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**ANNEX 1**

***Support to Agriculture and Rural Development  
through promotion of  
confidence building measures***

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**2016-2018**

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## I. EXECUTIVE SUMMARY

Total duration	36 months
Budget	<b>Total cost: 6,500,000 EUR</b> <i>EU contribution- 6.5M EUR</i>
Objectives	<p>The <u>overall objective</u>: To foster confidence building in the Republic of Moldova by targeting regions and territorial administrative units with special status.</p> <p><i>People from ATU Gagauzia, Taraclia district and neighbouring communities benefit from improved development opportunities in their localities, grasping the benefits of the National Agriculture and Rural Development Strategy.</i></p> <p>The proposed intervention will aim to address key gaps identified in the main strategic document of the region's development<sup>1</sup> in line with national priorities<sup>2</sup>. It will contribute to <u>fostering confidence building in the Republic of Moldova by enhancing the competitiveness of the agro-food sector</u> in the target regions, <u>promotion of local entrepreneurship, creation of jobs and raising income</u>; as well as <u>increasing capacities of local communities</u> to identify development ideas, develop and fundraise resources, as well as implement development projects.</p> <p>All activities will be implemented in line with the <b>confidence building approach</b>, connecting region's authorities and structures to the national ones, facilitating dialogue and inclusion in development of national strategies, as well as connecting neighbouring villages through inter municipal cooperation.</p> <p><i>It will be implemented under the following three components:</i></p> <ul style="list-style-type: none"> <li>Component 1: Enhanced Dialogue and Community Empowerment.</li> <li>Component 2: Local entrepreneurship and SMEs development</li> <li>Component 3: Small-Scale Infrastructure Refurbishment and Promotion of Inter-Municipal Cooperation</li> </ul>
Key Outputs/Results	<p><i>Output 1.1. Enhanced cooperation on Agriculture and Rural Development between national authorities and local authorities in regions with special status</i></p> <p><i>Output 1.2. Strengthened and empowered local communities to actively participate in the decision-making process and development of their localities and to integrate better the needs of women and men, particularly the most vulnerable, into the local development strategies</i></p> <p><i>Output 2.1. Strengthened rural business support infrastructure in targeted regions for SMEs development</i></p>

<sup>1</sup> UTAG Analysis of the economic situation and development potential (Expert Group), Gagauzia Opportunities for Investment (IDIS, LGI/OSI), Strategy for Socio Economic Development (2009-2015), Strategy for SMEs Development and Support (2012-2014)

<sup>2</sup> Moldova 2020, Strategy for Agriculture and Rural Development, Strategy for SMEs development 2020, National Decentralization Strategy, National Regional Development Strategy, etc.

	<p><i>Output 2.2. Promoted Employability and culture of Entrepreneurship in regions and territorial administrative units with special status through Comrat Regional Syslab Center</i></p> <p><i>Output 3.1. Improved management, access and quality of municipal service provision in 20 communities and 7 clusters of communities (in Gagauzia, Taraclia and neighbouring communities), prioritized by updated Local Development Strategies</i></p> <p><i>Output 3.2. Small scale infrastructure projects are implemented within 20 communities and 7 clusters of communities (in Gagauzia, Taraclia and neighbouring communities)</i></p>
<p><b>Main activities</b></p>	<p><b>Component 1: Enhanced Dialogue and Community Empowerment</b></p> <ul style="list-style-type: none"> <li>• Review and update relevant regional strategic documents</li> <li>• Set-up a platform for communication for ARDS operationalization in Gagauzia, Taraclia and neighbouring districts</li> <li>• Conduct learning, information sharing events, including study visits in communities outside target area, as well as in EU countries. Ensure mixed and balanced participation (both from sectorial point of view and representation of all targeted regions, including from Transnistrian region).</li> <li>• Support the Creation of Action Groups, develop their capacities by applying community mobilization for empowerment and elaborate/update local development strategies and plans</li> <li>• Conduct knowledge sharing/peer review events with similar municipalities from Gagauzia and Taraclia districts, as well as other relevant communities from the country, including from Transnistrian region.</li> </ul> <p><b>Component 2: Local entrepreneurship and SMEs development</b></p> <ul style="list-style-type: none"> <li>• Conduct a review (capacity development needs assessment) of existing business support infrastructure in the targeted regions (in Gagauzia, Taraclia, as well as neighbouring communities), identifying priority actions for supporting its development</li> <li>• Support creation of new rural businesses, including with start-up small grants, and mentoring capacity development activities, prioritizing women from rural areas and female-headed households.</li> <li>• Strengthen LPAs capacities to interact with businesses and local community members. Facilitate the improvement of the local business environment, in line with ARDS. Cross-region events will be prioritized to enhance communication and cooperation across division lines.</li> <li>• Support the operation of the SYSLAB Comrat Center, including adaptation of the Self-Employment Programme, by supporting best entrepreneurial ideas</li> <li>• Conduct knowledge sharing events (within SYSLAB Centers' Network, including Comrat, Chisinau, Balti, Rezina, Cahul, thus enhancing dialogue and communication across ethnic division).</li> </ul> <p><b>Component 3: Small-Scale Infrastructure Refurbishment and Promotion of Inter-Municipal Cooperation</b></p> <ul style="list-style-type: none"> <li>• Identify and evaluate relevant infrastructural projects, based on the participatory processes conducted by LAGs and LDSs (as described in the Component 1)</li> <li>• Provide support to the improvement of basic local services in 20 communities in Gagauzia and Taraclia districts, enhancing cooperation across the targeted districts.</li> <li>• Assess and map service development with IMC and PPP potential: water and sanitation services, solid waste management (SWM), social services, education, employment services etc.</li> <li>• Enhance capacity and support the improvement of the management of selected local public services and utilities in 7 clusters of communities (through inter-municipal cooperation, private public partnerships etc.) that will be created across Gagauzia, Taraclia and neighbouring communities across ethnic divide.</li> <li>• Support LAGs from the 7 clusters in accessing regional development funds: planning, project identification, formulation and resource mobilization, service maintenance</li> </ul>

Partner(s)	Regional Authorities from Gagauzia, Taraclia and other districts; Government of Moldova (national institutions dealing with agriculture and rural development), business associations from the regions, as well as from Chisinau, regional/municipal authorities, community-based organizations, international, national and local NGOs active in target regions.
Target group(s)	<ul style="list-style-type: none"> <li>• Representatives from local communities from targeted regions, including most vulnerable women and men in the target region.</li> <li>• Communities and community-based organizations from target areas</li> <li>• Economic actors including rural SMEs, Chambers of Commerce, business associations, farmers associations and federations</li> <li>• Executive Committee from Comrat, district administration from Taraclia, local public administrations from other targeted districts</li> </ul>
Final beneficiaries	Local population from target areas

## II. SITUATION ANALYSIS AND RELEVANCE OF THE ACTION

### 2.1. Overall Background

Moldova is facing formidable challenges, a very complex geo-political context, and deep internal political crisis. The most salient is the so-called „Transnistria conflict”, related to the region on the left bank of the Nistru River at the eastern Moldovan border with Ukraine, de facto separated from the rest of the country after violent clashes in 1992. In the absence of a political resolution, the societies and political structures on the two sides are drifting further apart, making future negotiations even more complex, hindering the socio-economic development, stability and security of the whole of Moldova. While the conflict is not characterised by personal animosity between people, the protracted division led to the emergence of parallel systems and practical/psychological barriers to interaction. This is complicated by the fact that Moldova declared its commitment to reforms oriented towards integration with the EU, while the de facto authorities announced their intent for harmonization with the Russian Federation legal system.

Starting with 2014, tensions were raising in other parts of the country, therefore the importance of building a meaningful dialogue with Gagauzian autonomy become a priority task for a new administration in Chisinau, in view of preventing further de-facto disintegration of the country. These new realities demand for interventions aimed at weakening the dividers and increasing society’s resilience to mounting negative pressures; strengthening cooperative ties and creating incentives for cooperation across various dividing lines, demonstrating the benefits of cooperation in practice and in the end preserving commonalities in identity. The confidence building approach is very relevant in this regard.

