

Family-type Care vs Residential Care Costs

An analysis of the recent developments in government expenditure and the costs per child in family-type care and residential care

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Abbreviations

ATU	Administrative Territorial Unit
Boost	Expenditure Database published by the Ministry of Finance at: https://mf.gov.md/ro/categoria-documentului/boost
COVID-19	Disease caused by the SARS-CoV-2 Virus
DSAFP	Division of Social Assistance and Family Protection
FMIS	Financial Management Information System
GD	Government Decision
GDP	Gross Domestic Product
LPA	Local Public Authority
MoECR	Ministry of Education, Culture and Research
MoF	Ministry of Finance
MoLSP	Ministry of Labour and Social Protection
NPB	National Public Budget
PBB	Programme Based Budgeting
PFM	Public Financial Management
STAS	Territorial Structure of Social Assistance
UNICEF	United Nations Children's Fund

Glossary

Child at risk

A child is considered at risk when the child is found in one or more of the following situations: a) is subjected to violence; b) is neglected; c) is practicing vagrancy, begging, prostitution; d) is deprived of care and supervision by their parents due to their absence from home for unknown reasons; e) his/her parents are deceased; f) lives in the street, ran away or was barred from home; g) his/her parents refuse to exercise their parental obligations concerning upbringing and care; h) was abandoned by his/her parents; i) is under a judicial protection measure (provisional protection in a residential institution or guardianship) at the request of his/her parents; or j) is a victim of crime (Law No. 140/2013, Articles 3 and 8).

Child separated from parents

A child deprived of the care of his/her parent(s) due to the parent(s) staying abroad for a period longer than two consecutive months; a child taken from his or her parents due to an imminent danger to his/her life or health or a child who was assigned the status of "child temporarily deprived of parental care" or "child deprived of parental care" by government authorities (Law No. 140/2013, Article 3).

Family-type children's homes

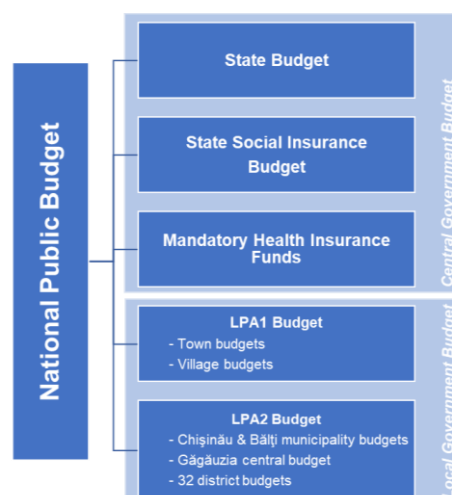
Arrangements whereby children are cared for in small groups, in a manner and under conditions that resemble those of an autonomous family, with one or more specific parental figure(s) as caregiver(s), but not in the caregiver's usual domestic environment.

Foster care

Arrangements whereby children are placed by a competent authority for the purpose of alternative care in the domestic environment of a family previously selected, approved and supervised for providing such care. This is known as the professional parental assistance.¹

National vs central government budget

Public finances are consolidated in the National Public Budget, which comprises the central and local government budgets. The central government budget consists of the state budget, the social insurance budget, and the health insurance budget, while the local government budget consists of the first- and second-level LPA budgets.



Placement services

Services provided to children without parental care include [family-type placement services](#) (guardianship / curatorship², foster care; and [residential placement services](#)

¹ GD 760/2014 and GD 937/2002.

² GD 581/2006.

(community home³, temporary placement centre⁴, other type of service).

Territorial guardianship authority

The territorial structures of social assistance and family protection represented by sections/directorates of social services and family protection and the Municipal Directorate for Child Protection of Chisinau and Balti. In Chisinau municipality, the territorial guardianship authorities also exercise the duties of local guardianship

authorities, except for the autonomous administrative territorial units (ATU) within their composition, where the duties of local guardianship authority are exercised by the mayors of those ATUs. (Law No. 140/2013, Article 3 and Family Code, Article 572).

Territorial structure of social assistance

Internal administrative structure established as an autonomous organization by level-two LPAs in order to implement social service policies (Law No. 123/2010, Article 1).

³ GD 52/2013.

⁴ GD 591/2017 and GD1278.

Introduction

This analysis on the costs for family-type care and residential care was drafted by a team from Ecorys, under the project titled “*Supporting the capacities of LPAs of the EU4Moldova focal regions on formulating, implementing and reporting on child-friendly budgets*”. The project aims to improve the link between social policies for children and youth and public budgets and budgeting processes.

The objective of this analysis is to provide a better understanding of the government spending towards foster care and residential care services for children deprived of parental care, as well as to estimate the cost per child of such services. The analysis is intended to support UNICEF advocacy efforts towards the closure of residential care institutions in Moldova.

Methodology

In developing this assessment, the team followed the UNICEF Guidelines for preparing budget briefs though this was not always possible, primarily due to data limitations which do not allow for analysis on all topics covered in a typical budget brief.

To achieve the objective of this analysis, the methodology consisted of the following activities:

- **Data collection.** Data identified as needed for the purposes of this analysis consisted of the number of children in foster care and residential care, as well as government expenditure data broken down by type of care service. Data was collected for the time period covering 2017 to 2021. For the case study, information on the number of foster care and residential care beneficiaries, as well as the expenditure from the “Nufărul Alb” Community Centre in Glijeni/ Făleşti was collected.

Statistics on the children deprived of parental care, those in foster care and in residential care were sourced from Report 103 – Statistical Information on the Children at Risk and Children Separated from their Parents, released by the Ministry of Health, Labour and Social Protection and published by the National Bureau of Statistics (NBS). Financial data was retrieved from two BOOST Databases covering 2017-2020 and 2018-2021, published by the Ministry of Finance. In addition, information on the number of children cared for in “Nufărul Alb” Community Centre and related expenditure data was provided to the team by the Social Assistance Department in Făleşti.

- **Data curation.** Report 103 was only available in non-editable format on a yearly basis, so the relevant data was extracted and converted it into a format that allows manipulation. As the methodology for the compilation of this statistical report is not publicly available, the team confirmed verbally with MoHLSP staff what services and residential institutions are captured in the report. The relevant budget data was also extracted and selected budget lines were manually matched with the specific categories of service beneficiaries identified in Report 103. Data received from the Social Assistance Department in Făleşti was validated with the information in the BOOST database.

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- **Analysis.** A quantitative data analysis was undertaken to examine trends and changes over the period under analysis and draw insights from them. Costs per child were calculated per type of service using the statistics on beneficiary children and the expenditure information which matched the respective beneficiary category in the budget.

Limitations

The analysis encountered the following limitations:

Data on the number of children in foster and residential care has been averaged per year (using figures reported at the beginning and at the end of the year). However, as the time spent by children in family-type care or residential care is not reported, nor correlated with the yearly figures, this approach does not take into account the children who have used the services within the year i.e. those who enrolled after the start of the year and left the service before the end of the year. This however has an impact on the government spending on these services which will not be captured in this analysis.

Expenditure data only covers central and local government spending, as reflected in the budget documents. Private spending is not covered in this report and the team understands that this is not monitored by the government. Whereas private spending is not necessary for the purposes of this report, not accounting for it only provides part of the picture on spending and actual costs per child may be higher than presented in this analysis.

