

Curriculum vitae



Personal information

First name/ Surname(s) **RĂZVAN IONUȚ CIRICĂ**
Address 46H Aleea Mizil, 3rd district, Bucharest, Romania
Mobile Phone 0040 745 180504
E-mail rcirica@yahoo.com
Nationality Romanian
Date of birth 7 January 1967
Gender Male

Former deputy minister with the Ministry of Labour and Social Affairs.

Experienced in business development, covering both public and private sector.

Recent experience in L3 level humanitarian aid emergency intervention.

Technical coordinator of Romania's EU accession negotiations on chapter 2 (Free movement of workers) and 13 (Employment and social affairs).

Strong negotiation skills - negotiations with national social dialogue partners (especially during the EU accession driven process), international negotiations on substantive matters.

Coordinator of the setting up of the Implementation Agency for the Phare Economic and Social Cohesion component (Human Resources Development sub-component).

Solid knowledge of the EU *acquis communautaire* in the field of employment, industrial relations, health and safety at work and social affairs.

Very solid expertise in internationally funded projects (identification of needs, putting together the best consortium to address them, proposal writing, project implementation).

Vast programme/ project management experience.
Significant expertise in public administration reform.

Qualifications:

- PhD in management, Prince2 project management certification
- Certified trainer
- Certified social entrepreneur

Work experience

Dates	October 2023 – to date
Occupation or position held	Scientific researcher
Main activities and responsibilities	Member of a team working on unequal development and types on inequalities
Name and address of employer	Romanian Institute for Quality of Life , 13 Calea 13 Septembrie, 5 th district, Buchares
Type of business or sector	Scientific research
Dates	October – December 2023
Occupation or position held	Lecturer
Main activities and responsibilities	Disseminate the results of the SIPOCA 616 <i>"Integrated M&E of performance in the public services"</i> in 8 regional and 3 national conferences
Name and address of employer	Public Services Employers' Association (PSP) , 16 Bulevardul Regina Elisabeta, 3 rd district, Bucharest
Type of business or sector	Private sector
Dates	October 2022 – September 2023
Occupation or position held	Programme Officer/ Zone Emergency Coordinator

Main activities and responsibilities	<p>Provide support to Blue Dots (including supplies)</p> <ul style="list-style-type: none"> - Support identification and set up of sites (with ISU and HCR), as per IASC approach - Support identification of local services - Support UNICEF programmes there (in liaison with respective programme officers in WASH, health, protection, communication & social mobilisation) <p>Reinforce coordination (with NGOs, government, UNHCR)</p> <ul style="list-style-type: none"> - Set up sectoral and intersectoral coordination groups (on blue dot, on thematic issues such as education, protection, health, PSEA) - Participate to local authorities' meetings (if and when possible) - Share plans, data, info, reports from [implementation] partners with Bucharest office - Identify local partners for further outreach of beneficiaries - Reinforce coordination and joint approaches between regular and emergency intervention/s - Identify, set up or facilitate capacity reinforcement trainings for local partners <p>Reinforce data collection, M&E and accountability</p> <ul style="list-style-type: none"> - Share a weekly report about main events in covered zones - Share report on beneficiaries and distributed items - Identify uncovered vulnerabilities in host communities - Report on partner's work (programme visits) - Report on quality and relevance of communication towards refugees - Set up accountability systems with beneficiaries - Alert on urgent issues or risks, especially as regards PSEA or child protection <p>Accelerate supply prepositioning and deliveries</p> <ul style="list-style-type: none"> - Compile and share local needs - Monitor distribution of supplies - Advise on appropriateness of delivered supplies, quantities and gaps - Ensure proper warehousing and inventory of prepositioned items <p>Support sectoral and cross sectoral approaches and promote links with regular CPD</p> <ul style="list-style-type: none"> - Suggest ways to promote and implement cross-sectoral activities towards gender, disabilities, adolescent, early childhood - Alert on potential duplications or on the other hand opportunity for cross-programming <p>Promote UNICEF and children's visibility</p> <ul style="list-style-type: none"> - Where necessary, promote UNICEF logo on Blue Dots - Promote delivery of branded goods - Promote UNICEF human visibility by participating to high level local events and ensure networking with local authorities and key stakeholders including private sector - Contribute to social media, newspaper articles (after receiving authorization from Com's section) <p>Support cross border initiatives (with Ukraine, Moldova and Bulgaria)</p> <ul style="list-style-type: none"> - In coordination with UNICEF Bucharest, link with focal points on the other sides of border and suggest transnational action, if needed - Gather information of situation on other side of border <p>Facilitate field visits</p> <ul style="list-style-type: none"> - Organize key meetings - Support logistics
Name and address of employer	UNICEF Romania , 48A Bd. Primăverii, 1 st district, Bucharest
Type of business or sector	UN system agency
Dates	October 2007 – to date
Occupation or position held	Trainer/ Management Consultant
Main activities and responsibilities	Deliver training courses on various topics to public and private bodies. Provide HR and institutional audits to several EES companies
Name and address of employer	Freelance 46H Aleea Mizil, 3 rd district, Bucharest
Type of business or sector	Private consultancy
Dates	January – June 2018
Occupation or position held	General Manager ad interim
Main activities and responsibilities	Ensure executive lead of the institution and is responsible for its good functioning; Represent the General Directorate in relation with public authorities and institutions, with natural and legal persons at national and international level; Carry out the DG's tasks as a legal person.
Name and address of employer	2nd District General Directorate for Social Welfare and Child Protection 15 Olari street, Bucharest
Type of business or sector	Local administration