The significant economic polarization faced by the country is coupled with disparities between regions and a widening development gap between rural and urban areas. According to Ministry of Economy data, the South remains the poorest (eight times poorer than Chisinau), followed by the Centre, North and Gagauzia regions. While economic activity and a qualified labour force are concentrated in the capital, socio-economic development of rural areas is weak, focused predominantly on the agriculture sector with a poverty ratio outside the capital around 23-30%. In 2014, the average disposable income of a rural inhabitant was 29% lower than an urban one and 7% below the average national subsistence level (MDL 1,627.1). Poverty levels are further compounded by non-monetary dimensions, such as limited access to water and sanitation. This, coupled with stagnant decentralization reform and a low employment rate, contributes to a high level of labour migration.

Employment rates in Moldova are among the lowest in Europe and Central Asia due to a significant decrease in labour force participation (from 53% to 41% compared to 60-70% for countries in Europe and Central Asia). The general unemployment rate was 3.9% in 2014; however, unemployment among youth aged 15-24 was 9.8% and a cause of concern. According to government statistics in 2014, 15.5% of men and 7.8% of women of working age were working abroad or looking for work abroad. Despite the fact that half of the Moldovan population lives in rural areas, rural employment rate is only 36%. In 2000, rural employment rate was 59%, while in 2014; it declined to 38%<sup>3</sup>, showing heavily decreasing labour opportunities in rural areas. This decline was probably due to the decreasing employment opportunities in agriculture as well as self-employment. Employment rate of men was slightly higher in rural areas in all years analyzed, though no significant changes have occurred during the previous decade in this regard.

National Bureau of Statistics informs that, in the III-rd quarter 2015 the economically active population (employed population and unemployed persons) of the Republic of Moldova was 1349,2 thousand persons, more with 2,2% (29,6 thou.) compared to the III-rd quarter of 2014. The structure of the active population has not changed compared with the corresponding period of the previous year: the share of employed persons was 96,7% to 91,5%, and the share of unemployed persons - 3,3%. Based on the data of the National Employment Agency and mostly territorial offices, the number of new registered jobs diminished from the beginning of 2015 by 20-30%, which indicates on the possible further deteriorating conditions on the local labour market and possible rise in unemployment in the upcoming period.

The bad condition of physical infrastructure is another factor limiting development possibilities in rural Moldova. The amount of water supplied to rural consumers was around 10% of the amount experienced in urban areas, while the length of the rural sewage system was 80% less than that of urban areas in 2004-2011. Rural population experienced the third of gas supply compared to urban areas in 2011, while the number of telephone lines in rural areas was around 50% of urban areas.

Existing physical infrastructure is in high need of repair or reconstruction. The quality and reliability of Moldova's water supply and wastewater services are generally in poor condition, especially in rural areas, where the quality of water do not always meet the hygienic requirements. It is reported that about 10% of samples from urban water supplies and 16% in rural areas are contaminated with coliforms.

The rural population remains the most vulnerable segment of the society in terms of welfare and economic security. Further deterioration in poverty rates is likely if there is significant return of migrants or rise in permanent migration as Moldovan families unite abroad, with consequent falls in remittances and rising unemployment if returning migrants attempt entering the labour market. Indeed, given that migration has been principally from rural areas, it is probable there, that the effects of large numbers of returning migrants would be felt more sharply.

The role of agriculture as venue for employment of rural population is set to continue declining over time. If left unattended, this trend will perpetuate the current state of rising urban-rural development gap, and depopulation. To avoid this, the **rural Moldova needs to be reinvented**, i.e. to be transformed in a vibrant, attractive and diversified economic and social place. This can be accomplished via sound rural development policy that would lead economic (often non-agriculture) growth in Moldova's regions providing new economic opportunities for rural population and improving social landscape.

Best European practices to rural development (LEADER approach) will be considered in response to the above challenges faced by Moldovan rural communities. 'Bottom-up' rural development actions, involving local businesses, representatives from civil society and local authorities joining in a public-private partnership, known as Local Action Group (LAG)<sup>4</sup>. According to the approach, local development strategies are to be developed in participatory manner, and objectives suggested by people from local communities

<sup>3</sup> [http://maia.gov.md/sites/default/files/article/1662048\\_md\\_ard\\_strategy\\_e.pdf](http://maia.gov.md/sites/default/files/article/1662048_md_ard_strategy_e.pdf) National Strategy on Agriculture and Rural Development 2014-2020

<sup>4</sup> <https://enrd.ec.europa.eu/en/leader>

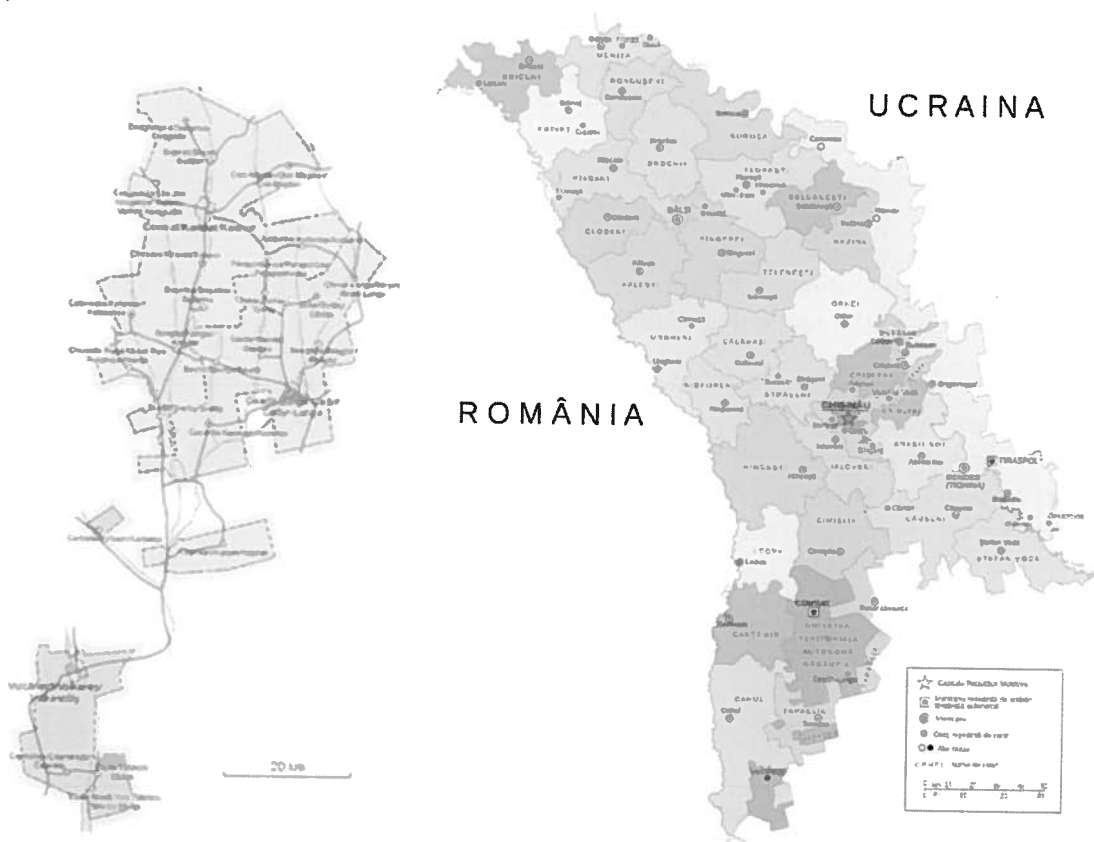
supported. *The Leader bottom up approach to rural development plays a pivotal role in providing sustainable solutions to local problems.*

## 2.2. Specific background for ATU Gagauzia and Taraclia district

### Administrative Territorial Unit of Gagauzia

The Administrative Territorial Unit of Gagauzia (ATUG) was established by the Law on the special status of the Gagauzia (Gagauz Yeri)<sup>5</sup> passed by the Moldovan Parliament in December 1994, soon after the adoption of the first Constitution of the Republic of Moldova. The law has granted TAUG a special status of autonomous territorial entity within the unitary state of the Republic of Moldova. The Gagauz Autonomy is an example of successful devolution of state power to the region.

Gagauzia is administratively divided into one municipality (Comrat), two cities (Ceadr-Lunga and Vulcănești) and 23 communes incorporating 28 villages, thus consisting of an overall 32 administrative units<sup>6</sup>. It has a population of 161,900 inhabitants (59% of which living in rural areas)<sup>7</sup>. According to data from the 2004 census, the ethnic breakdown in Gagauzia was: Gagauz people – 82,14%, Bulgarians – 5,15%, Moldovans – 4,81%, Russians – 3,82%, Ukrainians – 3,16%, Romanians – 0,02%, and others – 0,91%<sup>8</sup>.