The family-type care also include the guardianship/curatorship service. It is not possible, however, to distinguish from the budget data the expenditure linked to this type of care. Therefore, to avoid any distortions in the calculation of the per child costs, the data related to this mechanism is excluded.

In the absence of a performance-based budgeting system, the number of children in a care service (i.e. PPA, family-type homes, residential care) reported in the CER 103 was manually matched with the financial information contained in the budget. In the case of expenditure on residential care, a close inspection revealed that expenditure of certain institutions is not always reported under the correct activity. As such, in order to avoid any errors or incorrect inferences from this data analysis, costs per child in residential care are reported as a whole, rather than by type of institution.

Despite these limitations, the report presents valuable information on the government expenditure as well as the costs per child in foster care and residential care. This study should help to further inform the ongoing discussions and the process of deinstitutionalization in Moldova.

Structure of this Report

This report is organised into three main chapters: **Chapter 1** introduces the legal and financing frameworks that guide the establishment, operation and financing of family-type care and residential care services. It is not meant to be a comprehensive analysis but rather an outline of the various legal and financing documents that guided this analysis. **Chapter 2** discusses the recent developments in the situation of vulnerable children, with a particular focus of those in family-type care and residential care. **Chapter 3** presents an analysis of the trends in government expenditure for family-type care and residential care services over the five years to 2021. It then presents the

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calculated costs per child and the immediate findings arising from these calculations. [Chapter 4](#) presents the case study. [Chapter 5](#) summarises our findings and the conclusions of our analysis.

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1 Legal and financing frameworks

1.1 Legal and policy framework

Moldova has a comprehensive legal and policy framework governing child protection and care and has ratified the key international acts related to child rights protection. The main law governing the special protection of children at risk and children deprived of parental care is Law 140/2013⁵. The law contains provisions on the family-type and residential care of children, describes the role of guardianship authorities and the gatekeeping procedures to be used for the assessment of the child, determination of his/her best interests, and assistance and monitoring. The law stipulates that the institutional set-up in this area consists of the following:

- **central authority for child protection** - the Ministry of Health, Labour and Social Protection (MoLSP), which is mandated with the development, promotion and monitoring of the implementation of the government's child protection policies;
- **territorial guardianship authority** – territorial structure of social assistance (see Glossary); and
- **local guardianship authority** - mayors of villages (communes) and cities.

In line with the provisions of this law, the guardianship authorities must take all the necessary measures to assist and support children and their families in order to prevent the separation of children from their family environment or, as the case may be, in order to (re) integrate the children into the family.

The placement of the child can be recommended by the guardianship authorities only if, following the evaluation, it is found that keeping the child with the parents is not possible or is contrary to his / her best interests. In case of separation of the child from the parents, the territorial guardianship authority seeks a placement giving priority to guardianship placement in the extended family over other types of placement. If this is impossible, placement in family-type services should take priority over residential-type ones.

The placement of children without parental care is organised in two stages:

- urgent (up to 45 days), decided by the local guardianship authority; and
- planned (long-term), decided by the territorial guardianship authority.

Placement services provided to children deprived of parental care include **family-type care services** (guardianship / curatorship⁶, family-type homes⁷, professional parental assistance⁸); and **residential care services** (community home⁹, temporary placement centre¹⁰, other type of service).

Whereas the reference normative act for child protection provision at the national level is Law 140/2013, there are additional laws and regulatory acts governing the provision of

⁵ https://www.legis.md/cautare/getResults?doc_id=123160&lang=ro.

⁶ GD 581/2006

⁷ GD 51/2018

⁸ GD 760/2014

⁹ GD 52/2013

¹⁰ GD 591/2017 and GD 1278

family and residential placement services. These include Law No 123/2010 on social services, which establishes who can provide social services; the Family Code, which (among others) regulates the guardianship/curatorship service; as well as specific normative acts that guide the provision of each service in the field of child protection (see footnotes in preceding paragraph).

The legislative framework governing the provision of services for separation prevention, alternative care and residential care is, although comprehensive, highly fragmented and not always in line with the reference normative acts. According to a recent analysis¹¹, the regulatory acts governing the activity of residential care institutions subordinated to the Ministry of Education, Culture, and Research (MoECR), the Ministry of Health, as well as the Ministry of Labour and Social Protection (MoLSP) were not brought in line with the latest provisions of Law No. 140/2013. The regulations on the organization and operation of residential care institutions do not contain clear provisions and criteria, provisions on the delimitation of the financing of specialised services from the financing of highly specialized services provided within residential care institutions.

At the policy level, the National Programme for Child Protection 2022 – 2026 and the associated Action Plan¹² for its implementation set out the framework for improving the country's child protection system over the next five years and enabling better access to care for children deprived of parental care. This is consolidated into the three general objectives of the programme, namely:

- Strengthening the social protection system such that it responds to the needs of every child in a prompt and efficient manner;
- Ensuring zero tolerance for violence towards children;
- Ensuring that children are brought up in a safe and protective family environment that secures their wellbeing.

The programme's secondary objectives include, among others, facilitating greater access to alternative family-type care, closing all old-type residential institutions, doubling the share of the family and child protection expenditure in total social protection (from 9.7% in 2021 to 20% in 2026), as well as doubling the amount spent by LPAs (from 85mln lei in 2020 to 170mln lei in 2026).

1.2 Financing Framework

Financing of the family-type care services

The costs for the provision of family-type care services consist of personnel-related costs, expenditures with goods and services, other expenditures and a complex framework of allowances established by multiple Government Decisions (see Textbox 1).

The allowance amounts are established in nominal terms. Some allowances are annually adjusted following set indicators such as the minimum subsistence level. However, in the case of other allowances, the adjustment is not established by law and, therefore, the size of these benefits decreases in real terms over time. For example, the allowances for raising and caring for children

¹¹ Changing the Way We Care (2021), Analysis of the Regulatory Framework and Financing Mechanism for the Alternative Care System. Catholic Relief Services and Maestral International.

¹² https://www.legis.md/cautare/getResults?doc_id=131899&lang=ro.

placed in professional parental assistance services and family-type children's homes introduced in 2018 were adjusted last time in 2019 with application from the beginning of 2020. Since then, the inflation rate at the moment of drafting of this document (October, 2022) was 46.4%. Government regulation does not make any specific reference on how the indexing these allowances should take place.

Textbox 1: Overview of allowances and other provisions to finance family placement services.

Support for the provision of the services:

- salary of the professional parental assistant¹³, parents-educators¹⁴ during the placement of the child and personnel of the community house¹⁵ and placement centre¹⁶;

Allowances for upbringing and care for children in family-type care services:¹⁷

- single placement allowance;
- monthly allowance;
- single allowance upon reaching the age of 18.

Allowances for the child who has the status of a child deprived of parental protection (temporarily or otherwise) who is enrolled in an educational institution, starting with the fifth grade until reaching the age of 18:¹⁸

- daily allowances for ordinary days;
- allowance for the child's birthday;
- allowances for holidays: New Year (January 1); The Birth of Jesus Christ (December 25 or January 7); Easter Day; and Child Care Day (June 1).

Allowance for children in case of loss of support if the deceased person did not meet the conditions for obtaining the right to a state social insurance pension for persons up to 18 (pupils and students of secondary, secondary and higher education institutions, except for non-attendance education - until the graduation of the respective educational institution, but no longer until they reach the age of 23) if they are not fully supported by the state¹⁹.

