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Building Operational Capacity for a Decentralized Government in Romania

UNEMPLOYMENT SERVICES DECENTRALIZATION STRATEGY

Pilot County: Timiș -

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LIST OF ACRONYMS

MLSSF = Ministry of Labor and Social Solidarity and Family

ANOFM = National Agency for Employment

AJOFM = County Agencies for Employment

LED=Local Economical Development

INTRODUCTION AND CONTEXT

The Strategy regarding the decentralization and de-concentration process in Romania creates a framework for the continuation of the decentralization/de-concentration process ensuring its coherence. The current document sets the general framework for this process. Based on this framework sectoral work – elaborating conceptual strategies supported by impact studies - can specify the desired distribution of responsibilities, finances and decisions within the specific sectors, so as the implications can be re-integrated into the final PA strategy and the final coherence can be established.

The main objective of the present document is to assist the decentralization process and to improve the services delivered to one of the most critical sectors: The unemployed.

According to the Romanian Explicative Dictionary, unemployment is an economic phenomenon caused by crisis or economic recession and is characterized by the fact that a part of the employees are losing their job as a consequence of the discrepancies between the supply and demand on the labor market. Unemployment is the state of a person who is not employed because he is not able to find a job.

The purpose of the service is to improve the unemployment services. This can not be achieved without a close cooperation between all organizations/institutions existing on the labor market. The collaboration consists of: information dissemination, round tables, social dialog between the public institution, unions, and patronal associations. Decentralization could be considered as a first step in transferring the unemployment related problems to the local level.

The methodology used by the authors is a classical one based on the analysis of the current situation of the unemployment services concluded in a SWOT type analysis. As an output of the SWOT analysis a list of problems related to the unemployment services was issued. Following, questionnaires were elaborated (see annex no.1 and annex no.2) in order to measure the level of satisfaction of the beneficiaries on the one hand and the opinion of the actors that are having competences in citizens welfare, local economic development and are involved on the other hand.

The target groups were:

- The beneficiaries of the unemployment services – the questionnaires were distributed through AJOFM Timis and through the local agencies and working points;
- Representatives of the city halls/local councils. As a result of decentralization these representatives shall be responsible of delivering the unemployment services.

Along the process interviews and workshops were organized where the actors and the private sector dealing with training were invited. The conclusions were transposed in a vision that will be achieved by implementing the proposed strategy. The last stage of the process will be the public launching of the strategy through a seminar where all actors involved will be invited.

The document addresses mainly to the public authorities on the one hand, (central government, local and county council), and private sector on the other hand (training companies, etc).

The document is structured in six chapters and contains annexes, and bibliography. The first chapter describes the existing decentralization and de-concentration features and trends. The second chapter presents an analysis of the unemployment service from legal, financial, operational and human resources point of view.

Chapter number three contains problems and issues regarding the unemployment service. Chapter number four is in fact the strategy formulation comprising the objectives, intended beneficiaries and expected results. The 5th chapter provides the information on strategy implementation, namely, institutional and financial aspects, responsibilities, performance indicators and methods and the consultation methodology.

Chapter number six presents the action plan in a matrix format and the annexes that contain information as regards stakeholders, training courses, trainers and organizational structure and responsibilities of the AJOFM and other institutions involved.

Chapter1 EXISTING DECENTRALIZATION/DE CONCENTRATION, FEATURES AND TRENDS

1.1 The context of decentralization/de concentration in Romania.

1.1.1 General overview

Establishing democratic and efficient public administration is the foundation of a modern democratic state. This foundation is consecrated by the Romanian Government throughout The Governing Program for year 2005 -2008 and the Romanian Government updated strategy for the public administration¹ reform acceleration. The reason for it is to achieve by the Romanian public administration of the European standards and values as regards the transparency, anticipation, responsibility, adaptability and efficiency.

The above mentioned documents establish that the decentralization/deconcentration process is based on principles² regarding the responsibilities transfer, decentralized services financing system and decision making competencies transfer. The most important principles take into consideration the followings:

- Consistent rights and responsibilities allocation;
- Clear definition of the services performances and standards;
- Establishing clear and stable rules which support the local strategies;
- Taking into consideration of the citizens opinions as the beneficiaries of the public services;
- Accepting competition as the way of increasing the effectiveness and efficiency of the service delivery;
- Financial resources allocation along with the decentralized responsibilities;
- Implementing a financing mechanism which ensures the resources for a minimum standard of the service, established by the Government;
- Local autonomy as regard the financial management;
- Decision taking autonomy ensured by own resources and responsibilities;
- Ensuring transparency of the decision making process based on citizen access to the information and citizen participation in the decision taking process.

1.1.2 Objectives and priorities

For the continuation of the decentralization process and in order to establish realistic objectives and priorities a diagnostic analysis was realized. Based on this analysis solutions for improvement were proposed.

The 2005-2008 Governing Program and the updated Romanian Government Strategy for the acceleration of the public administration reform are stressing on the decentralization of the public services in order to increase their quality and meet the clients needs. However several priorities were underlined³:

- Separation between the public utilities and public services;
- Introducing the use of quality standards by the public authorities, evaluation and monitoring of the service based on the quality standards;
- Elaboration and use of the Cart⁴ of public services which contains the quality standards for the services and the evaluation methodologies;
- Liberalization of the public utilities market as well as elimination of all legal and institutional barriers that are limiting the investment and privatization in the field of public utilities;
- Limitation of the deconcentrated services;

¹ G.D. nr. 699/ 2004 The Romanian Government Strategy as regard the acceleration of the public administration reform 2004-2006

² idem

³ P.D. nr.24 /28.12. 2004 Support for the Government Decision, chapter 12

⁴ Cart of public services – a manual that contains quality standards for the public services

The continuation of the decentralization/deconcentration process ensures the improvement of the public services management and quality. For this a more coherent responsibility assumptions, financial resources allocation of the responsibilities, financial resources to comply with the rights and obligations related to the offered services has to be established.

To increase the standards of the services delivery represents a priority of the actual policy of the Romanian Government as well as a duty of the governance. Coming close to the citizens needs, is one of the priorities of the Government. In this respect increasing the efficiency of the public services delivery in order to meet the needs of the citizens is one of the priorities of the government.

1.1.3 Immediate actions

In the context of decentralization/deconcentration in Romania several categories of action that has to be undertaken in the coming future may be identified:

- Setting up an indicator system for the measurement of the performances of decentralization process performance;
- Establishing and operating the Inter-ministerial Technical Committee and the working groups for sectoral strategies;
- National and local level implementing bodies should have well defined responsibilities and clear relationships;
- Setting up the mechanisms necessary for the coordination of the implementation of the strategy adopted as well as of the new measures within the 2005 -2008 governance plan⁵;
- A standard system for the measurement should be set up for the decentralized services performances;
- Increasing the capabilities of local public authorities for managing the decentralized services;
- Preparing the human resources with the view of supporting the requests of the decentralization process.

1.1.4 Performance indicators

The 2005-2008 Governing Program states that the decentralization of the public services should take into consideration setting up an evaluation and monitoring system of the quality and performance of the public services. This system should use performance indicators in order to implement benchmarks.

The context of decentralization/deconcentration several general performance indicators can be identified⁶:

- Fully enacted primary and secondary legislation on decentralization/ de-concentration
- Number of operational inter-ministerial technical committee working on a regular schedule and 90% of its members are present at each session;
- Number of strategic directions and working agenda for the established working groups;
- Number of operational sectoral and issue working groups established at the ministerial level working on specific their tasks (elaboration of analysis, sectoral strategies, etc.);
- Number of drafted sectoral strategies elaborated in the foreseen fields;
- Number of newly drafted Law of decentralization based on sectoral strategies and public debated;
- Drafted amended and modified Law concerning the local public administration

1.2 The stage of service decentralization/de concentration

1.2.1 Institutional and legal aspects

In the last decade Romania makes important progress in the administrative and financial decentralization by creation and implementation of the institutional and legal framework.

⁵ G.D. nr. 699/ 2004 The 2004-2006 Romania Government Updated Strategy on acceleration of the public administration reform

⁶ idem

Starting with year 2004, a number of legal acts were issued in order to consolidate the Romanian decentralization/de concentration process:

- G.D. no. 699/2004 for approving the 2004-2006 Romania Government Updated Strategy on acceleration of the public administration reform;
- The Decentralization Frame Law no. 339/2004;
- The Law no. 340/2004 as regards the prefect institution;
- G.D. no. 2201/2004 as regards the responsibilities and functioning rules of the inter-ministerial Committee and the working groups

These legal acts state the principles and basic rules that are governing the public administration reform in Romania and regulate the requested institutional frame:

- The Inter-ministerial Technical Committee;
- The ministerial working groups for decentralization;
- The County Technical Committee for decentralization.

1.2.2 The consistency of the decentralized/de-concentrated unemployment services with the national decentralization strategy (objectives and priorities)

The decentralization process shall follow the efficiency, effectiveness and economical principles. The result shall be quantified on three main directions:

- strengthening the local autonomy;
- administrative decentralization;
- fiscal decentralization based on an action plan implemented on stages in order to better evaluate the efficiency of the applied decentralization measures.

The continuation of the decentralization/de concentration process will ensure the improvement of the public services management and its quality. For this a more coherent allocation of the responsibilities, financial resources and rights related to the offered services has to be established.

As adequate responses to the identified weaknesses of the Romanian Public Administration system, in the domain of decentralization and deconcentration of public services, the following priorities can be identified:

- clarification of competencies of different levels and units of the public administration;
- strengthening of financial autonomy;
- improvement of the consistency of the system of decentralized and deconcentrated service delivery;
- creation of instruments, capacity and procedures for implementation.

One of the Government priorities is the decentralization of the social services and direct involvement of the local authorities in the delivery process in order to meet the citizens needs and to improve the quality of the delivered services. Currently, the unemployment services are delivered by deconcentrated institutions.

1.2.3 Performance indicators used by ANOFM

- The rate of employment (occupancy) of the vacancies communicated by the employers (min86%) of which:
The rate of occupancy (employment) of the vacancies base don the own effort of the ANOFM (min70%);
- The rate of participation of the unemployed to training courses (the min. expected value by the end of the year, at the national level, to be min.8% calculated to the sum between the no. of unemployed included to a professional training starting with 1st of January 2005 and the no. of unemployed who, at the 31st of January 2005, fulfill two conditions:
 - carry on the training started in 2004;
 - are still registered to the agency at 31st January 2005;

The rate of young graduates employment (30% from the total no. of young graduates registered in 2004);

- The rate of participation in active measures of stimulating the employment of the long period young unemployed (the yearly minimum value to be achieved, at the end of the year: 12%);

- The rate of participation in active measures of stimulating the employment of the long-period unemployed adults (the yearly minimum value to be achieved, at the end of the year: 14%);
- The degree of prevention the long period unemployment (the min. value to be achieved, at the national level, must be 30% and it represents the total of unemployed who after 3 months of uninterrupted unemployment from the date of registration to the agency are still, during the report period, registered and who benefited of at least on active measure, reported to the total no. of registered unemployed and to whom the non-interrupted unemployment 3 months period expired)
- The rate of success of the information and counseling regarding the career (50% of the total no. of counseled persons in 2005, to be registered to training, consultancy and assistance to start their own business.