The economy of the Gagauzia region goes through a difficult time of its development. The following gaps, identified by the *Strategy for SMEs development and support (2012-2014)*, remain valid:

- **Unfavourable business environment** (frequent changes of legislation, high taxes, difficulties in business registration, corruption; insufficient development of human resources, including at LPA level, lack of information and communication channels between association of entrepreneurs and LPAs);

<sup>5</sup> <http://lex.justice.md/viewdoc.php?action=view&view=doc&id=311656&lang=1>

<sup>6</sup> According to the Law on the territorial-administrative organisation of the Republic of Moldova as of 20 December 2013 <http://lex.justice.md/md/312874/>

<sup>7</sup> Data as of 1 January 2014 <http://www.statistica.md/newsview.php?l=ro&dc=168&id=4347&parent=0#idc=34&>

<sup>8</sup> 2004 census results

- **Underdeveloped business support infrastructure** (weak mechanism for crediting SMEs; -limited access of SME to production and office spaces; lack of/limited access to informational resources (as a result of limited knowledge by entrepreneurs of state and foreign languages);
- **Low competitiveness** and weak integration in the global economy - (weak export capacities for local enterprises; low competitive level of Gagauz SMEs; low level of entrepreneurship culture).

The relevance of these findings was reinforced by the post-2015 country consultation, where more than 7,000 people have **underlined their concerns for decent jobs**, corruption, a responsive state, a harmonious society that respects rights, and overcoming the **rural/urban divide**. Specifically from ATU Gagauzia, the following aspects were highlighted: indifference of the central decision-making bodies, particularly to the population from ATU Gagauzia; uneducated technical staff and lacking skills; water pollution, waste; gender inequality and ethnic discrimination. **The need to engage stakeholders at all level from ATU Gagauzia in national level dialogue and processes emerges throughout.**

According to the composite indicator showing the development level of local communities at the lowest territorial disaggregation – the “Small Areas Deprivation Index” (SADI)<sup>9</sup> - as of 2012<sup>10</sup>, the ATU Gagauzia displayed a SADI of 631<sup>11</sup>. Despite the high indicator (third ranking after Chisinau and Balti), SADI in the TAU Gagauzia varies significantly per area; i.e. the index of **economic deprivation is 246** (average for the rest of Moldova was 345) as compared to the index of living conditions, which is 703 (average for the rest of Moldova was 411). As in the entire country, there is an obvious difference between the urban and rural areas in ATU Gagauzia concerning access to services. A special inequality in the autonomous unit is the **access to water supply, hot water, sewerage system and natural gas**. For instance, households in only three villages have limited access to sewerage system with households in the remaining 25 villages completely lacking access. The current action, through its support to infrastructure works and economic development activities will directly respond to the challenges outlined above.

#### Taraclia District

Taraclia District is located in the South of the Republic of Moldova and borders with Cahul District to the West, the Territorial Administrative Unit of Gagauzia (TAUG) to the North, and Ukraine to the East and South. The district is administratively divided into *two cities* (Taraclia and Tvardița) and *thirteen local communities* incorporating eleven villages, thus consisting of an overall **twenty-six administrative units**<sup>12</sup>. District population of 44,000 inhabitants is equally distributed in urban and rural areas<sup>13</sup>, and according to the 2004 census the majority of the residents are Bulgarians - 65,56%<sup>14</sup>. The Taraclia District displayed a SADI of 634, however with big discrepancies at community level, ranging from 11 in Aluatu village, to 840 in Tvardița.

According to the *South Regional Development Strategy for 2010-2016*<sup>15</sup> (SDS), Taraclia was included in the South Development Region together with seven other districts (Basarabasca, Cahul, Cantemir, Causeni, Cimislia, Leova, and Stefan-Voda). SDS has defined the following development priorities: rehabilitation of physical infrastructure; economy diversification and support to private sector development; improvement of the environment and attractiveness to tourists; energy efficiency (introduced following the 2012 SDS

<sup>9</sup> <http://www.mec.gov.md/ro/content/idam>

<sup>10</sup> Updated SADI data are expected to be published by the end of December 2015 on the Ministry of Economy website. Information could vary since the methodology for calculating the indicator was revised in 2014.

<sup>11</sup> SADI has been calculated for 843 rural communities in the Republic of Moldova; rating 1 indicates the most deprived community – the poorest and deprived of certain services – rating 843 indicates the least deprived community – the most prosperous

<sup>12</sup> According to the Law on the territorial-administrative organisation of the Republic of Moldova as of 20 December 2013 <http://lex.justice.md/md/312874/>

<sup>13</sup> Data as of 1 January 2014 <http://www.statistica.md/newsview.php?l=ro&idc=168&id=4347&parent=0#idc=34&>

<sup>14</sup> In addition to Bulgarians, the following ethnic groups were noted in the 2004 Census – Moldovans-13,93%, Gagauz - 8,31%, Ukrainians- 6,13%, Russians – 4,96%, Roma – 0,50%, and other – 0,61%

<sup>15</sup> [http://www.serviciilocale.md/public/files/dezv\\_regionala/SDR\\_Sud\\_2010-2016\\_actualizata.Var\\_Engleza.pdf](http://www.serviciilocale.md/public/files/dezv_regionala/SDR_Sud_2010-2016_actualizata.Var_Engleza.pdf)



review). While implementing the action, strategic planning documents will be taken into consideration when developing local development strategies and identifying projects to be financed.

### 2.3. EU Engagement

Given the persistence of tensions in the country and following the visit of Commissioner Füle's to Comrat (administrative center of Gagauzia region) on 23-24 January 2014, it has been considered appropriate to include a component under Eastern Partnership – Confidence building, security and the prevention and settlement of conflicts line, targeting the Autonomous Territorial Unit (ATU) of Gagauzia. The geographic scope of this component was extended to the nearby district of Taraclia, which is inhabited by a majority of ethnic –Bulgarian population (66% out of 44,100 inhabitants).

The action will be implemented complementarily with the **Support to Confidence Building Measures** programme; as well as apply synergetic approach with interventions in the field of Energy and Biomass Programme. Both interventions in the field are implemented in partnership with UNDP. Relying on lessons learnt, all activities will be implemented in line with the confidence building approach, increasing national, regional and local level dialogue on major development issues and ensuring adequate representation of stakeholders from ATU Gagauzia and neighbouring districts in development of national and sector strategies, as well as in other representative fora.

Considering its thematic goal, close coordination and alignment will be ensured with the EU **ENPARD Budget Support Programme** (EUR 53 million) objectives. The main sector development areas to be supported through the ENPARD programme refer to : competitiveness of the agricultural and agri-food sector through restructuring and modernisation; ensuring the sustainable management of natural resources; improving conditions for living and working in rural area. The current programme will complement to this.

**Budget support to DCFTA** (EUR 25 million)- to support the implementation of DCFTA process in Moldova and the improvement of key competitiveness aspects in line with the policies and reforms outlined in the Association Agreement (AA)/DCFTA initialled between the Republic of Moldova and the EU in the following areas: (i) Quality infrastructure, in particular standardisation, metrology, conformity assessment, testing, accreditation and international cooperation in these areas including recognition; (ii) Market surveillance and enforcement, including industrial and non-industrial products and services; (iii) Development and diversification of the Moldovan internal and external market conditions and opportunities for SMEs increased competitiveness; (iv) Extensive public awareness programme promoting competitiveness/DCFTA long-term benefits through public events for citizens, civil society representatives and businesses. Component 2 will contribute in a complementary way to the achievement of the DCFTA budget support objectives related to SMEs development in the internal market.

### 2.4. International assistance and Donor coordination

Overall coordination will be ensured within wider fora targeting specifically Transnistria (Transnistria Donors Coordination meeting, chaired by the EU Delegation and organized every three months) and Gagauzia (Coordination Meetings hold by OSCE and more recently by Sweden). Generally, the approach of most development partners is to address existing challenges and needs across the country and, to the extent possible, implement nationwide programmes in the target region as well. Thus, most of the development partners have (or have had) implemented projects in the region; starting with smaller support to NGOs, dialogues, people to people contacts, to bigger development interventions<sup>16</sup>.