- The amount of the child allowance in case of loss of support is 40% of the amount of the minimum old-age pension, established annually by the Government, for each child. In case of the loss of both parents, the amount of the allowance is doubled.

Consistent with the financing framework, the costs for providing foster care services are financed from the local budgets, primarily LPA2. The table below presents, for each type of allowance/benefit for family-type care: (1) the source of financing, (2) where these amounts are transferred to and (3) who delivers the service and processes the actual payment.

Type of financial support	(1) Financed by	(2) Transferred to	(3) Executed by
Allowances for service provision (guardianship/	State budget	LPAs level 2	Monthly allowances are paid by the department/ section of social assistance and family protection/

¹³ GD 760/2014.

¹⁴ GD 51/2018

¹⁵ GD 52/2013

¹⁶ GD 591/2017

¹⁷ GD 1278/2018

¹⁸ GD 378/2018.

¹⁹ Law 499/1999

Type of financial support	(1) Financed by	(2) Transferred to	(3) Executed by
tutorship/ curatorship) (GD 581/2006)			Municipal Directorate for Child Protection (in Chisinau and Balti).
Salary of the professional parental assistant GD 760/2014 and L270/2018	LPAs level 2	LPAs level 2	The provider of the professional parental assistance service is the Directorate/ Section of social assistance and family protection/ Municipal Directorate for Child Protection or the private provider accredited for the provision of the given service.
Parents-educators GD51/2018 and L270/2018	LPAs level 2	LPAs level 2	The provider of the Social Service "Family-type Children's Home" is the Directorate of Social Assistance and Family Protection/ Municipal Directorate for the Protection of Children's Rights Chisinau or the private provider accredited for the provision of the given service.
Allowances for children in family-type care services GD1278/2018	Special purpose transfers from the state budget	LPAs level 2	Respective local budgets
Daily allowance for a child who has the status of a child left without parental protection, who is enrolled in an educational institution, starting with the fifth grade until reaching the age of 18 (GD378/2018)	Special purpose transfers from the state budget	LPAs level 2	The service provider releases monthly in advance, under signature, the financial means necessary to pay the children's daily allowance, to the child's key person, or the director, according to the nominal list of children.
Allowance for children in case of loss of the support (art.9/2 L499/1999)	State budget	State social insurance budget	The allowance is set and paid by the territorial social assistance department.

Financing family-type care services is divided between central and local budgets. Due to this situation and overall limited capacities of the LPAs to generate incomes, the coverage of the family-type services may be hindered by the availability of funds in the budgets of the LPAs level 2.

Financing of the residential care services

The cost for providing residential care services is financed from the central or local budgets, or from the resources of private service providers, depending on who is the provider of the respective services. For example, the five residential institutions established by the MoLSP are financed from the state budget whereas those established by the LPAs are financed from the local budgets.

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The budgetary allocations for these services are established following the historical cost rule and norms of monetary expenses, indexed annually, regarding the provision of foodstuffs, medicines and clothing, footwear, soft inventory, hygiene and sanitary products, games and toys for those housed in social institutions of all types and levels.²⁰ Housing-related expenditures are covered from the resources of the service provider also. There are no guidelines on the resources to be allocated towards such expenditures per child, as is the case with family-type placement services. In principle, the allocations towards housing related expenditures are the result of the negotiations during the preparation of the budget. During this process, the budgets are adjusted with inflation and/or other costs.

A comparison of allowances between family-type and residential care services

The table below shows the change in various types of allowances to children in family-type care and residential care over the period from 2018 to 2022. The increase in allowances varied over this period – some were adjusted by as much as 50%, whereas others were not changed at all so, in real terms, these allowances have declined over time.

Type of cost	2018	2019	2020	2021	2022
Family-type services					
Salary of the professional parental assistant	37.55	37.55	37.55	37.55	44.55
Salary of parents-educators	52	52	52	52	52
One-off placement allowance		3513	3688.7	3688.7	3688.7
Monthly allowance		1400	1400	1400	1400
On-off allowance upon reaching the age of 18		1000	1000	1000	1000
Daily allowance for ordinary days	10	11	12	13	15
Allowance for child's birthday	100	103	108	113	129
Allowance for holiday days ²¹	70	73	77	80	92
Residential institutions for children aged 0-6					
Food (per day)	39.23	40.41	42.35	2.35	48.25
Drugs	7.90	8.14	8.53	8.53	9.72
Clothing, footwear and soft inventory:					
once every 1 year	457.73	471.46	494.09	494.09	562.97
once every 2 years	665.78	685.75	718.67	718.67	818.85
once every 3 years	416.13	428.61	449.18	449.18	511.80
once every 4-6 years	728.21	750.06	786.06	786.06	895.64
Sanitary products (per year)	62.41	64.28	67.37	67.37	76.76
Books, games and toys (per year)	62.41	64.28	67.37	67.37	76.76
Residential institutions for children aged 7-18					
Food (per day)	42.81	44.09	46.21	46.21	52.65
Drugs	7.90	8.14	8.53	8.53	9.72
Clothing, footwear and soft inventory:					
once every 1 year	1081.92	1114.38	1167.87	1167.87	1330.67

²⁰ GD 520/2006 regarding the approval of the norms of monetary expenses for the maintenance of persons accommodated in social institutions

²¹ Namely, New Year (January 1); Christmas (December 25 or January 7); Easter Day; and International Child Day (June 1).

Type of cost	2018	2019	2020	2021	2022
once every 2 years	1248.38	1285.83	1347.55	1347.55	1535.40
once every 3 years	832.24	857.21	898.36	898.36	1023.59
once every 4-6 years	1581.28	1628.72	1706.90	1706.90	1944.84
Sanitary products (per year)	104.02	107.14	112.28	112.28	127.93
Books, games and toys (per year)	83.21	85.71	89.82	89.82	102.34

Importantly, it should be noted that the daily allowance for children in family-type care (an allowance meant to cover the running costs of care) represents only a third of the daily food allowance for the children in residential care (i.e. 15 lei vs 48.25 lei in institutions for children 0-6). In addition, according to the law, social care services are provided in compliance with the minimum quality standards approved by the Government. The norms that set the size of these allowances do not make reference to the quality standards, so it is not possible to determine if the size of these allowances takes account of the quality standards and thus are sufficient to enable carers to adhere to these quality standards.

2 The situation of vulnerable children - recent developments

The situation of vulnerable children recorded mixed developments over the last five years to 2021. An average of 8,744 children were reported as being at risk in 2021, an increase of 16.2% from 2017 but a decline of 17.1% from 2020. The main cause for children being at risk was parental neglect, which accounted for between 61% and 77% of cases and recorded a spike in 2019 and 2020, possibly associated with the COVID-19 pandemic.

Similarly, 32,760 children were reported as being separated from their parents in 2021, a decline of less than 1% from 2017 but a significant fall of 13% from 2020. The main cause of separation, the departure of either one or both parents (living abroad or elsewhere in the country), explained between 85% and 88% of total cases.

There were diverging trends in the number of children benefitting from foster care and residential care 2017 and 2021.²² The number of children benefitting from foster care increased from 1,000 in 2017 to 1,069 in 2021, representing an increase of 6.9%. By contrast, the number of children in residential care has more than halved in 2021 to 712 children, compared to 2017, when 1,507 children were institutionalised.