Dates	September – December 2017
Occupation or position held	QA Expert
Main activities and responsibilities	Ensure implementation of quality management principles and permanently control compliance with them; Advise colleagues on drawing up QA documents at strategic and tactical levels (e.g. quality manual and system procedures); Make sure that services provided are maintained at the level at which they were certified.
Name and address of employer	2nd District City Hall 11-13 Chiristigiilor street, Bucharest
Type of business or sector	Local administration
Dates	February – August 2017
Occupation or position held	Counsellor to the Mayor
Main activities and responsibilities	Provide advice on social assistance and children's rights, EU funds absorption, fine arts management.
Name and address of employer	2nd District City Hall 11-13 Chiristigiilor street, Bucharest
Type of business or sector	Local administration
Dates	March 2016 – January 2017
Occupation or position held	Owner
Main activities and responsibilities	Transfer management best practices and lessons learned to the fine arts sector.
Name and address of employer	EriCris Multi-Management 46H Aleea Mizil, 3 rd district, Bucharest
Type of business or sector	Private business
Dates	October 2014 – April 2015
Occupation or position held	Counsellor to the State Secretary
Main activities and responsibilities	Provide advice to the State Secretary in charge with Roma population on social inclusion through adequate housing.
Name and address of employer	Ministry of Regional Development and Public Administration 1A Piața Revoluției, 1 st district, Bucharest
Type of business or sector	Central public administration
Dates	June 2014 to November 2015
Occupation or position held	Coordinator of the Social Inclusion Center set up within the ESF project „ACCESS for everyone – access of disabled persons to employment and services”
Main activities and responsibilities	<ul style="list-style-type: none"> ■ Ensure smooth carrying out of the activities falling under the responsibility of the team he coordinates; ■ Plan and run the activity of the Social Inclusion Center; ■ Endorse recruitment and selection of the staff; ■ Represent the Social Inclusion Center's interests in labour relations and with third parties.
Name and address of employer	ASSOC București Branch 46H Aleea Mizil, 3 rd district, Bucharest
Type of business or sector	Social welfare NGO
Dates	May 2012 to date
Occupation or position held	Chairman
Main activities and responsibilities	<p>Mission: promote social assistance for improving living conditions of defavoured persons; Vision: become a loud voice in social economy.</p> <p>Strategic objectives: Promote and develop social economy activities; Organise a viable structure of social services, meant to meet the needs of people close to social exclusion; Promote public participation to the decision making process relating to social policy; Promote a respectful attitude to nature and the environment.</p>
Name and address of employer	ASSOC București Branch 46H Aleea Mizil, 3 rd district, Bucharest
Type of business or sector	Social welfare NGO
Dates	June 2013 – October 2014
Occupation or position held	Business development manager