Thematically, considering the multi-sector approach of the current intervention, donor coordination and policy dialogue at several levels will be pursued. First of all, close cooperation and participation will be ensured at the sector aid group council on **agriculture and rural development**, as well as with the newly created department for Rural Development within the Ministry of Agriculture and Food Industry. The

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<sup>16</sup> Although the number of development partners addressing in a complex way development issues from Transnistrian region, ATUG is very limited.

action will facilitate and contribute to implementation of the Strategy for Agriculture and Rural Development in Gagauzia Region and Taraclia district.

The Action will be implemented in complementarity with Taraclia local development programme, that is funded by the Government of Bulgaria. Synergies and consistency will be ensured between the action and rehabilitation of physical infrastructure in Taraclia district, foreseen under the intervention.

Another important area to consider refers to **regional development**, as well as recent developments including the formal establishment of the Development Region for Gagauzia. The action will complement development partners and national government efforts in promoting balanced regional development, by developing capacities of targeted local authorities and increase their ability to identify relevant projects for Regional Development Fund Support. Likewise, the action will provide support for the implementation of inter-municipal cooperation projects across the target regions, therefore addressing both regional development issues, and contributing to reducing social tensions.

In the area of economic development, the USAID-funded Competitiveness Enhancement and Enterprise Development II (CEED II) project, carries out work both on the left and right bank, and looks to broaden the range of opportunities for producers, looking to both eastern and western markets. Similarly, USAID's Agriculture Competitiveness and Enterprise Development (ACED) takes a whole-of-Moldova approach, supporting also the development agricultural enterprises in the Transnistria and Gagauzian region.

The World Bank, through the Moldovan Social Investment Fund (MSIF), a semi-governmental organization, has supported community development projects within a 4.5M EUR program. More recently, potential to cooperate in the field of statistics is considered, in particular relating to the Household Budget Survey, focusing on economic data. In this context, UNDP foreseen interventions (referring to promotion of labour statistics international standards), in the framework of the EU programme will follow a coordinated and synergetic approach.

Cooperation and synergy with other donor activities will be ensured during the implementation of the Programme.

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### III. STRATEGY (DESCRIPTION OF THE ACTION)

Specifically focusing on promoting the awareness of and implementation of the National Agriculture and Rural Development Strategy (ARDS), the action will aim to address key gaps identified in other relevant strategic documents (Moldova 2020, Strategy for SMEs development 2020, National Regional Development Strategy, National Strategy on Water Supply and Sanitation, National Waste Management Strategy<sup>17</sup>, National Decentralization Strategy etc.); as well as specific documents related to targeted regions' development<sup>18</sup>. The action will contribute towards fostering competitiveness of the agro-food sector in the targeted regions of (Territorial Administrative Unit of Gagauzia and Taraclia, district specifically), promoting of local entrepreneurship, creation of jobs and raising income. It will also enhance the capacities of local communities to create, develop and manage basic public services, as well as to rehabilitate small-scale social infrastructure to address agriculture and rural development priorities.

All activities will be implemented in line with the **confidence building approach**, connecting region's authorities and structures to the national ones, facilitating dialogue and inclusion in development of national strategies, as well as connecting neighbouring villages through inter municipal cooperation.

An integrated approach that intervenes in multiple sectors trying to mobilize as many stakeholders as possible and tackles the governance, service provision and business environment, which will lead to a full-fledged socio-economic development process in the region, will be applied. This approach intends to

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<sup>17</sup> [http://serviciulocale.md/public/files/deseuri/2013\\_01\\_24\\_NATIONAL\\_WASTE\\_MANAGEMENT\\_STRATEGY\\_2013-27\\_ENG.pdf](http://serviciulocale.md/public/files/deseuri/2013_01_24_NATIONAL_WASTE_MANAGEMENT_STRATEGY_2013-27_ENG.pdf)

<sup>18</sup> UTAG Analysis of the economic situation and development potential (Expert Group), Gagauzia Opportunities for Investment (IDIS, LGI/OSI), Strategy for Socio Economic Development (2009-2015), Strategy for SMEs Development and Support (2012-2014)

obtain a visible and tangible impact in the region and to significantly improve the quality of life for women and men, especially of those from the vulnerable communities. In the same time, interventions will take place at all levels: at the local level, where lives of people are affected directly, at the level of policy-makers regionally, and at the national level.

### 3.1 Programme Objectives and Key Results

**Overall objective: To foster confidence building in the Republic of Moldova by targeting regions and territorial administrative units with special status.**

*People from ATU Gagauzia, Taraclia district and neighbouring communities benefit from improved development opportunities in their localities, grasping the benefits of the National Agriculture and Rural Development Strategy.*

Furthering the implementation of the Agriculture and Rural Development Strategy in regions with special status, the Action will focus on three pillars: 1) Enhanced Dialogue and Community Empowerment; 2) Local Entrepreneurship and SMEs Development; 3) Small-Scale Infrastructure Refurbishment and Promotion of Inter-Municipal Cooperation

Indicators	Targets / Key results
<p><b>Component 1: Enhanced Dialogue and Community Empowerment</b></p> <p><i>Output 1.1. Enhanced cooperation on Agriculture and Rural Development between national authorities and local authorities at regions with special status,</i></p> <p><i>Output 1.2. Strengthened and empowered local communities to actively participate in the decision-making process and development of their localities and to better integrate the needs of women and men, particularly the most vulnerable into the local development strategies.</i></p>	
<p>1.1. Number of joint activities organized with the participation of local, regional and national level institutions</p>	<p>1.1. 50 joint activities organised local, regional and national level institutions (missions, seminars, study trips), including 5 study visits to EU countries with mixed and balanced representation from Gagauzia, Taraclia and Transnistrian region of Moldova, as well as neighbouring districts.</p>
<p>1.2. Participatory community empowerment and capacity development process</p>	<p>1.2. Comprehensive community participatory capacity development processes conducted in 30 communities across ATU Gagauzia, Taraclia and Transnistrian region of Moldova (representing 50% from the total targeted number)</p>
<p>1.3. # of communities with updated community profile, and/or local development strategies</p>	<p>1.3. Updated community profiles for 30 target localities, contributing to the development of local development strategies</p>
<p>1.4. LAGs' members from target communes trained</p>	<p>1.4. Enhanced capacity of newly created Local Action Groups (80% of LAGs members from target communes trained)</p>
<p><b>Component 2: Local entrepreneurship and SMEs development</b></p>	

*Output 2.1. Strengthened rural business support infrastructure in targeted regions for SMEs development*

*Output 2.2. Promoted Employability and culture of Entrepreneurship in regions and territorial administrative units with special status through Comrat Regional Syslab Center*

2.1. Number of trainings conducted, existence of a training package aimed at raising rural businesses competitiveness	2.1. Comprehensive capacity building activities conducted for strengthened rural business support infrastructure in targeted districts
2.2. Number of sector business association strengthened	2.2. At least 2 sector business associations supported and strengthened
2.3. Number of people benefiting from enhance business support infrastructure	2.3. 1,000 persons benefited from business support infrastructure
2.4. Number of PPP agreements established between local authorities and business associations	2.4. Improved cooperation between local authorities, businesses and civil society organizations from targeted districts
2.5. Number of officially registered unemployed	2.5. Number of officially registered unemployed in TAU Gagauzia and Taraclia district decreased by at least 10%
2.6. Number of new jobs generated disaggregated by sector and sub-sector, by sex, age and excluded groups and by wage category when available	2.6. 100 new jobs created directly related to improved living conditions in rural areas
2.7. Number of women and men benefiting from strengthened livelihoods	2.7. At least 5,000 women and men (50% women) benefiting from strengthened livelihoods
2.8. Existence of Comrat career advisory centre	2.8. Fully functional Regional SYSLAB Center operating in Comrat, implementing the employability and entrepreneurship components; being connected and sharing best practices with the rest of the centers on same network
2.9. Number of direct beneficiaries successfully accomplishing SYSLAB programmes; % of employability rate, % of entrepreneurship rate	2.9. At least 60 direct beneficiaries successfully pass the tailored trainings and coaching and success rate for employability of 60% and entrepreneurship of at least 10% is achieved.