Chapter 2: THE ANALYSIS OF THE SERVICE DELIVERY

2.1. General aspects of the services

2.1.1 Purpose of the service

There can be distinguished 3 types of services provided for the unemployed:

- **Payments.** This service is provided exclusively by the County Agency for Unemployment. It keeps the record for unemployed people, forecasts and budget the unemployment allowances and grants the unemployment allowances.
- **Direct Services.** These services include professional counseling and re-orientation, information, training and (re)qualification.
- Information and professional counseling services: information as regard the labor market evolution, evaluation and auto evaluation for the professionals reintegration, developing the abilities and self confidence of the unemployed, trainings in the field of methods and techniques of searching for a working place, etc;
- Professional training: AJOFM organizes qualification and re-qualification courses for the unemployed. The type of courses delivered by the AJOFM Timis are presented in the annex.
- Consultancy for starting up a business: consultancy and assistance are delivered on request of the unemployed in the form of: marketing, financing, management methods and technical and juridical assistance;
- Mediation: represents the intermediation activities in between the companies and unemployed in order to establish contracts. AJOFM shall identify the vacancies and taking part in the mediation services is compulsory for the unemployed **that are the beneficiary of the unemployment allowance.**

The ANOFM is not the only organization which delivers unemployment services. The training courses may be/are delivered by private companies, NGO-s. The only condition that has to be fulfilled is to be authorized by The National Professional Training Committee. According to the legislation private companies can deliver counseling services as well but in Timis County these services are delivered exclusively by ALOFM.

- **Indirect services.** They include development of special programs and strategies, participation in finding solutions for “fighting” the unemployment, and organization of job-shops. Most of these services are provided by the County Agency for Unemployment in partnerships with private companies, NGO’s or other public institutions.

2.1.2 Target customers

In regard with the legislation the service is addressing the unemployed in general to those seeking for a job. If we are looking at the services that the unemployed are delivered with, than we can categorize the customers in:

- **Registered unemployed:** 18 yeas old and over persons who are able to work, which cannot work because they could not find a proper vacancy and are registered with the agencies and which are the beneficiaries of the unemployment or social allowance.
- **Are assimilated with the unemployed and are the beneficiaries of the integration support:** 18 years old young graduated who do not have incomes and which could not find a job within 60days since their graduation; 16 year old young graduated who do not have any relatives, young men who did not work before they joint the army and which could not find a job within 30 days since they leave the army; disabled persons;
- **Persons who loose their job because of industrial reorganization;**
- **Persons which are not the beneficiaries of allowances but registered with the agencies as a person seeking for a job.**

There are also unemployed who were never registered with AJOFM. For example a person who is not working and according to the legislation does not have the right to receive allowance and is not registered on a voluntary base with AJOFM. According to the Romanian legislation and to the existing statistic these unemployed persons are not registered. However, they still should be integrated in the data base and become a beneficiary of the unemployment services.

2.1.3 Main aspects concerning the service delivery in Romania

The studies developed by ANOFM in the field of labor emphasized several key features of the unemployed:

- There are large differences regarding the unemployment rates within different groups of age, of gender, of professional education, of experience, and so on;
- In a transition society the labor market is extremely dynamic;
- There are large discrepancies regarding the unemployment rates with respect to the development of the regions;
- During the economic recession dismissal often occurs, while voluntary resignation (for job changing) is characteristic for the economic boom;
- The industrial reorganization

According to the legislation an unemployed is entitled to receive allowance for 270 days. Those unemployed which are still unemployed after the 270 days may benefit for another 18 months of the integration allowance.

Consequently, the most important problems regarding unemployment (and its rate) in Romania would be:

- Lack of a proper record of the real number of unemployed individuals;
- The high rate of the “black market” employment;
- The local economic development and its collateral issues, e.g. a single activity branch in a specific area, industrial reorganization;
- The legislative framework – those unemployed that are off the unemployment allowance receiving period are not in evidence anymore;
- The large number of institutions involved in the unemployment issue.

From institutional framework point of view, there are several institutions (mentioned in the previous chapters) involved in the activities.

ANOFM handles the payments of the unemployment allowance, the registering of the unemployed, provides information, counseling and training services, organizes job-shops, etc. ANOFM designs the National Plan for Employment on a yearly basis and is responsible for creating, implementing and monitoring of policies, strategies and programs regarding the unemployment issue.

The National Agency for Employment is also in charge with the design of the unemployment insurance budget (the budget is approved by The Ministry of Labor, Social Solidarity and Family) and administrates the expenditures from this budget. The costs of the functioning of ANOFM are also covered from the unemployment insurance budget.

ANOFM has under its control 42 county agencies, which in turn control a number of local agencies. **The number of the local agencies is established to ensure an uniform spatial distribution. (the unemployed need to travel no more than 60km).**

2.1.4 Main aspects concerning the service delivery in the Timis County

According to the current legislation, local councils do not have any direct competences in the field of unemployment, although they are dealing with: ensuring the welfare of the citizens, local economic development, social protection services, etc. Due to the fact that employment services are at the local level the task of the county agencies that are deconcentrated services we can state that the employment and unemployment services are not decentralized at the local level.

One of the major problems as regard the employment services in the Timis County, where the unemployment rate is situated below the national average unemployment rate, is the quality of the delivered services and the service do not addressed the right people. The extension, within the country, of the so called „black employment” phenomena because of the high physicality is another aspect that needs to be addressed specially because of its impact on the budget and of the registration.

An overall aspect that needs to be mentioned is the refuse of the local authorities, because of the previous experiences to take over a part of the employment and unemployment services because of the previous bad experiences with other services that have been decentralized namely: decentralization process is not implemented in close relation with the financial autonomy.

2.2. Institutional analysis of the services

2.2.1 Legal framework

In Romania, there is one institution which provides the majority of the services for the unemployed. The **National Agency for Unemployment (ANOFM)**, is founded in 1998, according to the provisions of the Law nr. 145/1998. It is a tripartite organization (representatives from employers' organizations, trade unions and the state). The type of services provided by ANOFM and its county agencies are regulated by the Law nr. 76/2002, modified by Law 107/2004. In each county, ANOFM is represented by a de-concentrated agency (AJOFM) and a number of local agencies. There are also some working points, where people can register and receive certain information regarding employment in the area. At the central level, there is no subordination between the National Agency for Unemployment and the Ministry of Labor, Social Solidarity and Family (MWSSF), whose role is to distribute the budget for the unemployment services.

The MWSSF has in its organizational chart a department that elaborates policies and strategies in the field of employment at the national level. The MWSSF State Secretary is the ANOFM board president. ANOFM is contracting on an annual basis, with the MWSSF the objectives/actions and performance indicators mentioned in the 1.2.3 paragraph.

In the same time, the ANOFM is contracting with the local agencies the objectives, actions, and performance indicators based on the contracts signed with the MWSSF. This contracts are elaborated taking into account the number of inhabitants, unemployment rate, as well as the proposal of the local agencies. Every three months the county agencies representatives are having meetings in order to evaluate the results of each county agency (according to the AJOFM Timis this analysis are not based on performance indicators).

The scheme designed in figure 1 will explain the relationship between the institutions mentioned earlier.

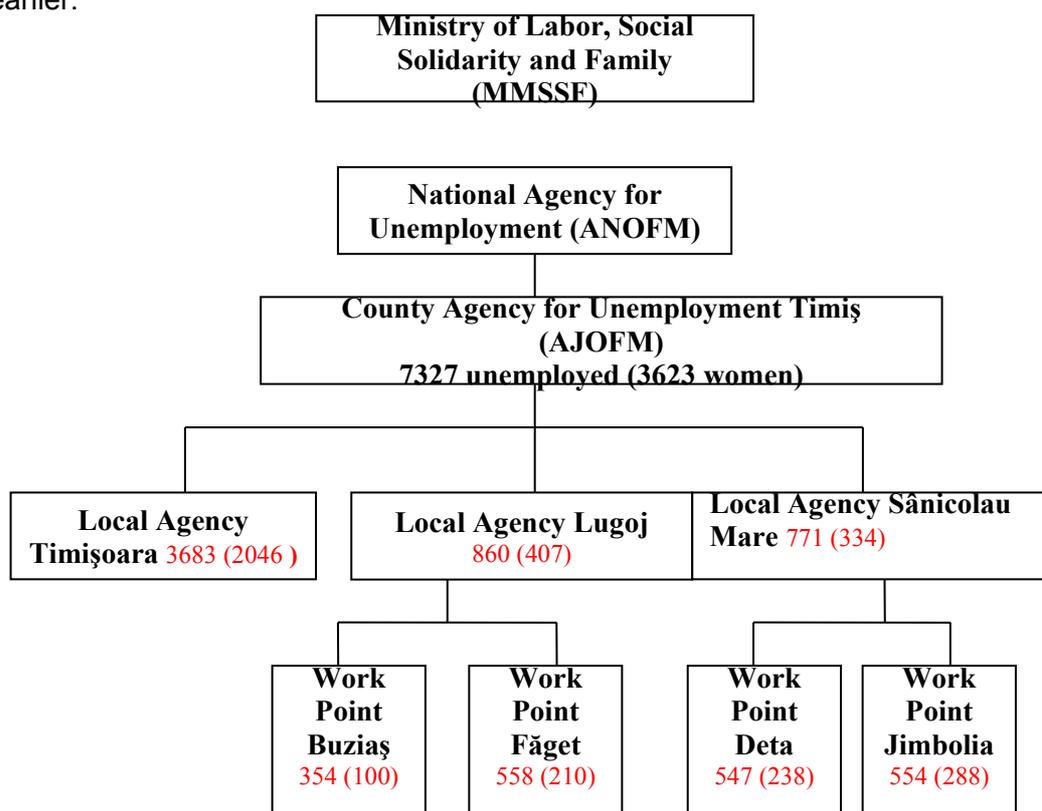


Figure1 Relationship between the institutions involved in the unemployment services delivery

2.2.2 Stakeholder Analysis

Of course one cannot talk about unemployment in a specific geographical area without connecting it with the labor force, education, economical development, social services and other factors that determine the general characteristics of that area. Taking that into consideration, we can identify at national and at local level a number of stakeholders which have a direct or

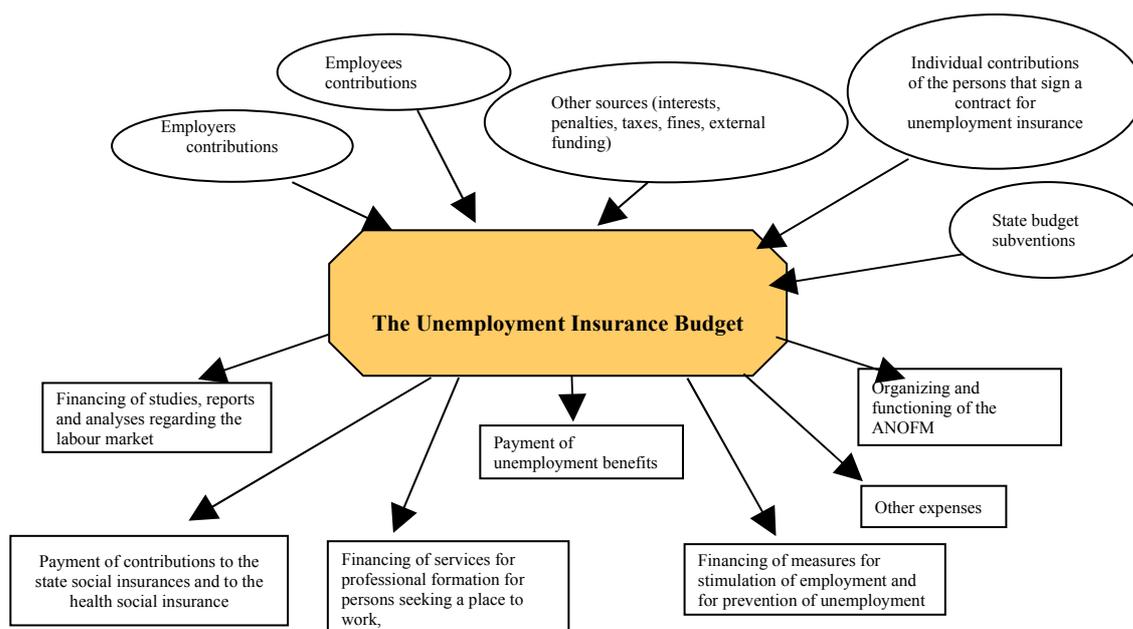
indirect responsibility or a subtle linkage with unemployment. They are public institutions, private institutions, non-governmental organizations and educational organizations (Annex no.1 - a complete list of these stakeholders, and their attributions regarding unemployment).