Main activities and responsibilities	<ul style="list-style-type: none"> ■ Manage and expand the contracts portfolio; ■ Identify business opportunities and development directions; ■ Ensure consistency between marketing objectives and sales & profit targets; ■ Supervise service quality pre-sale; ■ Run customer satisfaction surveys, propose improvement actions; ■ Present the company's services to potential new clients; ■ Attend various events for commercial purposes ■ Track compliance of contractual obligations to the clients; ■ Optimise use of internal resources and improve business processes.
Name and address of employer	Centrul pentru Managementul Serviciilor de Sănătate
Type of business or sector	11 Intr. Cpt. Gh. Preotescu, 4 th district, Bucharest Hospital management consultancy
Dates	February 2013 – May 2013
Occupation or position held	Financial analyst
Main activities and responsibilities	<ul style="list-style-type: none"> ■ Issue analyses on economic developments at national and international level, with direct implications on the private pensions' system; ■ Assess long term monetary policies tendencies and their impact on the private pensions system; ■ Issue short term scenarios on the evolution of macro-economic indicators; ■ Analyze regional and international studies and highlight strengths and weaknesses of the Romanian private pensions system; ■ Participate to the internal control/ management system, including issuing of specific norms and procedures.
Name and address of employer	CSSPP (later on ASF)
Type of business or sector	90-92 Calea Șerban Vodă, 4 th district, Bucharest Financial Supervisory Authority/ Private Pensions
Dates	August 2012 – January 2013
Occupation or position held	Implementation expert in the ESF funded project „Social economy network – a requirement for the persons with disabilities’ integration onto the labour market’
Main activities and responsibilities	<ul style="list-style-type: none"> ■ Organise meetings and social events for promoting the services offered by the project; ■ Coordinate, implement and monitor activities in the civil society area; ■ Develop relationship with civil society and social partners, for promoting the project's objectives and for ensuring its sustainability; ■ Initiate partnerships with other organisations, local communities and authorities in order to ensure employment for disabled persons; ■ Assist the project manager in planning resources and correlate them with the project's activities.
Name and address of employer	ASSOC
Type of business or sector	28 Bulevardul Unirii, Baia Mare, Maramureș county Social welfare NGO
Dates	February 2012 – May 2012
Occupation or position held	Short term expert for counselling and professional guidance within the ESF project “EcTranz – Facilitating the transition from school to active professional life for students with economic profile”
Main activities and responsibilities	<ul style="list-style-type: none"> ■ Give support to the implementing team for the best implementation of the project; ■ Contribute for drafting the web portal that will assure the access members of the target group to the documents regarding informatio, counsseling and profesional guidance, ■ Elaborate specific tests regarding counsseling and profesional guidance for students in final years, ■ Elaborate a monitoring procedure for the unfolding of practical stages within partner univerities.
Name and address of employer	Institute for Insurances and Pensions
Type of business or sector	1 Sos. Nicolae Titulescu, bloc A7, 1 st district, Bucharest Insurances and private pensions consultancy
Dates	December 2011 – January 2012
Occupation or position held	Coordinating the team of experts regarding the active employment measures within the project „DigitEgal: Using the electronic medium to increase the chances of finding a job - equal opportunities for all unemployed”