**Component 3: Small-Scale Infrastructure Refurbishment and Promotion of Inter-Municipal Cooperation**

*Output 3.1. Improved management, access and quality of municipal service provision in 20 communities and 7 clusters of communities, prioritized by up-dated Local Development Strategies*

*Output 3.2. Small scale infrastructure projects are implemented within 20 communities and 7 clusters of communities*

3.1 # of small scale infrastructure projects implemented	3.1. 20 small scale infrastructure projects implemented in target localities from Gagauzia and Taraclia districts
3.2 # of model inter-municipal local public	3.2. Seven models of inter municipal local public

<p>services</p> <p>3.3 Number of people benefited from improved services and renovated infrastructure</p>	<p>services created in the targeted region (at least three connecting communities across autonomous administrative units in Gagauzia, Taraclia districts and neighbouring communities)</p> <p>3.3. 120,000 persons (roughly the entire population of the target region) benefited from improved services and renovated infrastructure</p>
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### 3.2 Implementation Approach and Indicative Activities

#### Component 1: Enhanced Dialogue and Community Empowerment

##### **Activity 1.1: Enhance cooperation on Agriculture and Rural Development between national authorities and regions with special status**

All relevant national and regional strategic documents will be analyzed, updated, and when needed new versions developed. This process will guide the information of the proposed interventions and their efficiency in addressing the issues described in the background. Specific focus will be paid on the **supporting the implementation of the National Agriculture and Rural Development Strategy** in the targeted regions, particularly TAU Gagauzia and Taraclia district. A model of inter-sectorial cooperation, aimed for at national level, will be piloted at the Gagauzian autonomy level, contributing to a **comprehensive and holistic approach towards rural development and agriculture**. Coordination and cooperation with key relevant actors will be pursued under this component, including FAO and IFAD.

Closed cooperation and synergies will be ensured with other strategic development processes, including development of the **Regional Development Strategy** for the ATU Gagauzia and the update for the **Regional Development Strategy for the Southern Regions**, looking for synergies and opportunities for enhancing cooperation within the framework of the Action. Based on the needs, and considering its importance for the overall development of the region<sup>19</sup>, support for the development of the **new Strategy for Socio-Economic Development** will be considered. Support will be provided for implementing critical components under the strategy, including enhancing cooperation between sectorial (business) associations and strengthening representation of the targeted regions in national networks. Best European practices will be considered and their experience shared through targeted study visits (on specific themes identified during the assessments).

Additionally, synergies will be sought with the EU Support to Confidence Building Programme, implemented by UNDP, targeting specifically Transnistrian region of Moldova. Where feasible and relevant, joint activities, roundtables, study trips will include representatives from Transnistria region, aiming for a balanced representation of targeted regions and national authorities. Knowledge sharing events, including study visits in communities outside target area, as well as in EU countries will be conducted, ensuring mixed participation from targeted districts (from Gagauzia, Taraclia and Transnistrian region of Moldova), as well as neighbouring communities .

#### Indicative activities:

- 1.1.1 Review existing national and regional strategic documents (ARDS, Regional Development Strategies for Gagauzia and South Region, Socio-Economic Development Strategy for ATU Gagauzia etc.) in view of identifying opportunities for supporting the implementation of the National Strategy for Agriculture and Rural Development in the targeted region

<sup>19</sup> Reference is made to the small area deprivation index for Gagauzia, **economic deprivation being strongest** (246, whereas average for the whole country is 345)

- 1.1.2 Based on the identified needs, develop/update existing local development strategic documents with specific recommendations that will be considered for implementation (within the other two components)
- 1.1.3 Create a consultative group that will serve as a platform for communication, but also for ensuring a participatory process and bottom up approach towards defining the needs of the targeted region for rural development.
- 1.1.4 Analyze and identify the most relevant approach towards the size and structure of the Local Action Groups (in line with EU Leader approach)
- 1.1.5 Conduct learning, information sharing events, including study visits in communities outside target area, as well as in EU countries. Ensure mixed and balanced participation (both from sectorial point of view and representation of all targeted regions – Gagauzia, Taraclia and Transnistrian region of Moldova, as well as neighbouring communities).

**Activity 1.2. Develop capacity of local communities (rural inhabitants) to actively participate in the decision making process and development of their localities. To better integrate the needs of women and men, particularly the most vulnerable into the local development strategies**

Because of their local knowledge and mandate, local governments, civil society and other organisations are the best place to identify needs and constraints of target/vulnerable groups and to provide them with access to services. The **Community Mobilisation for Empowerment approach**<sup>20</sup> will be used and updated in line with the EU LEADER and Community-Led Local Development approach. Previous UNDP experience (in the Joint Integrated Local Development Programme 2010-2015) helped at empowering women and men from vulnerable groups to become equal partners in local development, and to increase their control over their own lives by extending their development opportunities and by enhancing their role in local decision-making.

The approach envisages a 2-3 years long cycle of progressive steps starting from identification of community groups, their human rights and gender concerns through forming and consolidation of the local self-help groups around the identified priority concerns and needs, and finalizing with the full capacity of the groups to plan, mobilize resources, and actually implement projects coming to resolve their priority needs and concerns<sup>21</sup>.

**30 communities** from ATU Gagauzia and Taraclia district - [*the target may be adjusted following the analysis in the activity 1.1.*] (representing 50% from the total number) will undergo a community participatory capacity development process aiming to enhance good governance and local public management in line with rural development priorities. Technical assistance and capacity development support will be provided to local communities to develop and implement local development strategies, with specific focus on agriculture and rural development challenges. The action will facilitate the establishment and functioning of local partnerships with the participation of community groups, district and community administration, NGOs, and other local level stakeholders. These partnerships and related events will ensure mixed participation from targeted districts (from Gagauzia, Taraclia and Transnistrian region of Moldova), as well as neighbouring communities .

Training and support for the creation, functioning and management of the cross-sector or commodity-specific Local Action Groups (LAGs) in rural villages from targeted regions will be provided. LAGs will ensure representation and that proposed intervention are demand-led, have the full support of local stakeholders and represent their interests. The programme will help with all necessary human resource development, legal aspects, identification of co-financing and governance. Where appropriate, municipalities will be assisted in understanding their regulatory obligations relevant to rural development including compliance with laws on spatial planning, environmental protection, market regulation and other laws as may be

<sup>20</sup><http://www.md.undp.org/content/moldova/en/home/library/poverty/community-mobilization-for-empowerment-of-vulnerable-women-and-m.html>

<sup>21</sup><http://www.md.undp.org/content/moldova/en/home/library/poverty/strategic-planning-guide-based-on-hrba-and-gender-equality.html>

developed. It will provide all necessary training and support to ensure that all operational LAGs are networked in the country, regionally and internationally (with focus on EU countries' experience). Cooperation across targeted regions of Gagauzia, Taraclia and neighbouring communities will be ensured in line with the confidence building approach. Where feasible, representatives from the Transnistrian region will be as well engaged. Details about project activities will be disseminated through the mass media and the internet.

Benchmarking and peer review with similar municipalities from outside the target districts, but also EU countries, will foster the exchange of practice and experiences, and **confidence building measures**. Additionally, through in-country study trips, the action will foster networking, innovating and learning useful means of improving local good governance. During previously organized quarterly meetings (JILDP) mayors and other local government representatives shared information on how to improve transparency in local government, economic development in rural areas, attract regional development funds and foster local business development. The study visits created a propitious environment for networking and peer challenging, where mayors exchanged experience and made contacts, shared knowledge and best practices.

*In the particular context of the current action, these exchanges will also contribute to increased social cohesion and environment of trust among ethnically diverse communities.*

#### Indicative activities

- 1.2.1. Organise community meetings to sensitize communities on participatory development process. Support the Creation of Local Action Groups.
- 1.2.2. Develop the capacities of local community actors (including CBOs) in local development by applying community mobilisation for empowerment
- 1.2.3. Conduct the community profile –complex in-depth analysis of the community
- 1.2.4. Technical assistance in development /updating of Local Development Strategies and Plans
- 1.2.5. Strengthen capacities of local action groups through training programs, on-going coaching and mentoring; training for preselected communities (LAGs) for development and implementation of project proposals
- 1.2.6. Conduct knowledge sharing/peer review events with similar municipalities from Gagauzia and Taraclia districts, as well as other relevant communities from the country, including from Transnistrian region. Foster exchange of practice and experiences, and promotion of confidence building measures within the country.
- 1.2.7. Advocacy, awareness-raising and knowledge generation on good governance, rights based and gender responsive local rural development

### **Component 2: Local entrepreneurship and SMEs development**

#### ***Activity 2.1.: Strengthening rural business support infrastructure in targeted regions for SMEs development***

This component will contribute directly to decreasing economic deprivation<sup>22</sup> of the targeted regions (Gagauzia, Taraclia and neighbouring communities) and will develop business support infrastructure to support -rural development, in line with ARDS. The capacity of existing institutions, economic and rural development departments will be enhanced to support specific regional development challenges and emerging needs (strengthening regional Chamber of Commerce and Industry, Innovation Center within the Comrat State University, existing Business Incubator and Business Support Associations). Synergies will be explored with the newly created Regional Development Agency for Gagauzia Region and the long-operating one for South Development Region. Capacity building for specialist business consultants will be provided, aiming to enhance cooperation across the targeted regions and thus **contribute to building confidence across ethnically divided communities**.