2.1 Trends in the situation of vulnerable children

Children at risk

At the end of 2021, a total number of 8,744 children were reported as being at risk, an increase of 16.2% from 2017 but a decline of 17.1% from 2020. The number of children at risk increased until 2019, after which it declined.

Most often, a child is identified as being at risk because of parental neglect. The prevalence of this cause increased from 61% of total cases in 2017 to 77% at the end of 2021.

Table 2.1 Children at risk and parental neglect (average for the year)

	2017	2018	2019	2020	2021
The number of children at risk of which due to:	7,527	9,171	10,636	10,551	8,744
Parental neglect	4,616	6,543	8,131	8,257	6,736
Number of children at risk, new cases during the year	3,743	7,480	6,572	6,572	5,806

Source: Report 103, MoHLSP.

²² The statistics reported in this chapter has been sourced from MHSP, Report 103 on *The Situation of Children at Risk and Separated from their Parents* available at: <https://social.gov.md/informatie-de-interes-public/rapoarte/>. These statistics do not cover the residential institutions falling under the MoECR and MoH (these are reported elsewhere).

Children separated from their parents

At the end of 2021, 32,760 children were reported as being separated from their parents, a decrease of less than 1% from 2017 but a fall of 13% from 2020. Although over the last three years, there has been a general downward trend in the total number of children separated from their parents, the newly identified such cases have fluctuated and recently increased: 15,403 children in 2019, 13,801 in 2020 and 17,051 in 2021. The main cause of separation, the departure of one or both parents (either abroad or elsewhere in the country), explains 85-88% of total cases.

Table 2.2 Children separated from their parents (average value at the beginning and end of the year)

	2017	2018	2019	2020	2021
A number of children separated from their parents of which due to:	33,028	40,679	42,166	37,719	32,760
Both or single parent living abroad	28,053	35,611	37,143	32,771	28,042
New cases of children separated from their parents	12,749	19,768	15,403	13,801	17,051
New cases of children with parents/ parent living abroad	11,215	18,095	13,897	12,468	15,388

Source: MHLSP average value of the cases registered at the beginning and end of the year.

2.2 Care services for vulnerable children

A wide range of care services for children is available at the national level, though their distribution at the local level is uneven.²³ Consistent with the objective of this paper, this section assesses the number of children benefitting from family-type care and certain residential care services that will be used for cost comparisons later in the analysis.

An average of 4,448 children were receiving planned family-type care (i.e. tutorship/guardianship, foster care and services in family-type children homes) or residential care services in 2021. This represented a fall of 32% from 2017 and 5% from 2020. Nearly 85% of the total number of children were in family-type care, an increase of nearly 10 percentage points from 2017. Of the children in family-type care, approximately 75% were in foster care.

2.2.1 Family-type care services

A number of 1,069 children were in family-type care in 2021, representing an increase of 6.9% from 2017 and 1.5% from 2020. Of the total children in family-type care, three-quarters were in foster care, while the remainder were in family-type children's homes. The number of children receiving PPA increased by 9.1% from 2017 but declined by 1.1% from 2020. At the opposite end, the number of children in family-type children's homes increased by 1.1% from 2020 and a much more significant 9.4% in 2021.

Importantly, over the five years to 2021, 8.7% of the children in family-type care had a disability.

²³ Catholic Relief Services (2021). *Situational Analysis of the Care System in the Republic of Moldova*. Changing the Way We Care Initiative.

Table 2.3 Number of children in family-type care (average)

	2017	2018	2019	2020	2021
Children in foster care	723	759	772	797	789
Children in family-type children's homes	277	262	252	256	280
TOTAL (average)	1,000	1,021	1,023	1,053	1,069

Source: MHLSP. Note: average value of the data at the beginning and end of the year.

Table 2.4 below presents the number of new cases of children placed in family-type care. In broad terms, there has been a slight decline in the number of new cases in 2021 compared to 2017, though this number peaked in 2019.

Table 2.4 Number of children in family-type care (new cases)

	2017	2018	2019	2020	2021
Children in foster care	264	250	298	246	216
Children in family-type orphanages	61	73	88	57	86
TOTAL (new cases)	325	323	386	303	302

Source: MHLSP. Note: New cases during the year.

2.2.2 Residential care services

A total of 712 children were in the residential care system in 2021, representing half of the total number of children institutionalised in 2017. The largest fall (of 86.7%) was registered in the number of children placed in other residential institutions – in 2021, there were only 112 children in such residential care, significantly lower than 842 children institutionalised in 2017. The number of children in placement centres also fell, though with a more modest 11.1%. There was a slight increase of 3.6% in the number of children in community homes.

Table 2.5 Number of children in residential care institutions (average)

	2017	2018	2019	2020	2021
Children in placement centres	610	580	569	506	543
Children in other residential institutions	842	530	410	287	112
Children in community homes	56	58	57	58	58
TOTAL (average)	1,507	1,168	1,035	850	712

Source: MHLSP. Note: average value of the data at the beginning and end of the year.

There was a substantial fall (62.9%) in the number of new cases of children placed in residential care between 2017 and 2021 (see Table 2.5 below). This was driven by a decrease in the number of children in temporary placement centres and other residential institutions. The number of newly enrolled children in community homes was relatively small over the entire period.

Table 2.6 Number of children in residential care institutions (new cases)

	2017	2018	2019	2020	2021
Children in placement centres	631	445	357	307	342
Children in other residential institutions	348	100	78	43	21
Children in community homes	37	12	19	19	13
TOTAL (new cases)	1,016	557	454	369	376

Source: MHLSP. Note: New cases during the year

Importantly, over the five years to 2021, 21.0% of the children in residential care had a disability. This share is nearly 2.5 times higher than the share of children with disabilities in foster care.

Family-type Care vs Residential Care Costs

An analysis of the recent developments in
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3 Government expenditure and costs per child

Government expenditure on family-type care and residential care has increased considerably over the five years to 2021. Family-type care expenditure increased by 44.0%, whereas residential care expenditure by 41.0%. Increases were recorded most notably in the community home service (132.2%), foster care (53.8%) and residential centres for children with disabilities (39.6%). The least increase was recorded in the expenditure on support to family-type children's homes at 12.6%. Throughout the period, spending on residential care was, on average, 1.9 times higher than that on foster care.

The cost per child in residential care has been consistently higher than the cost per child in foster care – 1.2 times higher in 2017 and as much as 2.8 times in 2021. In family-type care, cost per child increased by 34.7% in the five years to 2021, from 38,820 lei to 52,277 lei. Foster care costs per child recorded a significant increase of 41.0% and family-type children's homes a more modest 11.4%. In residential care, the cost per child nearly trebled, from 48,367 lei to 144,359 lei per child.

3.1 Overview of social protection spending 2017-2021

Over the period from 2017 to 2021, social protection spending increased by 15.2% on average, from 7,903.63 million lei in 2017 to 13,901.99 million lei in 2021. As a share of total government expenditure, social protection decreased from 8.1% in 2017 to 7.8% in 2021.