Main activities and responsibilities	<ul style="list-style-type: none"> ■ Check the quality of project implementation activities, according to the Financing Request and Partnership Agreement, ■ Provide permanent support to the project manager in implementing the project ■ Supervise the day-by-day unfolding of the project, by directly participating to the management activity, ■ Manage the team of implementation experts, ■ Facilitate the cooperation between experts in the labor market and the vocational guidance counselors, ■ Coordinate the activities of the vocational guidance counselors in order to have the best implementation of the project activities and to achieve the general and specific objectives of the project.
Name and address of employer	Creare Resurse Umane 60 Calea Floreasca, 4 th floor, Bucharest, Romania
Type of business or sector	Human Resources Consultancy
Dates	June 2011 – January 2012
Occupation or position held	External evaluator of the ESF project SaPeRe run by the National Agency for Employment (ANOFM)
Main activities and responsibilities	<ul style="list-style-type: none"> ■ Assess to what extent the project has reached its partial and final objectives all along its implementation; ■ Assess to what extent the expected results were reached <i>de facto</i>; ■ Check the efficiency of the project's activities, its major achievements, and their relevance for the needs and expectations of the target group; ■ Review and analyze how the target group perceived the results and effects of the project; ■ Evaluate, in the given context, the possibility of continuing and finalising in good terms the project, with an emphasis on the specific objectives (as set in the project document) and the performance indicators; ■ Identify the weak points of the project and make recommendations for improvement; ■ Identify possible ways to optimise the project and implement them until its end. ■ Highlight the lessons learned.
Name and address of employer	National Agency for Employment 22-24 Avalansei Street, 4 th district, Bucharest
Type of business or sector	Governmental body
Dates	January 2010 – April 2012
Occupation or position held	Team leader within the ESF project 'LIDERO: New social competencies for trade union leaders'
Main activities and responsibilities	<ul style="list-style-type: none"> ■ Coordinate and manage the team of trainers on specific (social dialogue, management) competences; ■ In charge with the successful implementation of the project's activities and reach of the target/ indicators as set by the project; ■ Supervise the day-by-day unfolding of the project, by directly participating to the management activity; ■ Participate in designing the training methodology and carried out social dialogue training sessions; ■ Participate in the elaboration of the online training platform and of the training handbook; ■ Participate in the production of the whole series of reports.
Name and address of employer	Creare Resurse Umane 60 Calea Floreasca, 4 th floor, Bucharest, Romania
Type of business or sector	Human Resources Consultancy
Dates	February – August 2009
Occupation or position held	Short term expert within the ESF project 'HORECA STELLAE: professional managers for tourism, hotels and restaurants'
Main activities and responsibilities	<ul style="list-style-type: none"> ■ Participate to the preparation of and implementation of the media plan; ■ Coordinate the promotion of the project through mass-media; ■ Plan and run the 8 regional launching conferences and substantively participate to them.
Name and address of employer	Creare Resurse Umane 60 Calea Floreasca, 4 th floor, Bucharest, Romania
Type of business or sector	Human Resources Consultancy
Dates	December 2009 – May 2011
Occupation or position held	Long term expert under the ESF project "FLEXICURITY: Romanian labour market's response to crisis"
Main activities and responsibilities	<ul style="list-style-type: none"> ■ Analyze ESF's role in promoting flexicurity; ■ Participate in identifying the flexicurity good practices in Italy and Romania, to the purpose of a pilot implementation in a Romanian context; ■ Prepare two pilot projects in cooperation with two representative Romanian companies; ■ Participate in the promotion of the projects' activities and objectives.
Name and address of employer	Creare Resurse Umane 60 Calea Floreasca, 4 th floor, Bucharest, Romania