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<sup>22</sup> According to SADI (2012), there is only one business association in UTAG, and no microfinance association.

Availability of extension services will be analysed and if needed developed, aiming at raising farm competitiveness towards best practice levels in the country and regionally. The following themes will be considered for capacity development: new technologies of agricultural production, business economy, management, financial accounting, environmental awareness/protection, organic/eco-friendly farming, alternative/diversified businesses in rural areas, producers' cooperatives, market linkages, business development and information technology, as well as helping young farmers to establish themselves as new businesses. ***Special attention would be paid to building local capacities to use the benefits provided by the DCFTA in terms of access to the EU market.***

A competition to support creation of new rural business will be organized, based on the locally identified priorities by LAGs (as described in the previous component). The activity will contribute to diversification of the rural economy, aiming to generate additional income and create new job opportunities in rural areas. Farm households and other operators will be helped to start up new small on- and off-farm businesses at community level, by encouraging (a) alternative farm and rural enterprises involving non-surplus products e.g. inland water fisheries, and (b) agro/eco/rural tourism that takes advantage of natural and cultural resources.

The aim of the intervention, in terms of scalability, will be to represent a platform that will nurture start-ups, enhancing their capacity, for further larger scale support (provided by EBRD, IFAD, WB, as well as other related interventions). Dedicated activities to target women- and youth led businesses will be implemented. Study visits displaying best practices in rural economic development will be organised (both across the country, and in EU countries), to include also representatives from Transnistria where feasible, as well as local governments from wider Moldova. Support will also be provided to local authorities, in view of improving their skills in encouraging local entrepreneurship and attracting foreign investment, as well their capacity to stimulate local entrepreneurship and promote their communities.

**Indicative activities:**

- 2.1.1. Conduct a review (capacity development needs assessment) of existing business support infrastructure in the targeted regions (Gagauzia, Taraclia and neighbouring communities), identifying priority actions for supporting its development
- 2.1.2. Develop an intervention package to enhance the capacity of the regional rural business support infrastructure; including trainings and technical assistance both at organizational level (regional Chamber of Commerce and Industry, Business Incubators etc.) and personal one (specialist business consultants).
- 2.1.3. Provide targeted support for the creation of new rural businesses, including with start-up small grants, and mentoring capacity development activities, prioritising women from rural areas and female-headed households.
- 2.1.4. Support LPAs in the promotion of investment opportunities, and strengthen LPAs capacities to interact with businesses and local community members, including through networking events within and outside the country.

**Activity 2.2. Promote Employability and culture of Entrepreneurship through Comrat Regional Syslab Center (detailed concept note presented as Annex C)**

Promoting and strengthening entrepreneurship is one of the most important approaches to addressing the economic problems of rural communities and is attracting fresh attention with the dramatic economic downturn in many EU Member States. About 87% of rural population has difficulty in accessing labour market. Main reasons stay with lack of job opportunities in rural areas, lack of experience, including job-seeking experience, lack of education, and discrimination by employers. The SYSLAB concept is an employment method based on individual training in groups of 20 to 40 participants in business like environments, in a 4 month training cycles. It is "learning by doing" and building "relation competence" which are relevant for actual jobs in both private and public sectors. The courses offered to unemployed people are organized as knowledge enterprise, where the focus is on self-development through



collaboration, teamwork, entrepreneurship and active contact with existing companies in the local area. Thus, SYSLAB's aim is to create motivated knowledge workers and entrepreneurs with a professional approach to their role in society. This approach is being transferred to Moldova through the implementation of the Innovative entrepreneurship for Sustainable Employment Project, a network of 5 centres operating currently in Chisinau, Balti, Rezina, Cahul and Comrat.

The activity is based on two interlinked components of *employability and entrepreneurship promotion*. It will support skilled unemployed and potential beneficiaries with entrepreneurial ideas to either find a relevant job on the existing market or start-up a new business. Overall, on an annual basis, the Project in Comrat is capable to assist up to 60-80 direct beneficiaries. By supporting the existing career advisory center placed in Comrat (UTA Gagauzia), regional mobility and confidence building will be enhanced through the network of five centers across the country. The fundamental idea behind the Syslab career centers network is to support employment throughout the country, thus helping Moldova's regions to improve available skills' pool and to contribute to higher value-added creation in economic activities.

Considering that levels of entrepreneurship in the region are relatively low, with a rather negative attitude to entrepreneurship and entrepreneurs, targeted activities will be implemented through the Comrat centre to boost young's people interest in creating a new business. There is a lack of positive role models of successful entrepreneurs, although the situation is gradually improving. The brief analysis conducted shows the need to raise awareness among both civil society and public administration of the critical role played by entrepreneurs in generating employment, income and indeed wealth, as well as introduce entrepreneurial skills and mind-sets among young people. There is extensive international experience that can be applied through role playing, software programmes, competitions, etc. at all level of the educational system, especially at the college and university level.

**Expected Results** - The main expected results of the intervention are envisaged to be reached at two level. Firstly, consistent and sustainable results shall be reached in terms of promoting employability and entrepreneurship in Comrat. It is envisaged an average **success rate of up to 60% on the employment side** and up to **10% success rate for entrepreneurship per year/cohort**. Such results are achievable, as the experience shows that already existing partnerships permit to achieve even slightly higher results. Secondly, establishment and further development of local partnerships is crucial. **Financial sustainability** is ensured through the already existing partnership with the Comrat Municipal Administration who will be overtaking the centre upon the successful completion of the project. While the self-employment component is sustainable as private sector is directly connected and interested to contribute to start-up activity in the region.

The key strategic approach towards achieving maximum *cost efficiency and effectiveness* is that of portfolio management by leveraging activities and partnerships within the existing network of UNDP Career Advisory Centers (in Chisinau, Rezina, Balti and Cahul). As Rezina Career Advisory Center, also provides support for beneficiaries from the Transnistrian region of Moldova, through planned networking activities, social cohesion and interaction across various division lines will be promoted.

Referring to the operation of the Comrat Career Advisory Center:

- UNDP and local partners will ensure maximum utilization of the existing capacities of the Comrat center by implementing in parallel the employability and entrepreneurship components and ensure speedy turnover of beneficiaries
- The Mayorality of Comrat will continue to provide, free-of-charge, office spaces for the Comrat center

While the bigger intervention is implemented with Norway funding, the current action will contribute directly to the strengthening of the SYSLAB Comrat regional center and its activities.

#### Indicative Activities

- 2.2.1. Support the operation of the SYSLAB Comrat Center (including Head of Center, Career Advisors for employment and entrepreneurship components, assistant)

- 2.2.2. Adapt and support the implementation of the Self-Employment Programme (National Consultant/s to adapt the self -employment program and support its implementation at the Comrat Centre: training and coaching for a max of 2 full-time groups)
- 2.2.3. Conduct external training for staff and beneficiaries of the Comrat Centre (topics to include - teambuilding, economy, psychological tests, project management, business planning, etc.)
- 2.2.4. Conduct Grant competition for best entrepreneurial ideas
- 2.2.5. Follow-up and monitor the implementation of SYSLAB methodology and conduct knowledge sharing events (within SYSLAB Centers' Network)

### **Component 3: Small-Scale Infrastructure Refurbishment and Promotion of Inter-Municipal Cooperation**

***Activity 3.1. Improve management, access and quality of municipal service provision in 20 communities and 7 clusters of communities through inter-municipal cooperation, prioritized by up-dated Local Development Strategies***

***Activity 3.2. Implementation of small-scale infrastructure projects within 20 communities and 7 clusters of communities***

Support will be provided to **improve local service provision and upgrade basic infrastructure upgrading in 20 municipalities** in Gagauzia and Taraclia districts, enhancing cooperation across the targeted districts, in line with local development strategies for enhanced rural development. A competition will be organized to support newly created LAGs and fund key locally identified priorities from the Local Development Strategies (as described in Component 1, Activity 1.2). The action will further focus on effective implementation of local socio-economic development strategies (including their update or development where missing) and their link to regional development policies and ARDS. Particular emphasis will be placed on local public services and infrastructure development, and use of other national funds (including regional development fund, environment fund, energy efficiency fund etc.). Technical assistance will be provided to improve service provision in the areas of LPAs competence like communal services, health, social protection, education, and others.