2.3 Financial Analysis

The unemployment insurance budget is composed of contributions of the employers (3%), individual contributions of the employees (1%), individual contributions of the persons that sign a contract for unemployment insurance, other sources (that include interests, penalties, taxes set by ANOFM for the services of professional training and for the accreditation of employment services providers, fines, external funding). In case these contributions do not cover the total of the expenditures, the deficit is covered by state budget subventions.

The unemployment insurance budget is mainly used for the following expenditures: payment of the unemployment allowance, payment of contributions to the state social insurances and to the health social insurance (for the unemployment allowance beneficiaries), financing of measures for stimulation of employment and for prevention of unemployment, financing of services for professional formation for persons seeking a place to work, financing of studies, reports and analyses regarding the labor market, organizing and functioning of the National Agency for Employment, and other expenses.

It is worth mentioning that starting with year 2004 the collection to the unemployment insurance budget is made by a Finance Ministry subordinated institution. ANOFM is collecting only for those persons who want to pay the insurance on a voluntary basis.



2.4. Operational Analysis

The procedure regarding the operational technique of registering the unemployed, covering up an unemployment file and of the follow up of an unemployed person is presented by the annex no.3.1.

2.5 Human resources analysis

2.5.1 Existing human resources to operate and to maintain the services

The Timiș County Agency is organized and works according to the provisions of the Law no.145/1998, modified by the Emergency Ordinance 294/2000.

The County Agency subordinates to the National Agency and is managed by an Executive Director who has under his subordination the departments presented by the annex no. 3.2. **The AJOFM Timis has 87 employees.**

2.5.2. Capacity to develop the service

2.5.2.1 Working place

The residence of AJOFM Timiș and of ALOFM Timișoara are in Timișoara, Str. Republicii Nr. 21,

Telephone: 0256-294628, 0256-294231, 0256-294627

e mail: office@ajofm.banat.ro

The AJOFM Timiș offices are new rehabilitated and well equipped. The residence of the other local agencies and local work points are rented either from the local city halls, or from the Timiș County Council.

2.5.2.2 IT Equipments in AJOFM Timiș

Excepting the work point from Buziaș, each working point (Făget, Jimbolia, Deta) is equipped with a computer connected to the ANOFM București network, also to the AJOFM Timiș (see annex 3.4).

2.5.3 Existing training programs in the service area

The training courses delivered to the staff of the County agency are mainly provided by the National Agency of Employment, Regional Training Centre-Timiș County, European Commission and are focused on specific related issues. The County Agency's representatives also participated within different projects and programs regarding the regional development. The last type of training refers to postgraduate studies performed by University Babes Bolyai-Cluj-Napoca.

The training providers are authorized by the MMSF-Ministry of labor Solidarity and Family and the participants will be granted with certificates and/or diplomas.

For the unemployed people these trainings are free of charge, the specialized organizations have contracts with AJOFM Timiș (see annex no 3.5).

Chapter 3 PROBLEMS RELATED TO UNEMPLOYMENT

In order to have a realistic and complete view of the unemployment services an analysis of the legislation as well as of the competences of the actors involved was completed. It was accomplished by individual study of the team members as well as by interviews conducted by the consultants. In the same time there was organized a workshop where the information was adjusted. The conclusions are comprised in the following SWOT analysis:

SWOT Analysis of the service

<p>STRENGTHS AJOFM has local agencies in two other cities from the county and there are also 4 work points indifferent localities. Good cooperation between AJOFM and companies, especially in Timis county in the field of qualification and re-qualification and counseling for the unemployed. AJOFM collaboration with County Council Social Assistance Department in the field of reintegration of disabled unemployed Establishing the Technical Inter-ministerial Working Groups on decentralization; The unemployment rate at the national level decreased (6,3% Feb. 2005). By the 2005 National Employment Plan the strategic action priorities at the national level were established; Existence of private/NGO's sector training system</p>	<p>WEAKNESSES Concentration of training opportunities and information in Timișoara, Lugoj, Sannicolau Mare; Lack of effective collaboration between AJOFM and The Timisoara's Local Council Social Assistance Center in the field of reintegration; Gaps in between the supply and demand in the field of qualification/training courses; Gaps in between the AJOFM staff qualification and the level of IT equipments The incapacity of the system to deal with all type of situation; Lack of quality standards in the field Existence of a large number of unregistered persons; Lack of personnel because of legislative constrains</p>
<p>OPPORTUNITIES Decentralization of the social services constitutes a Governmental priority; The availability NGO-s to be involved in the process; The existence of pre-joining funds; The existence in the 2005-2008² Governing Program of the active measures to decrease the unemployment rate New legal opening for private sector training The formulation of performance indicators</p>	<p>THREATS the lack of human resources and financial means at the local level; Permanent change of the legal framework; Lack of motivation of the public servants; Lack of resources (human and financial); Lack of legislation in the field of unemployment services decentralization; Possible resistance of some of the actors; Lack of comparative analysis based on the performance criteria</p>

Main problems to be addressed

- Ineffective training – most of the time the training programs do not meet the demand of the labor market;
- Setting up a data base especially for the unemployed in the rural areas – mainly in the rural areas there are persons which are lacking information and/or because of their ignorance and are not registered within the agencies as unemployed;
- Increasing the efficiency of the mediation activities for the vacancies (including persons with no access to the media meanings); The results of the questionnaire show that most of the time the unemployed find out about the

vacancies from the neighbors or relatives. They believe that it would be easier if they could receive these information from the city halls.

- Insufficient information on the labor market (collecting and sharing of information) – currently the collection of the information from the labor market is done exclusively by the local agencies and the dissemination is realized by posting it and by the media meanings. The results of the questionnaires shows that these means of dissemination is not efficient.

- Existing capacity of the local agencies and working points (financial, human resources, equipment) – some of the local agencies and working points do not have enough human resources and equipment.

- Lack of tools and equipment to measure the effectiveness and efficiency of the service (benchmarking) – Although there are a list of performance indicators collected and used by the agencies the efficiency and effectiveness of the services were not improved.

- Physical access to service – unfortunately even though there are 3 local agencies and 4 working points in Timis county, the physical access to the service is not always accessible for every unemployed person. Some of the unemployed do not have the financial means to travel to these points in order to take benefit of the service. The results of the questionnaire shows that it would be more useful if they would benefit of registration, counseling, and reintegration services at the local level. On the opposite the result of the questionnaires addressed to the local authorities shows that they do not have enough resources at the moment (human, financial, equipments) to take over these services.

- Lack of benchmarking system – the international experience shows that the implementation of the benchmark leads to the improvement of the efficiency and effectiveness of the services.

Chapter 4 STRATEGY FORMULATION

Vision

"The purpose is to achieve the European standards and values as transparency, anticipation, responsibility, adaptability and efficiency. Romania considers that this purpose is a big challenge." (G.D. no. 699/ 2004 The Romanian Government Strategy as regard the acceleration of the public administration reform 2004-2006, page 3)

4.1. Objectives

General Objective

Improve the efficiency of the services, bringing them close to the clients through decentralization.

Specific Objective

1) Improving the registration, information, reintegration and counseling services through decentralization.

- Beneficiaries:
 - unemployed, people seeking for a job and unregistered with the agencies, social allowance beneficiaries;

2) Facilitating the access to the labor market

- Beneficiaries:
 - registered unemployed, and others seeking for a job;

3) Improving the quality and efficiency of the unemployment services by using a performance indicator system.

- Beneficiaries:
 - registered unemployed, and others seeking for a job, actors involved in the delivery process

4.2 Expected results

The main expected results are as follows:

- lower costs for accessing the service;
- more persons registered, informed, and reintegrated (improvement of the accessibility) ;
- more people have access to the labor market instruments like e.g. training courses;
- correlation between the supply and demand of the training courses_
- increasing the quality of the training courses
- elaboration and use of a performance indicator system in order to improve the results;
- improvement of the management, based on the outcomes of the benchmark

CHAPTER 5 Strategy implementation

5.1. Institutional and Financial Aspects

No doubt, that this process like in other states, implies an increase of the number of tasks and responsibilities, at the local level, which must be implemented, efficiently and effective in order to satisfy the citizens, the unemployed, in our case. The solution would be, as it is presented in the Action Plan, attracting of the private companies and NGO's.

5.1.1. Organizations involved; Shared responsibilities

It has to be mentioned that not all range of the unemployment services will be decentralized. Payments, qualification and re-qualification of the unemployed shall be the responsibility of the AJOFM. The AJOFM will coordinate the activities related to these fields.

In order to implement it, the strategy has to be accepted by the organizations involved in the action plan. We can distinguish three groups of organizations that will have to participate in the process of implementing the strategy: The central government, the county government and the private sector from the pilot county.

We can identify **two separate stages** concerning the implementation of the strategy for unemployment. The first stage represents the design and the approval of the strategy and the creation of a legal framework necessary for implementing it. The second stage represents the actual implementation of the strategy. During these stages, a number of organizations will be responsible, some of them participating only in one of the stages, some of them participating in both stages.