Table 3.1 Government Expenditure 2017-2020 per sector (in Million Lei)

	2017	2018	2019	2020	2021	Nominal growth
Expenditures and non-financial assets	45,949.85	67,367.40	74,284.09	85,199.80	98,104.24	113.5%
Education	17,152.37	18,574.20	21,246.76	22,347.01	23,934.64	39.5%
Social protection	7,903.63	8,758.37	10,224.70	12,192.36	13,901.99	75.9%
Services in the field of economy	6,388.58	8,854.45	9,805.33	12,593.80	11,422.29	78.8%
General state services	7,578.23	7,041.41	8,183.88	9,473.44	9,973.36	31.6%
Health	3,812.36	4,067.29	4,259.66	5,728.96	8,732.01	129.0%
Public order and national security	4,148.81	4,439.92	4,393.96	4,881.31	5,193.79	25.2%
Household and communal services	1,809.75	2,221.70	2,189.23	2,479.92	3,050.04	68.5%
Culture, sports, youth, worship and rest	1,555.36	1,773.92	2,131.23	2,003.71	2,262.19	45.4%
National defence	603.54	678.46	619.39	657.59	791.97	31.2%
Environment protection	188.00	162.59	185.07	295.72	386.54	105.6%

Source: MoF data.

3.2 Spending on services for children deprived of parental care

Care and support services for children without parental care consist of social services provided at national or local level, as well as different benefits and allowances. The national budget captures

Family-type Care vs Residential Care Costs

An analysis of the recent developments in government expenditure and the costs per child

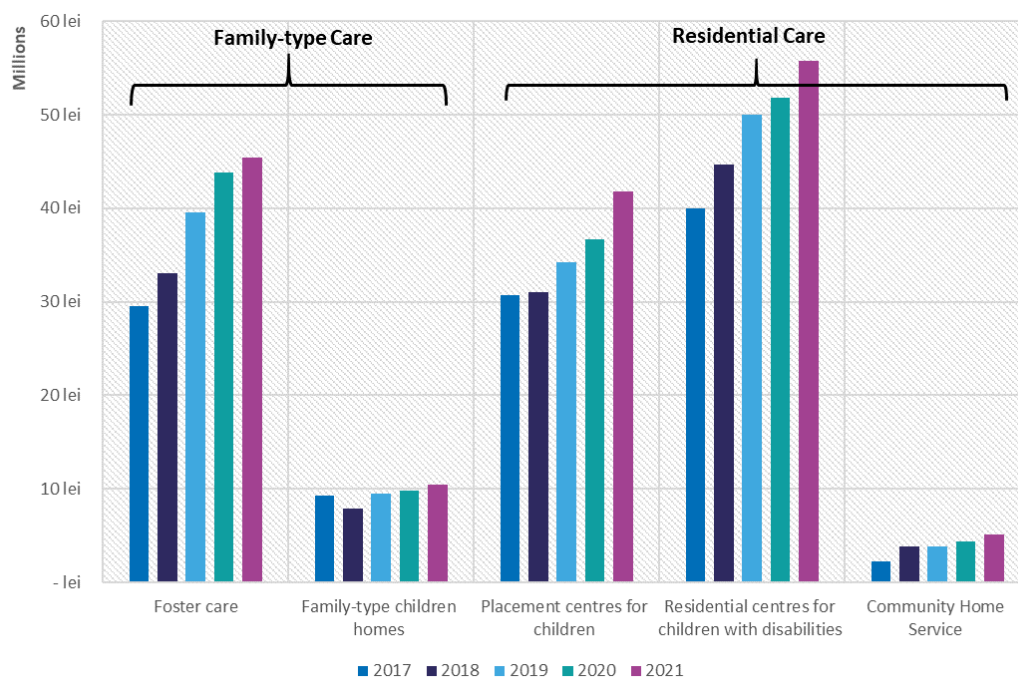
the related expenditures under one budget sub-programme, namely, the 9006. *Family and Child Protection Sub-Programme* within the 90. *Social Protection* programme. This budgetary programme includes multiple types of expenditure related to assistance provided to vulnerable children grouped in 37 activities, of which we have selected five²⁴, as follows:

Table 3.2 Selected Activities from Family and Child Protection Budget Sub-Programme

Activity Title	Activity No. in Budget Programme
Family-type care	
Foster care (or Professional parental assistance services)	00284
Support to family-type children's homes	00327
Residential care	
Operation of the social placement centres for children	00283
Operation of the residential centres for children with disabilities	00285
Community home service	00289

The six activities shown above were identified as relevant for the purposes of this analysis and were assigned to two groups i.e. family-type care and residential care.²⁵ The yearly spending per activity under each category is shown in Figure 3.2 below.

Figure 3.1 Spending per Selected Activity of the Family and Child Protection Sub-Programme



²⁴ The data has been sourced from the BOOST Database and includes spending from the state and local budgets. Due to this, the numbers reported below will be different from the amounts reported in section 3.1 which refer to the national budget i.e. including contributions to social insurance and health insurance budgets.

²⁵ Two additional activities - Support for children deprived of parental care (00275) and Social benefits for children placed in social care (00479) are also related to services provided to children deprived of parental care, but without being able to distinguish the nature and purposes of these expenditures, it was deemed more appropriate to leave them out of the analysis.

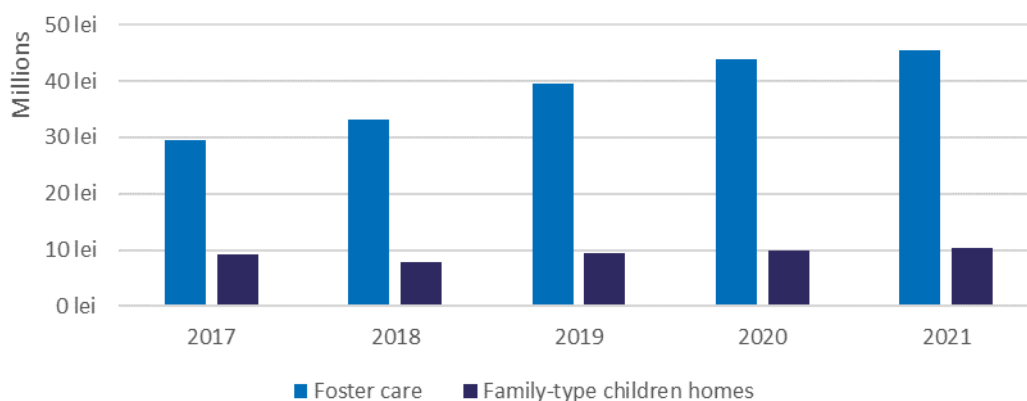
Family-type Care vs Residential Care Costs

Between 2017 and 2021, spending on these selected activities accounted for 46.7% of the total spending recorded under the 9006. *Family and Child Protection Sub-Programme*. Spending has increased across all activities, though, most notably in the community home service (132.2%), foster care (53.8%) and residential centres for children with disabilities (39.6%). Overall, spending on residential care increased by 41.0%, whereas spending on foster care increased by 44.0%. Throughout the period, spending on residential care was, on average, 1.8 times higher than that on family-type care.

3.2.1 Family-type care

In 2021, spending on family-type care has increased by 44.0% over the period from 2017 and by a much smaller 4.2% from 2020. Spending on foster care accounted for the largest share of foster care spending, at an average 80.0%.

Figure 3.2 Family-type care expenditure, 2017 - 2021



Foster care

In 2021, nominal spending on foster care services increased by 53.8% from 2017 and 3.7% from 2020. The largest share of this amount, of between 62% and 69%, constituted staff costs, which refer to salaries paid to the foster parents.