In addition to providing support for upgrading basic small-scale infrastructure, the Action will focus particularly on **enhancing community cooperation across administrative borders** with different autonomy. **Seven clusters** of municipalities will be assisted to pilot several forms of **inter-municipal cooperation (IMC)** for common priority sectors and services, (e.g. education, social protection, environment and energy efficiency, water and sewerage, solid waste), around which, clustering of municipalities will be encouraged. IMC is perceived as an instrument for improving efficiency and effectiveness of service delivery, in response to severe fragmentation of local public administrations. LPAs, businesses, CSOs, as well as newly created LAGs, will be trained to plan and create partnerships, select the most appropriate model of cooperation to effectively manage and maintain the selected public services.

The intervention will rely on the foundation set by previous UNDP interventions, where support was provided to the Government of Moldova to **upgrade the national local service delivery regulatory framework**, by enabling the IMC schemes to organize and operate legal units for communal services. In this regard, the regulatory changes implemented, have offered to the LPAs the right to establish joint municipal enterprises – operators with several LPAs-founders (the Government Decision from 03.07.2014 on adjusting the Regulation on municipal enterprises).

As in previous case, the communities will be assisted in accessing regional development funds for better service provision and infrastructure upgrading. These may be fewer larger services that reduce area's isolation or smaller services, or a combination of them on: water and sanitation; solid waste; roads; business infrastructure and support; energy efficiency, etc. using various cooperation tools, like inter-municipal cooperation (within and outside the region), PPPs, etc. The close cooperation with local authorities will facilitate cost-effectiveness of local development initiatives, also ensured by co-financing local development initiatives (with at least 20%).

Indicative activities:

- 3.1.1. Review and approve at the Programme Board final selection criteria and launch the selection process
- 3.1.2. Identify and evaluate relevant infrastructural projects, based on the participatory processes conducted by LAGs and LDSs (as described in the Component 1)
- 3.1.3. Provide support to the improvement of basic local services in 20 communities in Gagauzia and Taraclia districts, enhancing cooperation across the targeted districts.
- 3.1.4. Technical monitoring and evaluation of the infrastructural projects
- 3.1.5. Assess and map service development with IMC and PPP potential: water and sanitation services, solid waste management (SWM), social services, education, employment services etc.
- 3.1.6. Capacity building and support for the improvement of the management of selected local public services and utilities in 7 clusters of communities (through inter-municipal cooperation, private public partnerships etc.) that will be created across Gagauzia, Taraclia and neighbouring communities across ethnic divide.
- 3.1.7. Support LAGs from the 7 clusters in accessing regional development funds: planning, project identification, formulation and resource mobilization, service maintenance.

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### 3.3. Selection Process

A thorough selection process of target communities will be conducted in its initial stage. The selection criteria, among which: population number, socio-economic indicators, IMC and amalgamation potential, capacity to act as a growth pole for the district/region, degree of vulnerability and the list of target communities and clusters will be proposed to and **approved by the Programme Board**. Most importantly, motivation and willingness of communities to participate in the programme, as well as local co-financing.

Furthermore, services and initiatives/projects to be financed by the action in target communities must meet a series of minimum criteria:

- Address the actual needs of community and foreseeable improvement of local living conditions;
- Benefit an entire community or a group of communities, including the vulnerable and most needy;
- Feasible: a thorough technical, social, economic and environmental screening of proposed projects will be undertaken by Programme experts;
- Financed primarily through partnership, a cost-sharing arrangement between beneficiaries, partner community/rayon, CSOs and other public and private sponsors;
- Sustainable, in that the beneficiaries can and will maintain the service;
- Serve as model service that can be replicated in other communities;

Prior to Board approval, the selection criteria and the types of services/interventions will be discussed and approved by a Technical committee, comprised of representatives of regional authorities, EU and UNDP. Indicative evaluation criteria are provided in **Annex B**.

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## IV. UNDP MOLDOVA RELEVANT EXPERIENCE, LESSONS LEARNT AND INTERVENTIONS RATIONALE

The proposed intervention will built on the experience of UNDP in working with businesses and local communities from the entire country, including from Transnistria region in the Support to Confidence Building Programme, but also Administrative Territorial Unit of Gagauzia itself. More specifically, it is worth mentioning the assistance provided by the EU funded *Energy and Biomass* Programme working in four Gagauz communities, the support to *protection and empowerment of victims of domestic violence and human trafficking* (2009-2011, work was done with local authorities from Vulcanesti district, and engaging broader civil society partners); support to *community mobilization and improvement of local services in Ceadir-Lunga* district and strengthening local governance through the introduction of *Performance based Budgeting in Comrat* town.

At the same time, UNDP experience in delivering results in a complex operational environment achieved through the Support to Confidence Building Measures Programme in the Transnistria region and the security zone will be relevant for the current intervention. Parallels will be drawn with the business development component and support to social infrastructure ones currently under implementation. Moreover, UNDP will apply a complex multi-disciplinary approach to the intervention, using knowledgeable project teams that implement Joint Integrated Local Development Programme and applying the already tested methodologies (community mobilization for empowerment, support to IMC) all in line with the national development strategies, and in particular the National Decentralization Strategy.

As for the other component, on Promotion of local entrepreneurship and SMEs development, the activity related to the SYSLAB Center in Comrat will be implemented in the framework of the *Innovative entrepreneurship for Sustainable Employment Project*, supporting the creation of other 4 centers countrywide. Therefore, connection and inclusion of Gagauzia region in national development processes will be achieved.

One of the UNDP flagship programmes –Joint Integrated Local Development Programme, places a major focus on LPAs capacity building efforts, aiming at producing “*champions of change*” as best practice examples of functional and operational local governments to be potentially scaled up at national level. The current phase of the programme (2013-2015) worked on improving the capacity of 30 local governments, out of which 10 serving as centers for inter-municipal cooperation.

It is proposed to use lessons learned and follow JILD approach in 40 selected localities<sup>23</sup> of Gagauzia region assisting LPAs in **improving their capacity and operations, supporting target communities** and their local authorities to **provide quality public services** to achieve sustainable economic and social development, in the main areas affected by the Decentralization strategy. The quality of life of local communities as well as empowerment of the most vulnerable women and men, will be increased through further support to implementation of community projects using innovative tools such as inter-municipal cooperation, private-public partnerships and e-governance, among others, to serve as best examples of decentralized arrangements for service provision at local level.

#### 4.1. Methodological Approaches:

General approaches: Confidence Building; Human Rights Based Approach, Gender Mainstreaming & Women’s Empowerment, Community Mobilization for Empowerment.

- **Confidence building potential** will be emphasized throughout the whole programme. Local /regional strategies will be updated and connected to the national ones, dialogue and information sharing mechanisms will be established to ensure that regional institutions are not only connected in the national level processes, but also actively participate. Activities will include support for joint business events and participation of region’s SMEs in national and international events, connection of regions’ structures (Chamber of Commerce, Business Association, Career Training Center etc. to the national networks) facilitating peer-to-peer learning and review; connecting communities in and outside the ATUG in joint service delivery through inter- municipal cooperation, ensure adequate participation and representation in joint events in the LAGs national network etc.
- **Community profiling:** assessment of the community and its inhabitants with disaggregation by gender and vulnerability criteria (such as age, disability, ethnic origin, religious affiliation, etc.) along major gender and human rights concerns (rights to water, education, health care, employment, participation, etc.); as well as existing institutional, organizational and functional capacities in the communities to perform their duties and provide quality and accessible services.
- **Mobilization, Empowerment & Consolidation** of the local community groups, bringing together women and men, including from most vulnerable groups, around basic gender and human rights concerns;

<sup>23</sup> The programme will focus on local governments from Gagauzia region (32 localities, including one municipality, 2 towns, 23 communes and 6 villages) and Taraclia district (26 localities: 2 towns, 13 communes and 11 villages)

- Participatory and inclusive development of the Local Development Strategy and mobilization of empowered women and men around jointly identified community priorities;
- The implementation of one priority from the Local Development Strategy to ensure high-quality and accessible local public services through a grant provided to the community.
- Inter municipal cooperation - is perceived as an instrument for improving efficiency and effectiveness of service delivery and pave the way for amalgamation of local communities. Communities will be trained to develop partnerships: from planning and creating them, selecting the most appropriate model of cooperation to effectively managing and maintaining the selected public services. New communities could be added if they fit within the "cluster".