Type of business or sector	Human Resources Consultancy
Dates	January 2009 – December 2014
Occupation or position held	trESS National Expert
Main activities and responsibilities	<ul style="list-style-type: none"> ■ Organise yearly a national seminar on the European coordination of social security schemes. ■ Ensure a follow-up to this training seminar, through building a network between trainers and participants to the seminar in particular by facilitating, notably via internet facilities, regular contacts between them, ■ Report annually to the Commission on problems of implementation of relevant EU law; ■ Contribute to the analytical work of the think tank; ■ Deliver materials for the website; in particular: <ul style="list-style-type: none"> - Update the national case law on Community social security coordination - Update the national bibliography on Community social security coordination
Name and address of employer	University of Ghent, Faculty of Law, Department of Social Law Universiteitstraat 4, Ghent, Belgium
Type of business or sector	Research
Dates	January – May 2009
Occupation or position held	Guest Professor
Main activities and responsibilities	Prepared for and delivered to MSc students a series of courses on international development bodies and organisations' role in the shaping up of national social policies
Name and address of employer	University of Bucharest, Faculty of Sociology and Social Work 9 Schitu Măgureanu street, 5 th district, Bucharest
Type of business or sector	Higher Education
Dates	December 2008 – October 2009
Occupation or position held	Training Coordinator under the Phare project "Manager keeping up with reality through social dialogue"
Main activities and responsibilities	<ul style="list-style-type: none"> ■ Participate to the identification of companies in the target group and identification of their social dialogue training needs; ■ Coordinated the elaboration of training curriculum; ■ Schedule the training courses for beneficiaries and coordinated the team of trainers in delivering the training courses; ■ Coordinate the elaboration of the ex-post evaluation and production of the project-end 'guide for social dialogue at company level'.
Name and address of employer	Creare Resurse Umane 60 Calea Floreasca, 4th floor, Bucharest
Type of business or sector	Human Resources Consultancy
Dates	June 2005 – March 2008
Occupation or position held	Programme Manager , Head of the Democratic Governance Section
Main activities and responsibilities	<ul style="list-style-type: none"> ■ Manage and continuously develop the specific portfolio of projects (focusing on public administration reform, regional and local development and capacity building) - e.g. Romanian Government Special Scholarships project, one of the largest projects carried out by UNDP Romania - fell under my direct supervision; ■ Permanently foster and expand cooperation with the Government; ■ Directly and substantively coordinate the production of National Human Development Reports (e.g. the 2005 edition – on Local Governance and Human Development – and the last one, in 2007 – on Making EU accession work for all, a thorough analysis of the social security schemes in the new environment and the possible, recommendable ways of reforming them); ■ In charge with the monitoring, reporting and evaluation at CO level; ■ Public Administration Reform focal point, Gender focal point, Monitoring & Evaluation focal point, and member of UNDP's respective network of practitioners; ■ Participate in corporate planning, programming, monitoring and reporting based on the relevant programmatic documents (UNDAF, CPD, CPAP, AWP).
Name and address of employer	United Nations Development Programme Romania 48A Blvd. Primăverii, 1 st district, Bucharest
Type of business or sector	International inter-governmental body
Dates	April – May 2005
Occupation or position held	Programme Manager

