects) were undertaken.

VISION is the main organizational change led by the Change Management Office. Four staff members with the role of VISION Super-Users were trained in the regional sessions organized in October in Antalya, Turkey. Cascaded training sessions were held at the end of November and first half of December for all staff in the Office. However, the unavailability of testing data with relevant information for the Country Office made it very difficult to absorb, test and address the knowledge gaps.

### Summary Notes and Acronyms

#### LIST OF ACRONYMS

ADSL	Asymmetric digital subscriber line
AWP	Annual Work Plan
BCG	Bacille Calmette-Guérin vaccines
BFH/I	Baby-friendly Hospital/Initiative
CBS	Community Based Services
CEE/CIS	Central and Eastern Europe/Commonwealth of Independent States
CMT	Country Management Team
CO	Country Office
C4D	Communication for development
CSR	Corporate social responsibility
CP	Country Programme
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CRC	Contracts Review Committee
CRC	Convention on the Rights of the Child
DaO	Delivery as One
DCT	Direct Cash Transfer
DFAM	Division of Financial and Administrative Management
ECD	Early Childhood Development
ELDS	Early Learning and Development Standards
EU	European Union
ESF	EU Structural Funds
F2F	Face to Face
FONPC	Federation of NGOs for Child Protection
GDP	Gross Domestic Product
GNI	Gross National Income
HIC	Helping the Invisible Children
HQ	Head quarter
HR	Human Rights
IMF	International Monetary Fund
IES	Institute of Educational Sciences
IMEP	Integrated Monitoring and Evaluation Plan
IOMC	Institutul pentru Ocrotirea Mamei si Copilului [Institute of Mother & Child Care]
IPSAS	International Public Sector Accounting Standards
ISP	Internet service provider
IT	Information technology
MARA	Most at Risk Adolescents
MDG	Millennium Development Goal
MoAdm&Int	Ministry of Administration and Interior
MoERI/ MoE	Ministry of Education, Research and Innovation
MoH	Ministry of Health
MTR	Mid Term Review
NatCom	National Committee
NSD	New synthetic drugs
NGO	Non-Governmental Organization
OR	Other Resources
OoSC	Out of School Children
PAS	Personal Appraisal System
PBA	Programme Budget Allocation
PBR	Programme and Budget Review
PLHIV	People living with HIV/AIDS
PER	Personal Evaluation Report
PFP	Private Fundraising & Partnerships

PPP manual	Programme Policy Planning manual
PR	Public Relations
PCA	Project cooperation agreement
ProMS	Programme Manager System
RENINCO	Reteaua Nationala de Informare si Cooperare pentru integrarea in comunitate a copiilor si tinerilor cu cerinte educative speciale [National Information and Cooperation Network for Community Integration of Children and Youth with Special Educational Needs]
RR	Regular Resources
SAI	School attendance initiative
TOR	Terms of Reference
TransMonEE	Transformative Monitoring for Enhanced Equity
UNCT	UN Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
VISION	Virtual Integrated System of Information
WB	World Bank

### Document Centre

#### Evaluation

	<b>Title</b>	<b>Sequence Number</b>	<b>Type of Report</b>
1	Cohort Analysis Estimation of the Dropout Phenomenon	2011/001	Study
2	Decentralization of social protection system in Romania	2011/002	Situation Analysis
3	Drug Users - Access to sterile injecting equipment and opiate substitution medication	2011/003	Study
4	Evaluarea riscurilor asociate consumului de substanțe noi cu proprietăți psihoactive în rândul copiilor și tinerilor din România	2011/004	Study
5	Impacts of the international economic crisis in Romania 2009-2010	2011/005	Survey
6	Study on the necessity of the implementation of the Integrated National Strategy for the Formation and Development of Parenting Skills	2011/006	Study
7	The access to antiretroviral therapy for people living with HIV in Romania	2011/007	Study
8	Optimization of parent recruitment strategies and the strengthening of parenting skills	2011/008	Study
9	Parenting education in Romania	2011/009	Study
10	Profilul părinților adoptivi din România și adopția copiilor greu adoptabili	2011/010	Study
11	Roma School Participation, Non-Attendance and Discrimination in Romania	2011/011	Study

### Other Publications

	Title
1	Guide for School mediators
2	Learning activities for small children (from birth to three years old)
3	Roma school mediators' guide (Ghidul mediatorului școlar - pentru comunitățile cu rromi)
4	Hand to mouth: Families and the Crisis - UNICEF Newsletter issue # 10
5	Make or Break: Children's Services and the Crisis - UNICEF Newsletter issue # 11
6	Parenting educator's kit
7	Parents' kit (for parents attending parenting classes).
8	The Parent's Daily Notebook
9	Parents' calendar
10	Guide for Parents.
11	Guide for teachers
12	Posters
13	Posters
14	Planners
15	Timetables
16	2012 UNICEF Planners
17	Video material - documentary movie on Roma positive models
18	Video material with Andreea Marin Banica - UNICEF Romania GWA
19	Video material for SAC - interview with Edmond McLoughney
20	Video material for SAC - interview with Luminita Costache
21	Video with actress and singer Adela Popescu

### Lessons Learned

	Title	Document Type/Category
1	"Helping invisible children", Role of prevention services at community level	Lesson Learned

### Programme Documents

	<b>Title</b>	<b>Document Type</b>
1	Country Programme Action Plan 2010-2012	CPAP
2	Annex I: CPAP RESULTS AND RESOURCES FRAMEWORK—ROMANIA	CPD Results Matrix
3	Multi-year Integrated Monitoring and Evaluation Plan (IMEP) 2010-2012	IMEP