First stage (2 years)

Activities	Responsible institution	Risks involved
Unemployment strategy elaboration	UCRAP, GMAP	No risks involved
Debate of the Strategy at the local level	UCRAP, GMAP	No risk involved
Debate of the strategy at the county level	UCRAP, GMAP	No risk involved
Debate of the strategy with the private sector	UCRAP, GMAP	No risk involved
Submitting the strategy document to the MLSSF	UCRAP	Rejection of the document
Elaboration of the needed legal framework in order to implement the strategy	MMSSF	Postponing the implementation of the strategy
Approval of the legislative framework	Parliament	Rejection of the proposed legal acts

Second stage(5 years)

Activities	Responsible institutions	Risks involved
Establishing the new center at the local level	Local Councils, AJOFM	Lack of financial and human resources
Training of the human resources working in the new centers.	AJOFM	Organisatoric risks

Creation of informatics system	Private company	Financiar risks
Moving the ALOFM and working points to the new centres in the city halls	AJOFM	Social risks because the differences that may appear in the civil servants incoms, some of them may loss their job.
Elaboration of local economic development strategies	Local Councils; County Council Private sector Civil society	No risks involved
Partnerships in order to create an efficient performance indicators system	Local Councils, AJOFM, private companies	No risks involved
Benchmark	Local Councils, AJOFM	No risks involved
Proposals for improving the quality of the services	Local Council, AJOFM	No risks involved

5.1.3. Necessary resources

The necessary resources will have to serve two main goals: to set up the new centers/departments within the City Halls (a), and to insure their functioning (b).

For the setting up of the new centers/departments, the City Halls will provide the necessary space. The personnel will be composed of the actual personnel of the local agencies, and of their work points, and other employees, if necessary.

The necessary funds for the setting up of the departments can be obtained from the national budget, from the local budgets, as well as from funds like The Fund for Modernization of Public Administration, the GRASP Fund, etc.

The money for the functioning of the new departments will come from the local budgets and from the budget of the County Agency, which will have to go through a process of fiscal decentralization.

5.2. Performance Indicators

5.2.1 The use of performance indicators

In order to follow the progress and the outcome of the unemployment policy developed by the state, often so-called performance indicators are used. Performance indicators make the implementation more transparent and gives us the possibility to compare the results.

A broad definition of the performance indicator: a simplified representation of a complex reality.

The European Union developed a set of indicators to compare the outcome of the activities the members states undertake in order to fight unemployment. In 2003, at the level of the Member States, according to the Employment Guidelines, there were revised 40 key indicators and 26 context indicators.

In Romania's case, particularly, in the implementation of the decentralization process of the social services, the context indicators are very important.

A list of the proposed indicators is presented in Annex 4.

5.2.2 Benchmarking

Local governments in Europe are facing a lot of problems nowadays: the number of tasks is increasing, the demands of the citizens are increasing too and the (financial) resources are decreasing: local governments have to do more with less. Therefore it is necessary that the efficiency and effectiveness of their activities increase. Besides

that they should increase the quality of the delivered services in order to keep the citizens (the people who vote for them) satisfied. When it comes to delivering quality, local authorities, unlike the private sector do not have the principles of the free market: competition. However, to be able to deal with a situation in which on the one hand the citizens more frequently demand high quality services and on the other hand (financial) resources are getting shorter in supply, local authorities look for new instruments which have been used in the private sector for a long time. One of these instruments is “benchmarking”.

One of the definitions of benchmarking is: to compare the own performance and ways of working with other organizations, especially best practices, in order to find a basis for improvement of the performance.

Key elements in this definition are:

- The comparison of performance and methods of working
- The identification of the possibilities for improvement
- The implementation of the possibilities for improvement

Benchmarks are often based on three elements:

- **effectiveness: achievement of the proposed results**
- **efficiency: which costs were involved to achieve the results**
- **customer satisfaction: is the customer/client satisfied?**

5.2.3. Indicators for benchmarking the effectiveness and efficiency of the delivery of services by the local level

In order to set up a benchmark, data have to be gathered. These data should give information on the effectiveness, the efficiency and the customer satisfaction. For our benchmark, we can use some of the indicators that have to be gathered in order to fulfill the EU requirements (see 5.2.1).

1. Effectiveness: achieving of the expected results and efficiency which costs were involved to receive the results?

In order to measure if the results we expected to receive, are received, we have to gather the following data:

Expected result (see 4.2)	We measure effectiveness (achievement of the proposed results)	Data needed	We measure efficiency (which costs were made in order to achieve the results)	Data needed
lower costs for accessing the service	Are the costs lower for accessing the service? Costs before decentralization per person, costs after decentralization, per customer.	For the customer: costs the unemployed person has to make in order to access the service For the service: number of employees/personnel involved, time used (minutes of hours per client), salary scale of the employee, operational costs (building, computers, communication, etc)	What did it cost us to achieve the lower costs? We can also find out: are there any differences in costs between cities? Why is city A cheaper than city B? The outcome we can use for other decentralisation operations.	The costs of the decentralisation: shifting the services, train the employees, equip the new departments, etc.
more persons registered, informed, and reintegrated (improvement of the accessibility)	Number of persons registered for and after decentralization, divided by groups/reason of registering ⁷	Number of people registered, reason for registering (ask the customer), reason why they did not register before.	What are the costs related to this item?	Number of employees or personnel involved, salary scale, time needed, operational costs, communication, etc.
more people have access to the labor market instruments like e.g. training courses	Number of persons who have access to the labor market instruments before and after decentralization, divided by groups of instruments (vocational training, type of training, duration of training, counseling services, etc.)	Number of persons who have access to the labor market instruments, type of instrument and reason why they did not had access to these instruments before	What are the costs of making the labor market instruments more accessible?	Costs of the labor market instruments, number of people who have access (price per instrument, per customer)
correlation between the supply and demand of the training courses	What are the results of the training courses: how many people get a job after	Number of people who follow a training; which type of training; how many people	What are the costs of improving the correlation between the supply and the	The (extra) costs: development of new training, or improvement of existing

⁷ It should be made clear if the number arose because of external reasons (e.g. decrease of the economy, closing of a factory) or if we reach now groups that have not been reached in the old system.

	following the training?	find a job after having followed training, how many did not? What is the reason they did not find a job? Why do the employers do not hire people who have followed a training?	demand, and what are the benefits of a better correlation?	training. The benefits: how many people find a job after following new training in comparison to the number that found a job after training in the old system?
increasing the quality of the training courses	Which training has the highest quality, which training is the most successful?	Number of people who followed training. Number of people who find a job after following the several types of training?	What are the costs of increasing the quality of the training courses, and what are the benefits of an improved training?	The (extra) costs: development of new training, or improvement of existing training. The benefits: how many people find a job after following new training in comparison to the number that found a job after training in the old system?
elaboration and use of a performance indicator system in order to improve the results	Which type of implementation has the best results? Which city has the best results	Measure the results, per item above per city and find out why city A is performing better than city B.	What are the costs the several cities make to implement? Is the best practice the most expensive one? Or the cheapest one?	The costs the cities make in order to implement the system; the results on the items (results) mentioned before
improvement of the management, based on the outcomes of the benchmark	Does a city improve its performance after taking part as a partner of the benchmark?	Do the results on the several items improve?	What are the costs of the improvement of the management?	The costs the cities make in order to improve the management system.

2. Customer satisfaction: is the customer satisfied about the serviced delivered? We can measure the customer satisfaction once a year. Examples of questions that can be asked are:

▪ **Information**

Is the information available, accessible?

How did you get the information (newsletter, helpdesk, leaflets, Internet)?

▪ **Treatment**

How friendly is the staff with the clients?

How open is the staff with the clients?

How much help do they provide for the client?

▪ **Activities**

Is the client satisfied with the training activities?

Do training activities meet his level of education?

Is the client offered enough logistical support?

In the benchmark system we compare the results from the activities described above. This gives us the opportunity to find the so-called “best practice”. For example: cities want to improve the correlation between the demand and the supply of the training courses. Cities undertake several actions to achieve this goal. After 6 months, it is clear that city A has much better results, then city B (in city A, the percentage of people who find a job after following the improved training raises with 20%, in city B it is only 10%). There can be several reasons for the results: e.g. in city A, they involved the factories and “small and medium business co-operations”, looking for personnel. in setting up new trainings. City A is the best practice and can transport her way of working to other cities in the country.

Or e.g. the result “more persons registered, informed and reintegrated” is much higher in city C then in city D. Reason can be that in city C the communication is much more effective.

5.3 Consultation process on the strategy implementation

5.3.1 Identify the target groups

The target groups of the strategy implementation are:

- Clients of the services – unemployed;
- Local and Central Governments;
- ANOFM, AJOFM, ALOFM, working points
- Provider organizations – private and public training providers, etc.

For the unemployed the implementation of the strategy means more efficient services delivered and for the government the strategy constitutes a tool for improving the service

5.3.2 Identifying the message

The information sent by the institutions involved services supplying can be classified as follows:

- Information regarding registration;
- Information regarding the rights and duties of a person in search of a working place (beneficiary or not of an unemployment aid);
- Information regarding vacancies;
- Information regarding training courses and the requirements for following them;

- Information regarding the network of institutions dealing with unemployment issues;
- Information regarding the possibilities / rights after expiring the legal period of receiving the unemployment allowance;
- Information regarding the social services supplied at local level.

5.3.3 Identifying the means / ways of spreading the information

The ways of spreading the information towards the beneficiaries of unemployment services need to take into consideration the fact that the targeted people have a limited income. The most useful information ways are as notes spread by city halls, county agencies. In the same time, the vacancies information can be supplied through posters placed at the mentioned institutions. Another way of information spreading is by the help of media, such as newspapers, magazines, TV and radio broadcasts. From previous experience gained by unemployment agencies it came out that organizing job shops for various people categories leads to good results.

As regarding the information content, this also needs to be carefully analyzed in order to classify it depending on the beneficiary categories. In this way there can be issued specific questionnaires from which the proper information / category is supplied.

Chapter 6: ACTION PLAN AND PERFORMANCE INDICATORS

General objective	Improve the efficiency of the services, bringing them close to the clients through decentralization				
Specific objective no. 1.1	Improving the delivery of support services for the unemployed people				
Activity	Results	Indicator for evaluation	Risk involved	Organizations involved	Deadline
<u>Activity 1:</u> Creating the legal frame regarding partial decentralization of unemployment services.	The unemployment decentralization law	The law presented and approved	The risk of not passing the law	Ministry of Finance Ministry of Administration and Internal (for the city halls) Ministri of Labor Social Solidarity and Family ANOFM, AJOFM	Medium term
<u>Activity 2:</u> Organizing a poll as regard the unemployment services delivered by AJOFM and ALOFM in the communes and towns (were the new centers shall be located)	Questionnaires filled in before the decentralization process starts	Number of counseled persons Number of informed persons	Lack of financial resources for the poll Lack of information.	AJOFM	Short term
<u>Activity 3:</u> Establishing the new centers within the county's city halls	New created centers within the city halls	Number of functioning centers	Lack of financial and human resources Possible negative reaction on the side of city halls, AJOFM,ALOFM	City halls and AJOFM	Medium term
<u>Activity 4:</u> Hireing/ transferring and training/ transferring courses for the staff in the new created centers.	Well trained staff Efficient services	Number of staff transferred from the AJOFM to the city halls Number of trained staff	Negative reaction on the transferred staff because of the possible differences in incomes	AJOFM City halls NIA Private companies staff	Medium term

Decentralization strategy for unemployment services
-Pilot county: Timis - version 6