Main activities and responsibilities	<ul style="list-style-type: none"> ■ Coordinate the portfolio of projects on protection granted to asylum-seekers and refugees in Romania; ■ Collaborate with the Romanian competent authorities, especially on aligning the legal and institutional framework to the obligations stemming of the legal instruments Romania is a party to; ■ Monitoring & evaluation, reporting duties.
Name and address of employer	UN High Commissioner for Refugees (National Bureau) 25 Armenească Street, 3 rd district, Bucharest
Type of business or sector	Inter-governmental organisation
Dates	January – March 2005
Occupation or position held	Director for European Affairs
Main activities and responsibilities	<ul style="list-style-type: none"> ■ Ensure the taking over of the acquis communautaire into the Romanian labour and social protection legislation, in accordance with the commitments made during the EU accession process; ■ Coordinate the production of specific reporting (e.g. Joint Inclusion Memorandum, Joint Assessment Paper Progress Report) required in the relationship with the European Commission; ■ Cooperate with the Ministry of European Integration and the counterpart/ corresponding departments in other ministries and bodies of the central and public administration, the Permanent Representation of Romania to the EU, on substantive matters on labour and social affairs.
Name and address of employer	Ministry of Labour, Family and Equal Opportunities 2, Dem. I. Dobrescu, 1 st district, Bucharest
Type of business or sector	Central public administration
Dates	January 2001 – January 2005
Occupation or position held	State Secretary (deputy minister) for European Affairs and International Relations
Main activities and responsibilities	<ul style="list-style-type: none"> ■ Set up a new department, operationalising and professionalising it, sett up its staff's training needs and coordinate the training process; ■ Coordinate the EU accession negotiations on two AC chapters (#2 Free movement of workers and #13 Employment and social affairs); ■ Participate to the negotiation of the AC chapter on the institutional arrangements for post-accession structural and cohesion funds; ■ Ensure the national and regional capacity to manage the ESF funds; ■ Carry out negotiations and conclusion of bilateral agreements on movement of workers and of social security coordination schemes with EU Member State and third countries; ■ Ensured the taking over of the acquis communautaire into the Romanian labour and social protection legislation, in accordance with the commitments made during the EU accession process – substantive contribution to the elaboration of relevant legislation in the field of labour relations (e.g. Labour Code), social security, helath and safety at work; ■ Coordinate the social dialogue meant to ensure the smooth taking over of the aforementioned acquis communautaire; ■ Coordinate the production of specific reporting (e.g. Joint Inclusion Memorandum, Joint Assessment Paper Progress Report) required in the relationship with the European Commission; ■ Coordinate the proffolio of bi- and multi-lateral projects (financed by Phare or other donors); ■ Cooperate with the Ministry of European Integration and the counterpart/ corresponding departments in other ministries and bodies of the central and public adminstration, the Permanent Representation of Romania to the EU, on substantive matters on labour and social affairs; ■ Directly to the elaboration of the yearly National Accession Plan and of the Accession Progress Report; ■ Participate to the elaboration of various studies and papers on employment and social affairs topics; ■ Elaborate the legal framework for setting-up the HRD SOP Managing Authority, and coordinated the recrutiment of personnel in the beginning phase of this new structure; ■ Coordinate the elaboration of the National Development Plan (NDP) 2004-2006 and of the first draft of NDP 2007-2013; ■ Directly involved in cooperating with UN agencies, World Bank and IMF on specific country documents or relevant agreements.
Name and address of employer	Ministry of Labour, Family and Equal Opportunities 2 Dem. I. Dobrescu street, 1 st district, Bucharest
Type of business or sector	Central public administration
Dates	February 1998 – January 2001
Occupation or position held	Director General for European Integration and International Relations
Name and address of employer	Ministry of Labour, Family and Equal Opportunities 2, Dem. I. Dobrescu street, 1 st district, Bucharest

Type of business or sector | **Central public administration**

Dates | **April 1992 – February 1998**

Occupation or position held | **Expert, Head of Unit, Director in/ of the directorate for international relations and European Affairs**

Name and address of employer | **Ministry of Labour, Family and Equal Opportunities**
2, Dem. I. Dobrescu street, 1st district, Bucharest

Type of business or sector | **Central public administration**

Dates | **December 1991 – March 1992**

Occupation or position held | **Engineer**

Name and address of employer | **Columbian Embassy to Bucharest**

Type of business or sector | **Diplomatic representation**

Dates | **September 1991 – December 1991**

Occupation or position held | **Engineer**

Name and address of employer | **UME (Electrical Machines Plant) Bucharest**

Type of business or sector | **Industry**

Education and training

Dates | **2016-2017**

Title of qualification awarded | **MSc in governance, risk management and control systems**

Name and type of organisation providing education and training | **Athenaeum University, Bucharest**

Dates | **2001-2004**

Title of qualification awarded | **PhD cum laudae in industrial management, thesis on “Industrial re-engineering of polifunctional systems”**

Name and type of organisation providing education and training | **Transilvania University, Braşov**