Table 3.3 Government expenditure on foster care, 2017 - 2021

	2017	2018	2019	2020	2021
Staff cost	18,173,979	21,022,964	24,979,439	29,165,871	31,287,699
Benefits and allowances	10,270,792	11,322,793	13,764,190	14,020,975	13,572,320
Goods and services	353,954	277,926	324,513	291,843	251,821
Other expenditures	729,229	416,746	468,145	336,694	308,840
Total	29,527,954	33,040,429	39,536,287	43,815,384	45,420,680

Taken as a global figure, salary costs increased by 72.2% from 2017 and by 7.3% from 2020. However, adjusting for the number of foster parents per year, the increase only amounts to 48.0%

from 2017 and 13.4% from 2020.²⁶ Importantly, this conclusion is drawn on the assumption that foster parents are employed through the year.

	2017	2018	2019	2020	2021
Number of foster parents (average)	338	399	406	416	394
Monthly salary (lei)	4,481	4,396	5,133	5,843	6,626

The amount spent on benefits and allowances accounted for just over 30% yearly. Spending on these benefits increased by 32.1% from 2017, but declined by 3.2% from 2020.

Foster care services spending has been entirely financed from the local budgets – with an average of 99.2% from the LPA2 resources and the remaining share of 0.8% from LPA1 revenues.

Family-type children's homes

In 2021, nominal spending to support family-type children's homes increased by 12.6% from 2017 and by 6.8% from 2020. The largest share of this expenditure category constituted staff costs, which varied between 46% and 54% on a yearly basis. These costs increased by 38.8% from 2017 and by 10.3% from 2020.

Table 3.4 Government expenditure on family type children's homes, 2017 - 2021

	2017	2018	2019	2020	2021
Staff cost	4,241,217	3,814,059	4,859,028	5,337,466	5,888,580
Goods and services	394,183	206,650	47,174	11,470	6,860
Social benefits	4,251,258	3,747,487	4,593,430	4,427,989	4,549,643
Other expenditures	404,919	172,311	13,520	19,019	18,242
Total	9,291,576	7,940,506	9,513,152	9,795,944	10,463,325

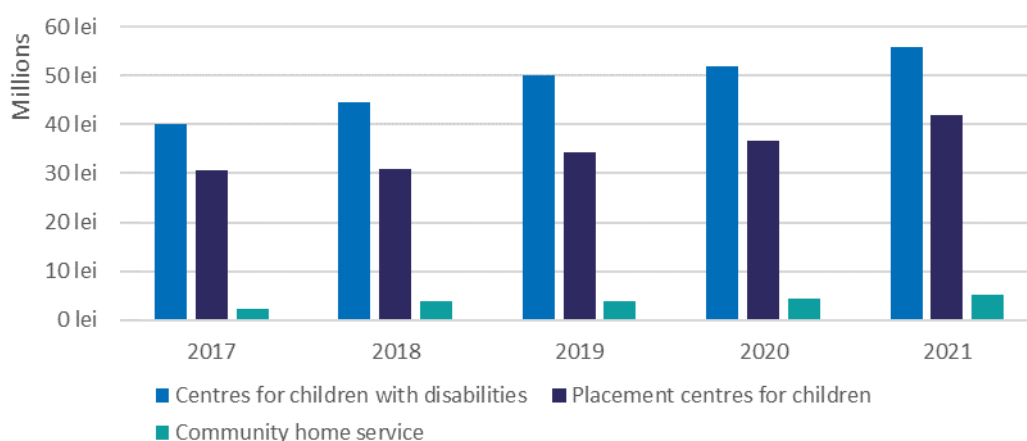
Spending for family-type children's homes has been fully financed from the local budgets, with an average of 98% sourced from LPA2 revenues.

3.2.2 Residential care

Residential care spending has increased by 41.0% over the period from 2017 to 2021 and by 10.7% from 2020. The operation of centres for children with disabilities accounted for the largest share of the residential care spending (56% average 2017-2021), followed by the operation of placement centres (40%) and the operation the community home service for children (4%). Spending increased across all residential care services.

²⁶ This conclusion is drawn on the assumption that foster parents are employed through the year. It is likely that this is the case for most foster parents, though it should be noted that in the absence of the statistics on number of days/months per year they provide this service, it is not possible to estimate this figure precisely.

Figure 3.3 Residential care expenditure, 2017 - 2021



Operation of centres for children with disabilities

Spending on the operation of the centres for children with disabilities increased by 39.6% from 2017 to 2021 and by 7.8% from 2020. The largest share of this spending, increasing from 52.2% in 2017 to 64.9% in 2021, was accounted for by staff costs. These costs increased by 73.5% over the period under review. The share of fixed assets and rolling inventory costs accounted for the second largest share, which decreased from 34.1% in 2017 to 25.4% in 2021. These costs increased by 4.2% over the period under review.

Table 3.5 Government expenditure for the operation of centres for children with disabilities, 2017-2021

	2017	2018	2019	2020	2021
Staff cost	20,865,918	22,553,031	27,739,869	32,361,133	36,195,240
Fixed assets and rolling inventory	13,619,596	15,522,838	16,114,633	13,548,792	14,194,029
Goods and services	5,429,982	6,505,821	6,050,977	5,749,467	5,284,303
Allowances	66,151	73,523	106,981	110,726	114,207
Other expenditure					15,233
Total	39,981,647	44,655,213	50,012,460	51,770,119	5,803,013

This spending has been entirely financed from the state budget.

Operation of placement centres for children

Spending on the operation of social placement centres for children increased by 36.3% from 2017 to 2021 and by 14.0% from 2020. Staff costs accounted for the largest share of this spending category, representing 63.2%, followed by fixed assets and rolling inventory at 24.7%. Over the five years to 2021, staff costs increased by 51.4% and fixed assets and rolling inventory by 19.0%.

Table 3.6 Government expenditure for the operation of placement centres for children, 2017-2021

	2017	2018	2019	2020	2021
Staff cost	18,436,229	17,310,445	21,671,201	24,909,407	27,914,289
Fixed assets and rolling inventory	7,568,254	10,139,405	8,459,115	7,833,555	9,008,414
Goods and services	4,536,998	3,458,897	3,939,704	3,572,054	4,554,541
Allowances	147,333	91,117	86,529	93,015	128,224
Other expenditures	4,870	8,429	70,185	290,282	234,224

Family-type Care vs Residential Care Costs

	2017	2018	2019	2020	2021
Total	30,693,685	31,008,294	34,226,734	36,698,313	41,839,693

The primary source of financing for the operation of placement centres for children have been LPA2 funds, whose share increased from 78% in 2017 to 86% in 2021. This source has gradually replaced funds from the state budget – the funding from this source declined from 13.7% in 2017 to 5.5% in 2021. The funding from LPA1 remained at around 8.8%.

Community home service

Spending on community home service increased by 2.4 times from 2017 to 2021. Over the five-year period to 2021, staff costs accounted for the largest share of this spending, representing 79.0% on average, followed by fixed assets and rolling inventory at 15.0%. Staff costs increased by 2.2 times, whereas fixed assets and rolling inventory costs increased by nearly 5 times.

Table 3.7

	2017	2018	2019	2020	2021
Staff cost	1,689,136	3,091,943	3,212,289	3,637,221	3,712,077
Goods and services	180,163	227,454	195,697	202,162	197,379
Allowances	77,620	43,491	9,000	11,866	21,389
Fixed assets and rolling inventory	267,348	460,172	474,621	508,065	1,209,729
Total	2,214,268	3,823,060	3,891,606	4,359,314	5,140,573

The Community Home Service has been entirely financed by LPA2.