General objective	Improve the efficiency of the services, bringing them close to the clients through decentralization				
Specific objective no. 1.2	Facilitating the access to the labor market				
Activity	Results	Indicator for evaluation	Risk involved	Organizations involved	Deadline
<u>Activity1:</u> Creating of an unitary data base for AJOFM and the new created centers in order to collect, analyze and deliver information to the unemployed	A complete data base	Number of city halls that agree with the contents of the data base The quantity of the collected data base	Lack of resources	AJOFM, New created centers within the city halls Data base specialists	Medium term
<u>Activity 2:</u> Collection of specific data	Complete and up-to-date data base	Relevant information	Delay in the collection process.	AJOFM Private companies, staff of the new centers.	Medium-long term
<u>Activity 3:</u> Local information campaign as regard the opening of the new centers	Brochures, TV shows, Radio shows	Number of distributed brochures, number of TV shows	No risks involved	AJOFM, The new centers	continuous
<u>Activity 4</u> Continuous information concealing and reintegration activities	Concealed persons, facile access to the information, close to the client.	Number of counseled persons	No risks involved	Experts of the new created centers	Continuous
<u>Activity5:</u> Periodical poll (3 months) as regards the activities of the new created centers	Questionnaires filled in in two stages (information received before and after the new centers were created.	Number of persons that participated in a training course before and after the centers were created	No risks involved	AJOFM Sociologists Centers staff	Medium-continuous terms

Decentralization strategy for unemployment services
-Pilot county: Timis - version 6

General objective no	Improve the efficiency of the services, bringing them close to the clients through decentralization				
Specific objective no 1.3	Improving the quality and efficiency of the unemployment services by using a performance indicator system				
Activity	Results	Indicator for evaluation	Risk involved	Organizations involved	Time table
<u>Activity 1:</u> Creating a realistic performance indicator system based on needs and perception of the beneficiaries	Creating and use of a performant indicators system	Number of established and used indicators	No risk involved	AJOFM primarii MLSSF Private sector Beneficiaries of the services	Medium-permanent term
<u>Activity 2:</u> Creation of a data base/informatics system that generates the requested information for the indicators calculation	Management based on performance indicators/benchmark	Number of used and compared indicators	No risk involved	AJOFM City halls	Medium-permanent term
<u>Activity 3:</u> Performance indicators management	Management based on benchmark	Efficiency of the use of performance indicatyor system	No risk involved	AJOFM City halls	Medium and long term
<u>Activity 4:</u> Utilization of the benchmark, public access to the results, mutual experience	Improving the delivered services	The quality of the delivered services before and after using the benchmark	No risk involved	AJOFM ANOFM City halls MLSSF Private sector NGO-s Beneficiaries	Medium and long term

GLOSSARY

Decentralization is the process of transferring administrative and financial authority/responsibility from the central to the local public administration level. This process is represented in the re-regulation of intergovernmental relations, local financial management, decision-making, legal responsibilities (adopting regulations, local decisions) and in the re-regulation of the management of public services(G.D. nr. 699/ 2004 The Romanian Government Strategy as regard the acceleration of the public administration reform 2004-2006)

Deconcentration is the process of delegating of administrative and financial authority/responsibility, within the same structure, from the central level to local level. (G.D. nr. 699/ 2004 The Romanian Government Strategy as regard the acceleration of the public administration reform 2004-2006)

Unemployed person = someone who fulfils the following criteria: over 16 and under 65; unemployed and actively seeking for a job; in an appropriate health condition to work,; doesn't have any source of income or the income is lower that the unemployment allowance; is available to start working immediately; is registered with ANOFM (Law no. 76/2002 as regards the unemployment insurance system and stimulation of the work force).

Unemployment allowance: 75 % from the minimal level of gross salary(www.anofm.ro)

Employer: natural or juristic person having the residence and domicile in Romania or the Romanian branch or agency of a foreign juristic person authorized by the law to employ labour force by the regulations stipulated by law.(www.anofm.ro).

Work place: The frame work where an income providing activity is conducted and where juristic and employment relations take place(www.anofm.ro)

Job seeker: a person registered at the ANOFM or at another provider of employment services, certified according to the law, in order to be supported when seeking for a job (www.anofm.ro)

Measures for stimulating the employment: measures, which have as a purpose the support for the unemployed persons in their searching for a job and especially(www.anofm.ro)

Level of unemployment in Timis County: 2,3 % (at 31.03.2005, County Council of timis)

National level of unemployment: 7,7 % National Institute for Statistics)

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MATRA-BCD Project
DECENTRALIZATION STRATEGY FOR THE UNEMPLOYMENT SERVICES
2004 – 2007

QUESTIONNAIRE

- 1) Overall information
 - a) Age..... **years**.
 - b) Sex.....**male/female**
 - c) Since when you are unemployed? **months**
 - d) Are you the beneficiary of the unemployment allowance? **YES / NO**
- 2) The accessibility of the service
How did you get the information about unemployment services?
 - a) From newspaper;
 - b) From the city hall (through social assistance departments)
 - c) From another unemployed (relatives, friends)
 - d) **Other means**
- 3) How many ours did you travel in order to register as an unemployed?.....
hours
- 4) How long did it take to register as unemployed with the AJOFM?.....**hours**
- 5) How long did it take since you registered yourself until you get the first unemployment allowance?..... **days/months**
- 6) How long did it take since you registered yourself as an unemployed until you first benefited of a reintegration service/activity?(counseling , training courses, etc) **Months/days**
 - a) How satisfied were you with these services? Mention your satisfaction on a scale from 1 to 5 (**1 =unsatisfied, 5 = very satisfied**).
 - b) How many trips did you take in order to benefit of the unemployment services? **Visits**.
- 7) Currently information as regards the unemployment services is delivered by AJOFM, local agencies and its working points. Under this condition do you consider as necessary that at least a part of the information to be delivered by some other institutions to which you address in order to benefit of other social service? **YES/NO**
- 8) In the case you answer the previous question with « YES » please mention those institutions that you believe that should or could delivered information about the unemployment services?
- 9) What type of information you consider that would be the most useful to a person that become unemployed?

THANK YOU!

.....

DATE

INFORMAȚII GENERALE (GENERAL INFORMATION)		
VÂRSTA	18-30 ANI (years)	5 PERSOANE (persons)
	30-40 ANI(years)	9 PERSOANE
	PESTE 40 ANI(More than)	6 PERSOANE
SEX	FEMEI (woman)	14 PERSOANE
	BĂRBAȚI (man)	6 PERSOANE
PERIOADĂ ȘOMAJ Unemployment period	1-6 LUNI (months)	10 PERSOANE
	6 LUNI-1 AN	9 PERSOANE
	PESTE 1 AN (more than 1year)	1 PERSOANĂ
BENEFICIAR AJ. ȘOMAJ beneficiary of the unemployment payements	DA (yes)	11PERSOANE
	NU (NO)	9 PERSOANE
ACCESIBILITATEA SERVICIULUI (SERVICE ACCESSIBILITY)		
INFORMAȚII ȘOMAJ Information on unemployment services	ZIARE (newspaper)	2 PERSOANE
	PRIMĂRIE (city hall)	2 PERSOANE
	RUDE, PRIETENI (friends, relatives)	5 PERSOANE
	ALTE MIJLOACE(other)	11 PERSOANE
CÂTE ORE AȚI CALATORIT PENTRU ÎNREGISTRARE How many hours did you travel to register as unemployed	PÂNĂ LA 1 ORĂ (no more than 1hour)	10 PERSOANE
	1 ORĂ - 3 ORE	6 PERSOANE
	3 ORE - 7 ORE	2 PERSOANE
CÂT TIMP A DURAT ÎNREGISTRAREA LA AJOF How many hours did you spent to register with AJOFM	PESTE 7 ORE (more than)	2 PERSOANE
	PÂNĂ LA 1 ORĂ(no more than 1 hour)	7 PERSOANE
	1 ORĂ - 2 ORE	5 PERSOANE
ÎNREGISTRAREA LA AJOF How many hours did you spent to register with AJOFM	2 ORE - 4 ORE	5 PERSOANE
	PESTE 4 ORE (longer than)	3 PERSOANE
	PÂNĂ LA O LUNĂ(no more than)	6 PERSOANE
ÎNREGISTRARE - PLATA AJ.	O LUNĂ - 2 LUNI(months)	7 PERSOANE
	PESTE 2 LUNI	2 PERSOANE
	NU AU RĂSPUNS (no answer)	5 PERSOANE

REINTEGRAREA (REINTEGRATION)		
ÎNREGISTRARE - INTEGRARE REGISTRATION - REINTEGRATION	PÂNĂ LA O LUNĂ(no more than)	2 PERSOANE
	O LUNĂ - 6 LUNI	6 PERSOANE
	6 LUNI - 12 LUNI	7 PERSOANE
	PESTE 12 LUNI(more than)	1 PERSOANĂ
	NU AU RĂSPUNS (no answer)	4 PERSOANE
APRECIEREA SERVICIILOR The quality of the service	NIVEL 1	-
	NIVEL 2	1 PERSOANĂ
	NIVEL 3	-
	NIVEL 4	3 PERSOANE
	NIVEL 5 (very good)	9 PERSOANE
	NU AU RĂSPUNS (no answer)	7 PERSOANE
CÂTE VIZITE PENTRU A INTRA	1 VIZITĂ (visit)	3 PERSOANE
ÎN POSESIA SERVICIILOR (how many visits in order to benefit of unemployment service)	2-3 VIZITE	-
	PESTE 3 VIZITE	12 PERSOANE
	NU AU RĂSPUNS (no answer)	5 PERSOANE
INFORMAȚII SERVICII ȘOMAJ (INFORMATION ON UNEMPLOYEMENT SERVICES)		
SUNT NECESARE? are they necessary?	DA(yes)	10 PERSOANE
	NU (NO)	10 PERSOANE
CINE AR TREBUI SĂ LE	CASA DE PENSII (HOUSE OF PENSION)	2 PERSOANE
FURNIZEZE (ÎN AFARĂ DE AJOF) who should deliver these services except AJOFM	INSPECTORATUL DE MUNCĂ (EMPLOYEMENT INSPECTORATE)	2 PERSOANE
	PRIMĂRIE (CITY HALL)	8 PERSOANE
	PRESĂ (NEWSPAPERS))	1 PERSOANĂ
	SOCIETĂȚI COMERCIALE (COMPANIES)	3 PERSOANE
INFORMAȚII NECESARE Type of informations needed	ACTE NECESARE (regsitration documents)	7 PERSOANE
	OFERTA LOCURI DE MUNCĂ (vacancies)	3 PERSOANE
	ALTELE (Others)	4 PERSOANE

Matra – BCD Project

THE UNEMPLOYMENT STRATEGY FOR DECENTRALIZATION

2004 – 2007

QUESTIONNAIRE

1. Under the conditions of the decentralization of the unemployment services, which are the responsibilities deriving from these services that, in your opinion, should remain at the central level and which should go to the local level?

.....
.....
.....

2. Do you consider that your institution should be involved, one way or the other, in the process of providing certain services to the unemployed persons? Which are these services?

.....
.....
.....

3. Do you consider that the services regarding the qualification / re qualification / and consulting of the unemployed persons could be provided by the city halls and / or by other communitarian services of the city halls, or do you consider that these services should remain the exclusive responsibility of the County Agency for the Unemployment? Give your reasons.