Dates | **2006**

Title of qualification awarded | **Prince 2 certification, project management**

Name and type of organisation providing education and training | **APM Group**

Dates | **1986-1991**

Title of qualification awarded | **Degree in electric engineering**

Name and type of organisation providing education and training | **Politehnica’ University, Bucharest**

Mother tongue(s) | Romanian

Self-assessment

		Understanding		Speaking				Writing		
		Listening		Reading		Spoken interaction		Spoken production		
English	C 2	Competent user	C 2	Competent user	C 2	Competent user	C 2	Competent user	C 2	Competent user
French	C 2	Competent user	C 2	Competent user	C 2	Competent user	C 2	Competent user	C 2	Competent user
German	B 2	Independent user	B 2	Independent user	B 1	Independent user	B 1	Independent user	B 1	Independent user
Spanish	B 2	Independent user	B 2	Independent user	A 2	Basic user	A 2	Basic user	A 2	Basic user
Italian	B 2	Independent user	B 2	Independent user	A 2	Basic user	A 2	Basic user	A 2	Basic user

(*) [Common European Framework of Reference for Languages](#)

Social skills and competences | Strong abilities of inter-personal communication. Administrative skills and competencies.

Organisational skills and competences | Leadership and organisational skills acquired in a professional context.

Computer skills and competences | Word, Excel, Power Point, Internet, Outlook Express, ICDL all modules

Driving licence	Yes
Relevant post-graduation training and studies	<p>November 2003, Scenario planning based decision making, workshop run by UNDP and the Dutch Ministry of Foreign Affairs;</p> <p>March 2003, EUVP for political decision makers, run by the European Commission and the European Parliament;</p> <p>June - November 2000, Civil servants training in management and European affairs, series of courses run by Ecole Nationale d'Administration, Bucharest;</p> <p>December 1997, Active labour market policies evaluation, course run by OCDE, Joint Vienna Institute, Vienna;</p> <p>May 1994, Equipment procurement management, course run by ILO Training Centre, Torino;</p> <p>January 1994, Bid evaluation, workshop run by the World Bank, Bucharest;</p> <p>October 1993, International procurement and contracting, course run by Crown Agents, Bucharest;</p> <p>April 1993, Measuring and monitoring the informal economy, Joint Vienna Institute, Vienna.</p>
Scientific and publishing activity	<p>since 1997 - over 30 articles and papers on employment and social issues published in the specialty magazines (Obiectiv, Raporturi de muncă, Tribuna economică, Revista română de drept comunitar, Revista română de dreptul muncii, Revista de asistență socială and Industrial Relations Europe)</p> <p>since 2001 - over 25 research papers on polifunctional systems management</p>
Participation in multilateral international events	<p>Government delegate at the 84th, 85th, 86th, 87th, 89th, 90th, 91th and 92th session of the International Labour Conference, Geneva, October 1996, June 1997, June 1998, June 1999, June 2001, June 2002, June 2003 and June 2004, respectively</p> <p>Member of the Romanian delegation at the Microcredit Summits, Washington, February 1997 and New York, November 2002</p> <p>Member of the Romanian delegation at the World Congress on Career Information and Counselling, November 2000, Valencia, Venezuela</p>
Other relevant activities	<p>Participant in numerous other conferences, courses, study visits and seminars/ workshops in over 30 countries around the world</p> <ul style="list-style-type: none"> - coordinator and/or member of expert teams who negotiated bilateral agreements in the field of labour and social protection - coordinator and/or member of expert teams involved in revising the employment and social protection legislation, in line with the international legal instruments ratified by Romania and with the <i>acquis communautaire</i> - coordinator and/or member of expert teams who carried out and implemented many bi- and multilateral projects (for instance the Electronic Labour Exchange, Beautiful Romania) - coordinator of the technical team who carried out and finalized EU accession driven negotiations on <i>acquis communautaire</i> chapters 2 (free movement of persons) and 13 (employment and social affairs)