3.3 Costs per child: family-type care vs residential care

The table below summarises the costs per child in family-type care and residential care. Family-type care is broken down into foster care and family-type children's homes. However, given inconsistencies in how expenditure data is captured in the budget, it is not possible to present the data in the same format for residential care, as the results of the calculation would be misleading. This is therefore reported as a general category.

Table 3.8 Cost per child: family-type care vs residential care (lei)

	2017	2018	2019	2020	2021
Family-type care	38,820	40,138	47,900	50,913	52,277
Foster care:	40,841	43,532	51,213	54,975	57,567
<i>No. of children</i>	723	759	772	797	789
<i>Expenditure</i>	29,527,954	33,040,429	39,536,287	43,815,384	45,420,680
Family-type children's homes:	33,544	30,307	37,751	38,265	37,369
<i>No. of children</i>	277	262	252	256	280
<i>Expenditure</i>	9,291,576	7,940,506	9,513,152	9,795,944	10,463,325
Residential care	48,367	68,054	85,151	109,209	144,359
<i>No. of children</i>	1,507	1,168	1,035	850	712

Family-type Care vs Residential Care Costs

An analysis of the recent developments in government expenditure and the costs per child

	2017	2018	2019	2020	2021
<i>Expenditure</i>	72,889,600	79,486,567	88,130,801	92,827,746	102,783,279

Table 3.9 Changes in costs per child

	Change from 2017	Change from 2020
Family-type care	34.7%	2.7%
Foster care	41.0%	4.7%
Family-type children's homes	11.4%	-2.3%
Residential care	198.5%	32.2%

Over the five years to 2021, family-type care costs per child increased by 34.7%, from 38,820 to 52,277 lei per year. Costs per child in foster care increased by a significant 41.0%, whereas costs per child in family-type children's homes increased by a more modest 11.4%. The bulk of the increase in family-type care costs per child was recorded from 2017 to 2020, with the lowest increase of 2.7% being recorded in 2021.

By comparison, residential care costs per child increased by 198.5%, from 48,367 lei in 2017 to 144,359 lei in 2021. From 2020, costs per child in residential care increased by 32.2%,

The above figures demonstrate that the cost per child in residential care has been consistently higher than the cost per child in family-type care – approximately 1.2 times higher in 2017 and as much as 2.8 times in 2021. This ratio increased, as the number of the children in residential care halved, reflecting inefficiencies in reducing spending and adapting to a lower number of beneficiaries in residential care.

4 Case Study: Cost per Child in a Residential Institution

The Multifunctional Centre for Social Assistance “Nufărul Alb” in Făleşti aims to improve the quality of life for those at risk through the provision of a vast range of social services. These services consist of:

- Temporary placement services for children deprived of parental care;
- Temporary placement services for mothers and children;
- Day care service for children at risk;
- Day care services for adults and elderly persons with disabilities;
- Emergency shelter for victims of domestic violence; and,
- Respiro service for children with disabilities.

The table below shows the total expenditure of the centre, as well as the number of beneficiaries per service category over the period 2017-2021.

	2017	2018	2019	2020	2021
Total expenditure (lei)	1,007,099	1,191,854	1,501,515	1,855,717	2,276,085
Number of beneficiaries,	63	63	98	86	102
of which in:					
Temporary placement	26	25	44	31	27
Day care centre for children	33	26	23	13	20
Respiro service	-	-	-	-	4
Mother-child temporary placement	4	12	28	30	36
Emergency shelter	-	-	3	12	14
Day care centre for the elderly	-	-	-	-	1

Note: Expenditure data and number of beneficiaries from the Social Assistance Department in Făleşti

The costs per child in residential care, i.e. temporary placement within the “Nufărul Alb” Centre in Făleşti, can be estimated based on the duration or number of placement/care days received under each service category above. However, the information on the number of placement/care days is not available and the centre does not distinguish expenditure per beneficiary type. Therefore, the team estimated a range for the yearly costs per child in residential care using different assumptions for the duration of service. These are explained in more details below.

	2017	2018	2019	2020	2021
Case 1. Duration of service is the same across all service categories					
Share of temporary placement service beneficiaries in total	0.41	0.40	0.45	0.36	0.26
Cost per beneficiary	15,985.70	18,918.31	15,321.58	21,578.10	22,314.56
Case 2. Duration of service is higher in temporary placement service					

Family-type Care vs Residential Care Costs

An analysis of the recent developments in government expenditure and the costs per child

	2017	2018	2019	2020	2021
Case 1. Duration of service is the same across all service categories					
Share of temporary placement service beneficiaries in total	0.75	0.72	0.82	0.66	0.48
Cost per beneficiary	29,050.93	34,380.39	27,844.03	39,214.05	40,552.42

Case 1 assumes that the duration of service is the same across all service categories (one year). Therefore, expenditure is spread equally across all beneficiaries regardless of the type of service they received. This cost is the minimum cost per child in temporary placement service. This is because the duration of service in temporary placement centres is higher than in a day care centre (or, put differently, there are more days of service provided in temporary placement centres than in day care centres).

Therefore, Case 2 may be more realistic in that it assumes a higher duration of service in temporary placement centres compared to the other services provided by the centre. It is assumed that in 2017 the share of temporary placement service beneficiaries is 0.75 of the total (instead of 0.41 in Case 1). From 2018, this share is calculated using the rate of growth in the number of beneficiaries in temporary placement centres. The costs per beneficiary calculated in Case 2 are significantly higher.

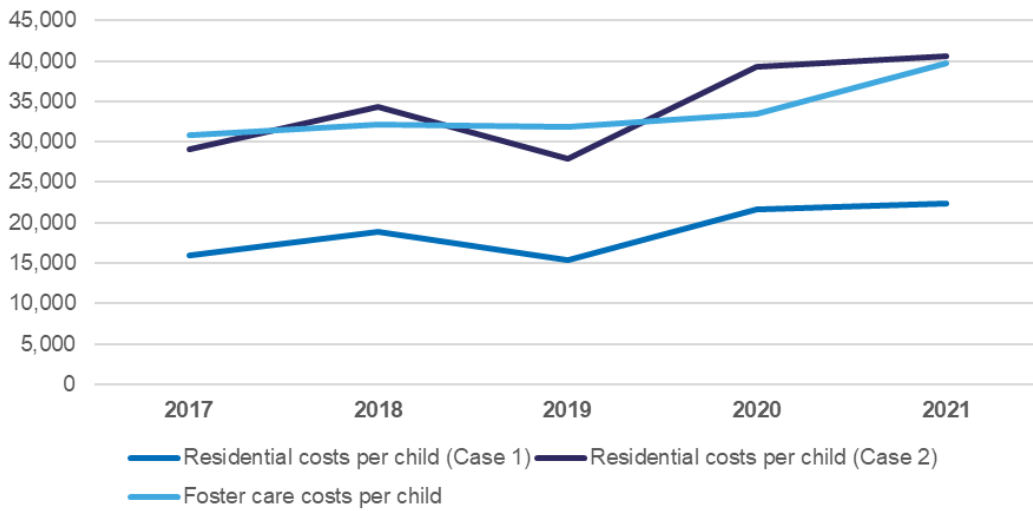
In the table below we calculate the foster care costs per child in Făleşti.