.....
.....
.....

4. Have you ever been the beneficiary of some founds from the County Agency for Unemployment in order to use the unemployed to work for the community?

.....
.....
.....

5. Are you aware of the facilities that AJOFM has to offer to the unemployed?

.....
.....
.....

THANK YOU!
Project team

Date

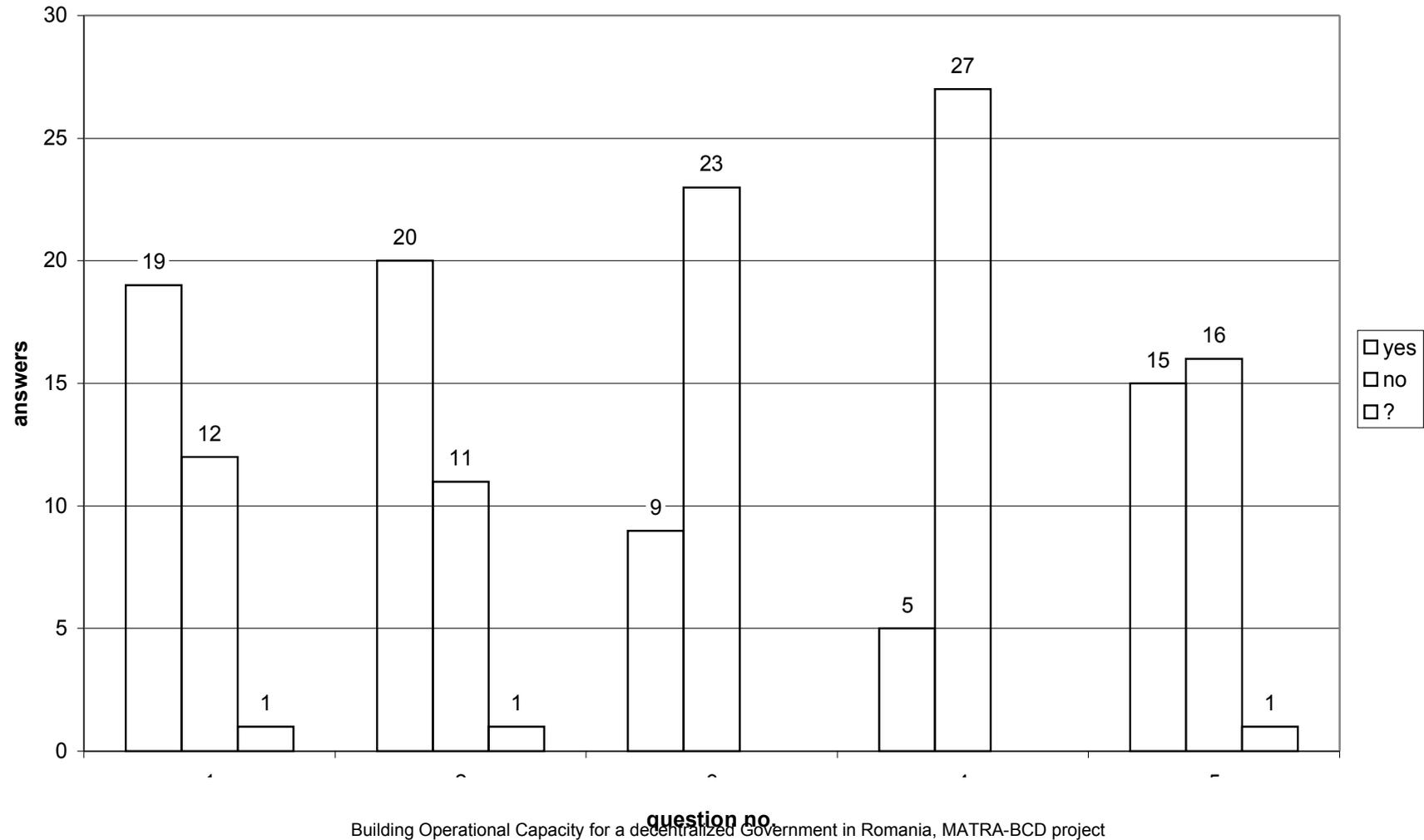
**UNEMPLOYMENT SERVICES DECENTRALIZATION
 CASE STUDY: TIMIS COUNTY**

Crt.no.	Town Hall	Question 1	Question 2	Question 3	Question 4	Question 5
0	1	2	3	4	5	6
1.	Satchinez	partially decentralized	yes	yes	no	no
2.	Giroc	centralized	no	no	no	no
3.	Tomesti	partially decentralized	yes	no	yes	yes
4.	Criciova	partially decentralized	yes	no	no	no
5.	Birda	partially decentralized	yes	yes	no	no
6.	Jamu-Mare	centralized	no	no	no	no
7.	Voiteg	centralized	no	yes	no	yes
8.	Gavojdia	partially decentralized	yes	no	yes	yes
9.	Cenad	centralized	yes	no	no	no
10.	Fibis	partially decentralized	no	no	no	no
11.	Lenauheim	centralized	yes	no	yes	yes
12.	Teremia Mare	partially decentralized	yes	no	no	no
13.	Foeni	partially decentralized	yes	yes	no	no
14.	Moravita	partially decentralized	yes	no	no	no
15.	Lovrin	centralized	yes	no	no	no
16.	Curtea	centralized	no	no	no	no

Decentralization strategy for unemployment services
-Pilot county: Timis - version 6

0	1	2	3	4	5	6
17. Sandra		partially decentralized	yes	no	no	yes
18. Nadrag		centralized	no	no	yes	yes
19. Banloc		partially decentralized	yes	yes	yes	yes
20. Peciu Nou		partially decentralized	yes	no	no	yes
21. Traian Vuia		centralized	no	no	no	yes
22. Comlosu Mare		partially decentralized	yes	no	no	yes
23. Remetea Mare		partially decentralized	yes	no	no	yes
24. Manastur		centralized	no	no	no	yes
25. Ghiroda		partially decentralized	yes	yes	no	no
26. Carpinis		-	-	no	no	no
27. Becicherecu Mic		partially decentralized	yes	yes	no	no
28. Darova		centralized	no	yes	no	yes
29. C1		partially decentralized	no	no	no	no
30. C2		centralized	no	no	no	yes
31. C3		partially decentralized	yes	yes	no	yes
32. C4		partially decentralized	yes	no	no	-
TOTAL	32 TOWN HALLS	19 PD / 12 C / 1?	20 yes / 11 no / 1?	9 yes / 23 no	5 yes / 27 no	15 yes / 16 no / 1?
L						

UNEMPLOYMENT SERVICES DECENTRALIZATION (ANNEX 2) - TIMIS COUNTY - 32 TOWN HALLS



STAKEHOLDERS

At the national level

Ministry of Labor and Social Solidarity and Family (MMSSF)

Issues strategies, prognoses and national programs concerning employment, professional training for unemployed and equal opportunities on the labor market
Elaborates and approves legal provision drafts in the above mentioned fields
Approves and monitors the national budgets
Coordinates the ANOFM's activities and establishes its performances indicators
Manages the national occupational standards
Promotes and develops international programs

National Agency for Unemployment (ANOFM)

- Develops services for employment;
- Develops and finances programs and services for professional training to the unemployed;
- Orients the unemployed persons and mediates between them and employers;
- Forecast and budget the unemployment allowances;
- Administrates the budget for the unemployment allowances and reports it every three months to the Ministry of Labor, Social Solidarity and Family;
- Implements programs financed by the European Social Fund.

National Commission for Employment

Submits for approval to the Government, policies and strategies regarding the growth of the quality of labor force
Establishes the HRD priorities
Ensures the harmonization of the HRD programs
Makes proposals regarding the legal provisions related to the labor force
Initiates active unemployment measures

National Adult Training Board (CNFPA)

- Assesses the medium and long term adult training needs attained through specific research and analysis;
- Supervise proposals for law regulations that are regarding adult training;
 - Collaborates with governmental institutions, autonomous administrative authorities, non governmental organizations, national and international organizations that are developing activities in the field of adult training;
- Coordinates at national level the activity of authorizing the providers of adult training.

National Institute of Scientific Research for Labor and Social Protection

research and development activity;
consulting activities;
scientific support activities: scientific services for firms /interested organizations, training.

At the local level

The County Agency for Unemployment (AJOFM) represents the local authority for the unemployment. It is a de-concentrated service, reporting to the National Agency for Unemployment and The Ministry of Labor, Social Solidarity and Family.

Keeps the record of unemployed people – up to 12 months for those who receive allowances, and over 12 months they remain in the data base

Forecast and budget the unemployment allowances

Grants the unemployment allowances

Offers professional counseling for unemployed people

Offers training services for unemployed people

Offers professional reorientation

Develops special programs and plans strategies with partners from the labor market

Organizes job-shops

Together with the Local city hall and the Local government finds solutions for “fighting” the unemployment

All the money for the activities of AJOFM is provided from the national budget. AJOFM also collaborates with other county institutions in order to stop the unemployment, as follows:

- ▶ with The Chamber of Commerce, for the employment of school and university graduates, selection and placement services, counseling, electronic service for labor mediation;

- ▶ with the School Inspectorate and Universities, for the facilities accorded for employing graduates, professional training, the adaptation of school schedules according to the needs of the labor market, information and professional counseling;

- ▶ with employers’ associations, for subventions for employing the graduates, persons over 45 years, persons with handicap or single parents, meetings between employers and students;

- ▶ with Timisoara City Hall

County level Territorial Labour Inspectorates (ITM)

Keeps and manages the labour contracts for employers

Participation to the identification of the black labor market

The Directorate for Dialogue, Family and Social Solidarity (DDFSS)

Has a department which is the representative in the county of National Adult Training Board

Coordinates at county level the activity of authorizing the providers of adult training.

Agency for Economical Development (ADETIM)

Analyses the economical trends at local level

Access international funds through development and implementation of local project

Promote the county economical potential

County Council

adopts strategies, prognoses, and economic development programs for the whole country or for the areas within the county based on the received proposals; disposes and follows the necessary measures to, including the financial ones, for materializing the results of the programs;

approves the budget for the county;

coordinates the activity of the local councils of the communes and the cities to achieve the public services of county interest;

administrates the public and the private domain of the county;

decides the setting up of public institutions and public services of county interest;
analyze the propositions made by the authorities of the communal and town public administration for the elaboration of prognoses and economic development programs;
decides, under the legal conditions, association with the local councils for reaching common interest objectives for which it can set up public institutions, private companies and public services;

Timiș Prefecture

According to the Romanian Constitution, the Prefect is the representative of the Government at the local level and he manages the de-concentrated services of the ministries and of the others representatives of the central public administration units, at the local level.

In the exercise of his attributions the prefect has his own specialized staff that has the following main activities:

Concerning the decentralized public services of the ministries and other central organisms, the Prefect and his staff:

Monitors the activity of the decentralized public services organized within the county as well as the activity of the units subordinated to the ministries that do not have decentralized services, of the autonomous companies of national interest and of their local branches and of the national companies; for this purpose he demands and receives from all these institutions informs and reports which have a compulsory character.

follows the way in which the authorities of the local public administration and the decentralized public services co-operate in solving the local civil society's problems; he elaborates and propose for approval measures to improve this co-operation and the technical assistance given to the local authorities.

examines, together with the decentralized public services, other central authorities and the local public administration authorities, the execution stages of actions, which are undertaken in common.

collaborates with the specialists from the "National Commission for Prognoses" for the elaboration of the studies and analyses for durable development, as well as for drawing the social and economical programs and the investment plan of local interest.

Concerning the activities connected with the Government Program the Prefect and his technical staff have the following attributions:

elaborates on the bases of the Government Program, programs and studies, general and for different domains of economical and social development, at the local level, involving the local authorities and the decentralized public services managers.

elaborates the needed documentation and, based on this documentation, they release the annual report regarding the general economical and social state of the county, which is then presented for approval, according to the law, to the prime-minister and to the Ministry of Administration and Interiors.

Private institutions:

Outplacement Agencies

Offer recruitment and selection services
Keep the record of persons seeking for jobs

Centers for professional training and counseling

Professional counseling for career development and job finding

Training for professional development
Offer information about the labor market – job needs, job opportunities, employment, unemployment, service providers in the region

Business Advisors

Training on entrepreneurial skills
Business counseling for start-ups

Non-Governmental Organizations:

Professional Associations

Offer professional training and specialized qualifications
Develop specific surveys that can include the trend of occupational categories
Elaborate and maintain professional standards

Employers' Associations

Specific surveys that can include the employability
Participate to the social dialogue meetings and are members of the Committee for Social Dialogue

Trade Unions

Keep records of employees, on numbers, professions, gender structure, age, etc. at their Union level

Chamber of Commerce

Keeps the record of employers (members of)
Enhances the business communication among employers
Promotes the economical development and business opportunities
Runs its own centre for training and consultancy on managerial issues

Regional Development Agency (RDA)

Manages the various funds for socio-economic cohesion
Analyses the regional needs for socio-economic development
Manages (monitor and/or implement) various projects (Phare, WB, Twining, CBC, etc.)
Designs the Regional Development Plan

Educational organizations:

Universities and The School Inspectorate

Ensure the higher education
Research activities
Collaborate with the AJOFP in order to facilitate the employment of young graduates
Professional counseling and information

ANNEX 3.1

I 1) Verifying the documents needed for the registering: papers, which are necessary for getting the unemployment allowance:

- The identity card in original;
- The diplomas and qualifications in original and a copy;
- The birth certificate in original and a copy;
- A medical certificate to state that the person is capable for work or that he/she is under some restrictions;
- Papers from the financial authorities to prove that the person doesn't have any revenues from other activities regulated by the law, revenues must be lower than the unemployment allowance;
- Papers stating the person's working experience in original and a copy
- The decision of ending the person's last working contract, from his/her last working place, with the date and the reasons;
- A certificate to state the period in which the person has paid the contributions to the unemployment budget and the amount;
- A certificate to state that the person has fulfilled his military duties.

2) The actual registering of the person: the introduction of the data in a computer program, by completing the registration file of the person;

3) Informing the unemployed person about the services provided by the agency, according to his/her professional situation, verifying information provided by the unemployed person and certification of his/ her record file.

II 1) The mediation of the person, covering the mediation plan, informing of the unemployed person about the unemployment allowance;

2) Verifying of the documents and papers which accompany the request for the unemployment allowance, certifying of the copies, completing the request for receiving the unemployment allowance;

3) Verifying the documents to see if the person is entitled to receive the unemployment allowance and filling up of the form: "information regarding the allowance"

4) Covering up and issuing the evidence certificate and verifying the information;

5) Informing the unemployed person about the rights and obligations that a person entitled to receive the unemployment allowance has, establishing the date for stamping the unemployment book and the date of receiving the benefits payment;

6) Registering the file in the evidence book, transmitting of the file for checking and approval to the manager of the Local Agency;

7) Issuing the decision for receiving the allowance, completion of the working book and establishing the length of the for receiving the allowance.

8) The archiving of the file.

III 1) Checking the documents presented when getting the monthly stamp;

2) Mediation, informing about the vacancies, counseling about the professional training courses;

3) Stamping the unemployment book, rescheduling the approval data, filling up the evidence book.

ANNEX 3.2

TASKS, ORGANISATION AND FUNCTIONING OF AJOFM TIMIŞ

1. Tasks/Competence of AJOFM Timiş:

- Assures coordinates the application of the politics in the field of professional training
- Organizes, provides, finances respecting the law, services for employment and professional training for unemployed people through the own departments and through services providers
- Acts for sustaining the mobility of the labor force and the functional flexibility of the labor market
- Coordinates and assures the realizing of special employment services and migration of the labor force, internal and international
- Organizes and assures, through special services informing, counseling and professional for people which search a job
- Coordinates and realizes actions for sustain the enterprises in case of big dismissing
- Sustains partnership relations and co-financing for creating new jobs, specially in regions with high unemployment rate
- Applies the procedures for forecast and need of the labor force, according the instructions of ANOFM
- Assures the application of social protection measures for the unemployed people, according to the law
- Elaborates studies and analysis in the field of occupation and professional training
- Makes proposals concerning the elaboration of the budget project for payment of unemployment benefits for specifically activities in the territory
- Administrates the shared fund of the budget for payment of unemployment benefits and presents to ANOFM the balance sheet, budgetary execution cont and the annual activity report
- Makes proposals for new policies in the field of employment, professional training and social protection of the unemployed people
- Proposes to ANOFM the accreditation of the legal persons which provides services for selection and labor placement Assures activities for the accreditation of the providers for services in the occupation field
- Proposes occupational programs at local level, or if needed regional
- Elaborates based on established social indicators, programs for yearly activities, which will be approved by ANOFM and reports about those realizing

2. Services provided by AJOFM Timiş

A Services for natural persons

1. Information, orientation professional counseling for unemployed people or others which search for job
2. Labor force mediation, between need and offer
Trainings for qualification and re- qualification
Services before dismissing: recon version of people in enterprises going to be restructured
3. Establish the rights to allowance, the payment, the completion of the work book for the unemployed people and for other socio-professional categories.

4. Other specify services
 - B Services for legal persons
 5. Labor force mediation, between need and offer
 6. Selection of candidates for working places
 7. Subvention of working places
 - a Subvention of working places for people with age over 45 years old
 - b Subvention of working places for school-leaver and graduates
 - c Stimulating to hire people 3 years before fulfilling conditions to retiring
 - d Public services
 8. Business consulting, for creation of new SMEs
- Completion of the salary incomes (According of advantageous loans Stimulating the mobility of the labor force

Divisions and departments of AJOFM Timiș

Department of Labor Market Management –

24 persons from which, 17 are placed within the local agencies

This direction is coordinated by an deputy director and organized in the following departments:

1. Employment programs and labor market analysis and coordination of the local agencies
 - a) *Employment programs*
 - Establish the program for employment in Timiș and send it for approval to ANOFM – Direction management of labor forces and active measures, for elaboration of National Employment Plan
 - Elaborates specific programs for disadvantaged persons or with low chances to get back into the labor market: young , women, romas, handicapped people
 - Is responsible for the implementation of the employment program
 - Analyze periodical the realizing of the employment program and of the specific employment program and takes concrete measures for their implementation
 - Coordinates and assures, for natural and legal persons employment services:
 - pre-selection of the candidates for getting a job from the vacancies
 - Mediation, recruiting and job placement
 - Implementing of increasing measures of the employment degree of the labor force and fighting against the unemployment
 - Applies measures to stimulate the creation of new jobs
 - Pursues the way how the local agencies :
 - implements and develop the services for employing the labor force
 - organizes job shops
 - organizes and realizes the services for collective pre-dismissing
 - Verifies the documentation for accreditation of the services providers for employment and send it to approval to ANOFM – Judicial and methodologies direction
 - Selects, according the law, the services providers in employment, for realizing the specific programs and follows the fulfilling of the contracts
 - Evaluates periodically the quality of the services providers and makes proposals for maintaining or raising

- Verifies the complains and suggestions concerning the activity of services providers and in justified cases, proposes to retire the accreditation
- Assure an unitary application of methodology and legislation concerning labor force
- Pursues the performance indicators , those which evaluates the activity concerning employment of the labor force
- Makes analysis, reports concerning the employment activity and proposes measures to realize the established objectives for the specific activities

b) *Labor market analysis*

- Pursues the forecast of need and offer of jobs, employment structure, dismissing of people
- Analyses the territorial distribution of unemployment and inform about the reason
- Pursues the number and distribution of free work places
- Pursues the number and distribution of work places which are offer for works in common interest
- Pursues and analyses the evaluation of the employment of the labor force and the unemployment in the county
- Keep the evidence of disadvantaged people: young, women, handicapped persons
- Analyses the structure on activity fields and on trades/professions to identify the most chosen
- Analyses the results of job shops
- Prognoses for short, medium and long time the evolution of the labor market in Timiș County
- Analyses the necessity and opportunity of the measures to be taken to reduces the unemployment
- Respects the methodology for labor market investigation
- Establish and implement an unitary way to process the statistical data
- Elaborates synthesis, reports and information related to: degree of employment of the labor force, unemployment in the county and at national level, dismissing of people, regions with high unemployment
- Sends monthly, or so often it is asked for that, reports, information with the most important indicators related to the labor market , to ANOFM – Department for analysis and statistics of the labor market and to other institutes
- Cooperates with Department programs and management for using and processing of the statistical data

2. Department of vocational training

a) *Organizing of professional trainings*

- Establish the program for professional training of the labor force in Timiș and send it for approval to ANOFM – Direction management of labor forces and active measures, for elaboration of National Training Plan
- Elaborates specific programs for disadvantaged persons or with low chances to get back into the labor market: young , women, romas, handicapped people
- Is responsible for the implementation of the professional training program
- Analyze periodical the realizing of the professional training program and of the specific training program and takes concrete measures for their implementation
- Assures to natural and legal persons the following services:
 - qualification, requalification, professional training of the labor force

- professional reconversion in enterprises which will be restructured, to prevent the unemployment
- implementation of programs which will increase the professional training of the labor force
- Pursues the fulfilling of the objectives established in contracts and in cooperation programs
- Pursues if the quality of the training providers is a right one
- Verifies the documentation for accreditation of the providers for training services and send it to approval to ANOFM – Judicial and methodology direction
- Selects, according the law, the providers in training services, for realizing the specific programs and follows the fulfilling of the contracts
- Evaluates periodically the quality of the services providers and makes proposals for maintaining or raising
- Verifies the complains and suggestions concerning the activity of services providers and in justified cases, proposes to retire the accreditation
- Assures methodological assistance to providers in qualification, requalification and training of adults
- Assure an unitary application of methodology and legislation concerning labor force
- Makes analysis, reports concerning the training activity and proposes measures to realize the established objectives for the specific activities.

b) *Information and career counseling*

- Provides for the unemployed people services of recruiting and professional training, analysis of the work places and professional orientation
- Provides information and counseling for employing and career choosing an complementary training
- Assistance for unemployed and others for getting help in taking decisions:
 - choosing of a profession
 - qualification, requalification, professional training
 - change of the trade/profession
- Psychological consulting
- Offers to the clients related to professions and branches
- Assist the consulted people, if these is interested for one of the alternatives, for elaborate an action plan and those application.