	2017	2018	2019	2020	2021
Foster care expenditure	985,203	1,124,317	1,116,324	1,340,361	1,431,345
Number of children in foster care	32	35	35	40	36
Foster care costs per child	30,787.59	32,123.35	31,894.98	33,509.03	39,759.58

Note: Expenditure data sourced from Boost and number of beneficiaries from the Social Assistance Department in Făleşti

The results from these calculations are inconclusive (see Figure 4). Residential care costs per child in Case 1 are significantly lower than foster care costs. The costs per child calculated in Case 2 are either higher or commensurate with the foster care costs.

Figure 4. Cost comparison per child, residential vs foster care in Făleşti (lei)



Drawing a conclusion based on these findings would be inappropriate as the assumptions based on which the residential costs per child were calculated are wildly speculative. For the same reason, not much can be inferred from a comparison of these costs with those shown in section 3.3. A more in-depth assessment would be needed to determine with more precision the costs per child in residential care in “Nufărul Alb” Centre in Făleşti. Alternatively, calculating the costs per child in a residential care institution that provides only temporary placement services may be more appropriate to determine the costs per child in such care.

5 Conclusions

A similar number of children were placed in planned foster care and residential care over the five-year period to 2021, though there were diverging trends across the two services.

Between 2017 and 2021, approximately 5,167 children were placed in foster care and 5,272 children were placed in residential care. The number of children in foster care increased gradually each year, whereas the number of children in residential care decreased sharply. In 2021, 1,069 children were in foster care (an increase of 6.9% from 2017) and 712 children, or half of the total number of children institutionalised in 2017, were in residential care.

Total government expenditure on residential care was 1.8 times higher than that on foster care between 2017 and 2021. Residential care expenditure was 102.8 million lei in 2021, having increased by 41.0% from 2017. Family-type care expenditure was 55.9 million lei in 2021, following an increase of 44.0% from 2017. On average, residential care spending has been 1.8 times higher than foster care spending, and that is despite the fact that the number of children cared for has been similar across the two services.

Some of the difference in expenditure on the two services can be explained by the particular profile of the children receiving care. Approximately 8.7% of the children in foster care and 21.0% of the children in residential care had a disability. This implies that the care needs of children in residential care are greater, both in terms of specialised staff, but also special needs facilities. It is also likely that there is a greater number of children with severe disabilities in residential care than in foster care. Both these aspects explain part of the difference in expenditure on the two services, though the magnitude of this difference is hard to quantify.

However, coupled with the number of children receiving care, this difference is explained to a greater extent by inefficiencies in adapting costs to the number of beneficiaries. In family-type care, cost per child increased by 34.7% in the five years to 2021, with foster care recording a significant increase of 41.0% and family-type children's homes a more modest 11.4%. In residential care, the cost per child trebled, from 48,367 lei to 144,359 lei per child. **The cost per child in residential care has been consistently higher than the cost per child in foster care – 1.2 times higher in 2017 and as much as 2.8 times in 2021.** This ratio of costs per child in residential care and family-type care increased yearly as the number of children in residential care fell. This reflects inefficiencies in reducing spending and adapting to a lower number of beneficiaries in residential care.

Whereas budget data shows that expenditure on both family-type care and residential care increased over the period under analysis, at a greater rate than inflation, not much can be inferred from it about the adequacy of this expenditure. It is not possible to draw any conclusion from this data about the quality of the services provided and whether this was in line with the standards, nor to what extent this expenditure met the demand for family-type care and residential care. Anecdotal evidence suggests that budget funds are allocated towards these services is based on the availability of funds, rather than needs. In addition, many of the benefits

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and allowances paid to children and their carers are not adjusted to inflation so often these pay-outs decline in real terms. Other evidence points to the fact that system failures may sometimes lead to situations when young adults (18+) are cared for in residential centres for children, as they cannot be transferred to specialised institutions for adults. This in itself puts pressure on the child protection system, through greater expenditure needs, and restricts the release of the funds for child-focused purposes.

There is no evidence that savings resulting from the transformation/closure of residential institutions have been reallocated towards alternative family-type services. While not immediately linked to the objective of this paper, a side conclusion emerging from this analysis is that there is no evidence that any savings have been realised from the transformation/closure of residential institutions and that these have been reallocated towards alternative family-type services. As noted from the analysis, despite the halving of the number of children in residential care between 2017 and 2021, government expenditure on this type of care increased considerably leading to the conclusion that savings are yet to be realised.

More broadly, in the absence of an operational performance-based budgeting system it is not possible to link results to the use of funds and analyses such as this are unnecessarily complicated. Findings from a previous assessment under this project²⁷ indicate that although performance indicators are set during budget preparation, they are not systematically used to link the funding of public sector organisations with the results they deliver. In other words, foster care and residential care expenditure is not linked to the number of beneficiaries of these services. This makes it difficult to monitor and to analyse the efficiency and effectiveness of the government spending in these areas, as well as build cases to maximise the allocation of funds toward programmes that work and away from those that don't.

²⁷ Ecorys (2021). *Capacity Gap Assessment*, under Supporting the capacities of LPAs of the EU4Moldova focal regions on formulating, implementing and reporting on child-friendly budgets. July 2021.

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GD760/2014 of 17.09.2014 for the approval of the Framework Regulation regarding the organisation and operation of the Professional Parental Assistance Service and the minimum quality standards;

GD800/2018 of 01.08.2018 for the approval of the minimum package of social services and the amendment of the Regulation on the method of establishing and paying material aid;

GD889/2013 of 11.11.2013 for the approval of the Framework Regulation on the organisation and operation of the Social Support Service for families with children;

Draft DECISION regarding the approval of the National Program for Child Protection for the years 2022 - 2026 and the Action Plan for its implementation;

Government Action Plan for 2021-2022 in the areas of work and social protection;

Law No. LP123/2010 of 18.06.2010 regarding social services;

Law No. LP140/2013 of 14.06.2013 regarding the special protection of children at risk and children separated from their parents;

Law No. LP315/2016 of 23.12.2016 regarding social benefits for children;

Law No. LP499/1999 of 14.07.1999 regarding state social allowances for some categories of citizens;

Law No. LP547/2003 of 25.12.2003 on social assistance.

About Ecorys

Ecorys is a leading international research and consultancy company addressing society's key challenges. With world-class research-based consultancy, we help public and private clients make and implement informed decisions leading to positive impact on society. We support our clients with sound analysis and inspiring ideas, practical solutions and delivery of projects for complex market, policy and management issues.

In 1929, businessmen from what is now Erasmus University Rotterdam founded the Netherlands Economic Institute (NEI). Its goal was to bridge the opposing worlds of economic research and business – in 2000, this much respected Institute became Ecorys.

Throughout the years, Ecorys expanded across the globe, with offices in Europe, Africa, the Middle East and Asia. Our staff originates from many different cultural backgrounds and areas of expertise because we believe in the power that different perspectives bring to our organisation and our clients.

Ecorys excels in seven areas of expertise:

- Economic growth;
- Social policy;
- Natural resources;
- Regions & Cities;
- Transport & Infrastructure;
- Public sector reform;
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We value our independence, our integrity and our partners. We care about the environment in which we work and live. We have an active Corporate Social Responsibility policy, which aims to create shared value that benefits society and business. We are ISO 14001 certified, supported by all our staff.



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