3. Local agencies

- Provides general information for natural and legal persons, related to supply and demand of labor force and other services:
 - Job shop
 - Unemployment club
 - Services for self-information, concerning the labor force needs
 - Services for professional orientation to create SMEs
 - Consulting and sustaining enterprises to implement programs for professional recon version
 - Training for qualification and requalification and professional improvement of the adults
 - Socio-professional re-integration of the disadvantaged people
- Registering of the persons who ask for a job and for unemployment allowance
- Assures the establishing of the rights for social protection of unemployed and for other people, which comes to register

- Verifies the documents needed for the registering for obtaining of the unemployment allowance and filling up the forms.
- Actualizes the evidence of peoples searching for a job after: age, sex, trade, experience, profession, trainings, civil status, healthy etc.
- Informing of the unemployed person about services provided by the agency, according to his professional situation, verifying of the information provided by the unemployed person and the certification of his file.
- Fill in the unemployment book, decisions for interrupt the payment, related to the law, completion in the work book and in dossier of the beneficiary.
- Registers all changes in the data base
- Solves all requests to get back to payment, after suspending
- Assures services for collective pre-dismissing in enterprises getting restructured
- Registries and manages free work places, evaluation and knowing all the future needs, to select and to distribute people
- Telephone contacts and visits to enterprises, sends questionnaires to enterprises, meetings with representatives from enterprises
- Keeps an evidence of the vacant work places in each enterprises and for each trade/profession separate, hang than in the agency

A. **Budget Department** -20 persons from which, 15 are placed within the local agencies

These direction is coordinated by an executive director and organized in the following departments:

1. Department of financing and following of the budget for unemployment assurance
2. Loan
 - Provides information and consulting
 - Receives, analyses and verifies the documentation
 - Approves together with the executive director the loan documentation and presents it to the loan committee
 - If the loan conditions are not fulfilled, these department informs the financing banc, to take the necessary measures
3. Management of funds
 - Based on monthly declaration from enterprises, analyses the way to build and the payment of the unemployment insurance budget
 - Elaboration of the necessary decision documents, if natural persons received unfair money
 - Payment –according to actual law – for implementation of active and passive measures to stimulate the employment and prevention of unemployment
 - Organizes–according to actual law – the evidence for build and use the unemployment insurance budget
 - Elaborates the necessary document to bring to court those enterprises, which did not fulfill their payment obligations, debts
 - Pursues the getting back of delivers and inform the management of the agency
 - Sends to MMSF-Direction others insurance rights, information related to the state help
4. Logistic, administrative

Functional Departments

- Internal auditing and control
- Judicial, disputed claims office? and PR
- Human resources and paying
- Informatics
- Communication and secretariat CC

ANNEX 3.3

Human Resources

B. Department of Labor Market Management

24 persons from which, 17 are placed within the local agencies

This department is coordinated by an deputy director and organized in the following divisions:

- Employment programs and labor market analysis and coordination of the local agencies
- Department of vocational training
- Local agencies

C. Budget Department -20 persons from which, 15 are placed within the local agencies.

This direction is coordinated by an executive director and organized in the following departments:

- Department of financing and following of the budget for unemployment assurance
- Loan
- Managing of funds
- Logistic, administrative

C. Functional Departments

- Internal auditing and control
- Judicial, disputed claims office and PR
- Human resources and paying
- Informatics
- Communication and secretariat CC

According to the organizational chart, the total number of job placements within the Timis County agency are 80, from which 9 are managerial.

As regards the programs followed by the AJOFM Timis employees see annex no. 3.4

ANNEX 3.4

Professional trainings of AJOFM TIMIȘ civil servants

Training category

- Trainer in communication
- Loan for SME
- Training for the leaders of the vocational centers
- DB2
- Elaborating of the projects and project management
- Evaluation and certification based on occupational standards
- F6-analysis and programming of IT system for bookkeeping Felix - c
- Structural funds and adhesion: case of Romania
- Train the trainers
- Training of trainers
- the trainers in implementing the EU strategies concerning occupation an activities such as “European social fund”
- Train the trainers for implementing the measures for fights against unemployment
- Business incubator centers
- Inspector for human resources
- Training in quick intervention technical and services i
- Quality management
- Training modules for
- Nf/lx: netfinity linux
- PC operator
- Training for the implementation of fse
- Applicable procedures in project evaluation
- Training in the twinning project
- IT Training
- Training for the managerial staff
- Implementation session of the “ sartorial operational program for the social politic for the occupation of the labor forces”
- Instruction techniques for the adults

- Instruction techniques
- Tests of knowledge
- Use of the psychological testes for cognitive aptitudes in vocational counseling

Participants

Principal councilor, Superior councilor, Assistant inspector, Principal inspector, Principal referent; Superior referent ; head of department, head of the local Agency Timișoara

Networking and IT system in AJOFM TIMIȘ

ANNEX 3.5

Current Nr.	Locality	Nr. PC/ Nr. of civil servants	Nr. of printers	Network
1	AJOFM Timiș	28	15	4 networks, depending on the necessities: <ul style="list-style-type: none"> • 1 network Novell/ 1997, up gradated • 1 internet network /2004, connected PCs from the departments: informatics, training center, European integration • 1 network Linux with 2 servers IBM/2004, application and communication server through radio antenna, which is in intranet network with the server from ANOFM București, to these one are connected the local agencies; data bases DB 2, for the application of the law L 76/2002 and with L 107/2004 • 1 network for accountancy Linux/2004, included in the local intranet of ANOFM The programs for the application of the L 76/2002 are unitarian in all unemployed agencies in the country and covers: <ul style="list-style-type: none"> • Registration file of the persons • Accountancy for the unemployed • Active measures • Loan • Statistic
2	ALOFM Timișoara	9/11	4	Network connection with those from AJOFM Timiș
3	ALOFM Lugoj	3/8+ 1 server	1	Communication through radio antenna
4	ALOFM Sânnicolau Mare	1/6+1 server	1	Communication through radio antenna
5	Work place Făget	1/1+server	-	Communication through radio antenna
6	Work place Deta	1/1+1 server	-	Communication through radio antenna
7	Work place Jimbolia	1/1+1 server	-	Communication through radio antenna
8	Work place Buziaș	-	-	-
Total AJOFM Timiș		44/74		

Authorized Training providers in Timis County

ANNEX 3.5

Cur. Nr.	Provider	Authorized programs
1.	Romanian-German Foundation	<ol style="list-style-type: none"> 1. Plumber for technical-sanitation and gas (c) 2. Brick layer, cutter, plasterer 3. Joiner, carpenter, parquet layer 4. plumber for installation for central heating 5. Operator for PC and networks 6. Welder 7. Trade worker 8. Commercial trader-seller/shop assistant for food goods 9. Commercial trader-seller/shop assistant for non-food goods 10. plumber for installation for central heating and gas
2.	AJOFM Timiș Training center	<ol style="list-style-type: none"> 1. Manufacturer for industrial confections 2. Seamstress for leather and substitute 3. Operator for PC and networks 4. Inspector for human resources 5. Waiter/seller
3.	Association Didakticos	<ol style="list-style-type: none"> 1. Commercial trader-seller/shop assistant for non-food goods 2. Commercial trader-seller/shop assistant for food goods
4.	SC P-Security SRL	Guard
5.	SC SIG Security SRL	Guard
6.	SC Banatim SA	<ol style="list-style-type: none"> 1. Industrial sole preparer 2. Preparer of footwear pieces 3. Seamstress for leather and substitute
7.	SC Bronec Internațional Company SRL	Guard
8.	SC Infotim SA	1. Operator for data introduction and processing
9.	SC Agora Software SA	Operator for PC and networks
10.	SC Agro Tago Ing. SRL	1. Machinist/mechanic for mobile machines for interior transportation/carriage
11.	SC West Straja SRL	1. Guard
12.	Chamber for commerce, industrie and agriculture	1. Inspector for human resources
13.	SC Business Like SRL	<ol style="list-style-type: none"> 1. Trade worker 2. Commercial trader-seller/shop assistant for food goods 3. Commercial trader-seller/shop assistant for non-food goods
14.	SC MJ Detective Services SRL	1. Guard
	TOTAL	32

ANNEX 3.6

Qualification and re-qualification training programs of ANOFM

AJOFM Timiș organizes the following qualification/re-qualification trainings for the unemployed:

- Trainings on trade/profession
- Training for improvement
- Basis seminars for market economy and building of SMEs

According to the law L 76/2002 the unemployment insurance system, is stated that for the following categories the training programs are free of charge:

- a) Those who became an unemployed (beneficiary or non beneficiary of the allowance)
- b) Do not have a job after school finishing or after coming back from the army
- c) Is a recognized refugee, or has an other international protection
- d) can't have a job after coming back into the country or getting free from jail

The Law no. 76/2002 has been modified and completed by the law L 107/2004, for other beneficiary:

- a) New engaged people after coming back from motherhood
- b) After finishing army
- c) Return from invalidity retire
- d) Persons which work in the rural area with lower incomes than the employment benefits and are registered in AJOFM
- e) People in jail with no longer as 9 months to get relies

2. Rights for the people which are registered in the free of charge trainings

- Receives theoretical and practical information during the hole training period
- Receives writing materials and can use books
- If needed, receives in the practical period protect clothing
- Payment of the travel costs 4 time/months or free tickets
- People which leave in a distance >50km receives daily allowance according to law.

3. Co-financed programs

The employers receive an amount of 50% from the professional training costs, for 20 % of the employees, provided by authorized providers. The employers receive the co-financing once per year and the trained people must stay with the organization at least 3 years after receiving the financing.

4. Trainings for unemployed delivered by authorized providers in Timiș County

1. Plumber for technical-sanitation and gas (c)
2. Brick layer, cutter, plasterer
3. joiner, carpenter, parquet layer (c)
4. plumber for installation for central heating and gas
5. Operator for PC and networks
6. Operator for data introduction and processing

- 7. Welder**
- 8. Trade worker**
- 9. Commercial trader-seller/shop assistant for food goods**
- 10. Commercial trader-seller/shop assistant for non-food goods**
- 11. Manufacturer for industrial confections**
- 12. Seamstress for leather and substitute**
- 13. Inspector for human resources**
- 14. Waiter/seller**
- 15. Guard**
- 16. Industrial sole**
- 17. Shoes parts manufacturer**
- 18. Machinist/mechanic for mobile machines for internal transportation/carriage**

The training providers are authorized by the MMSF-Ministry of labor Solidarity and Family and the participants will be granted with certificates and/or diplomas. For the unemployed people these trainings are free of charge, the specialized organizations have contracts with AJOFM Timiș

ANNEX 4

In order to fulfill the requirements of the EU, the information, needed to fill the indicators, should be gathered on the local level. Therefore, a data-base has to be set up. Some of the indicators, used in this data-base, can be used for benchmarking: a method to improve the own performance.

A list of indicators used by EU can be found on the following site:

http://europa.eu.int/comm/employment_social/employment_strategy/indic/list_from_compendium_jer2002.pdf