## 4.2. Lessons Learnt

**A successful inter-municipal cooperation does not require mandatory "institutionalised" organizations** (joint legal entities). The inter-municipal expanding of the existing communal operators (e.g. garbage collection) is a reasonable solution for promoting IMC in the Moldovan context.

**A preliminary feasibility study is a must for initiating an inter-municipal cooperation project**, in order to clarify the costs and responsibilities for all partner municipalities from the very beginning.

**Greater impact of program activities can be achieved when "hard" interventions are accompanied by "soft" activities.** This approach is effective when targeting institutional development of local governments, but also when working toward improving service provision at local level. Small-scale granting and comprehensive training and specialized coaching for local governments and local communities proved to be an efficient mix of interventions in building understanding of the importance of efficient institutional management as a key element for better public service provision. Following the same philosophy, public service provision improvement should not be limited to technical consolidation, but should be linked to real local needs, involve all community stakeholders, and should be supported by a continuous learning and upgrading process. The same approach will be applied with local action groups.

**Enhanced communication, cooperation and partnership between LPAs and communities** should continue to be fostered for an integrated development. The decisions of the mayors and LPAs should respond to the needs the community members and respond to the community problems. To know the perspectives of all of the groups and to know how to respond to the needs of those groups LPAs should invest more in communication with the representatives of all groups in the community. By inviting the stakeholders to be involved and participate in community activities, by learning the others' perspectives, the project will ensure the ownership of the activities that could be extended towards all the members of the community. This will also contribute to the sustainability of the activities undertaken in those communities.

**Synergies amongst communities should be encouraged** through study visits and exchange of best practices. People, community groups, as well as LPAs learn better if they have a clear example of what was done and how was done. During the study visits, organized nationally and internationally, the participants get more ideas what could work in their own communities, learn lessons from their peers and may decide to replicate a certain model or avoid certain mistakes, steps have proved to be effective. Additionally, this contributes to a healthy networking.

After 20 years of international assistance, **Moldovan LPAs and communities built up an ample magnitude of first-rate in-house know-how.** Consequently, the peer reviews (municipality-to-municipality) could be explored as an excellent opportunity to exchange information on successful and promising practices, approaches, organizational structures and tools used in the delivery of local public services.

**Innovation and thinking out of the box should be encouraged.** Each community is a living body with its own profile, processes and specificities. What works in one community does not necessarily work in another, therefore, if replicating an approach, system or product, the communities should take into account own specificities and adopt an individualized approach.

## V. SUSTAINABILITY

Programme sustainability will be ensured through engagement of local authorities and relevant national and regional structures from the outset of the programme. Detailed consultations have been held with the Administration of the TAU Gagauzia and Taraclia District, as well as national institutions. The local and regional authorities have expressed their support for the implementation of the action, including through dedicated human and financial resources (as well as providing co-financing for the rehabilitated infrastructure). This national ownership will be maintained throughout programme implementation and will be a key element for the sustainability of the interventions.

One of the key objectives of this programme addresses strategic needs and priorities, identified by communities, including women themselves, with a special focus on improving access to social services (health, education, social protection, water, sewage, electricity). Such a complex approach to the needs of rural communities, especially women, will ensure addressing rural poverty in multiple fronts, leading to sustainability of efforts to reduce local poverty.

The action will also contribute to increasing accountability and community mobilization, thus building the demand for continued support of intervention from the grass-roots level. Successful local interventions in agriculture and rural development will show practical results to inhabitants, and they require continued application of methodologies and skills acquired by the local communities (LAGs). Having accumulated experience and success in improving local living conditions during the programme implementation, communities are expected to have a strong incentive to continue collaborating to prioritise development needs, strategies' responses, initiate engagement with local authorities, mobilise resources and implement local development Programs.

The action will strengthen national capacities to take-over newly created services, building in a gradual exit strategy from the onset of the interventions. In addition to sustainable capacity at institutional level, investment will be made in human capacity at personal level. Participation of local experts, specialists of local branches of relevant governmental agencies into regular consultations, meetings and implementation of concrete activities, in addition to the monitoring, will allow ensuring proper accountability for results to be achieved. Significant focus will be made on capacity building for local partners, who will further ensure an ownership for results and a further continuation of activities and interventions piloted and tested.

Another incentive for the local authorities is ensuring the appropriateness and cost-effectiveness of local development initiatives, when communities are engaged in the planning and implementation of local development initiatives, as well as financial and in-kind contribution. A final incentive for local authorities to sustain their engagement with communities, as is induced and demonstrated by the action (relying on UNDP previous experience within the Joint Integrated Local Development Programme), is that adequate and reliable local infrastructure is a prerequisite for local economic development. With improved systems for water, gas and electricity supply, a municipality or town is much more likely to attract domestic or foreign investment. By sustaining their partnership with communities, local authorities can efficiently and effectively lay the groundwork for local economic development and investment. The sustainability and replicability of IMC models will be ensured by strengthening the capacities of IMC communal operators (through management reengineering and technical reinforcement).

Regarding *sustainability of the SYSLAB Career Advisory Center in Comrat* (ATU Gagauzia), one should note that being opened in 2015, its piloting proved to be very successful. The overall success rate, i.e. employability results, are close to 80%, which is in line with the project and the expectations of the main donors (in particular UNDP, SYSLAB International and UK Government (who supported the first piloting phase)). The intervention is sustainable both from the *institutional* and *financial* points of view. In particular, the intervention builds upon the experience of UNDP in piloting and running similar career advisory centers throughout the country and the Comrat center is strategically included in the already existing network. Centers exchange best practices, teaching skills, experiences in working with private sector, in order to build and consolidate the network.

The Center in Comrat was opened due to the strong support from the Comrat Mayorality, with which UNDP Moldova entered into a Memorandum of Understanding. The Mayorality is actively promoting the Career Advisory Center, both in terms of visibility of the results and the services that are available. Moreover, the Project and staff of the Comrat center managed to establish and develop strategic partnerships with private sector companies in the region, which allows for increased employability results. UNDP managed to establish a seed-fund for self-employment component, with contribution from private sector company, i.e. Starnet SRL, which proved to be very successful in Comrat in 2015. UNDP piloted in fact the self-employment programme in the Comrat centre and the results are very promising, with 8 complete business plans submitted to the project in 4 months period time. From the financial point of view, the intervention is sustainable as the Mayorality will be overtaking the center upon the successful completion of the project. The self-employment component is sustainable as private sector is directly connected and interested to contribute to start-up activity in the region.

## VI. RISKS AND RISK MANAGEMENT

Description of risk	Type and Category	Risk management actions
Volatile political and security environment, subject to unforeseen and sudden changes	Political/ Medium	The action will take into account the specific political setting that will exist in the region at the moment of implementation. The implementation of the activities will be planned and approached with caution, including the timing, visibility and presentation issues.
Activities may be delayed due to the regional context, and perception towards confidence building approach	Operational /Medium	The implementation team will ensure that relevant national and regional counterparts are informed on an on-going basis about the aims and the activities planned, including inviting them to the events. All activities have to remain non-political, focusing on specific improvements in people's lives.
Lack of engagement on behalf of regional stakeholders	Operational/Medium	Prior consultations were in place to guarantee a buy-in on behalf of beneficiaries. Continuous engagement with key stakeholders will be ensured, as well as mobilisation of local resources to promote the local ownership of the results of the implemented action.
Lack of culture of participation in identifying priorities, planning, and budgeting for regional and local development.	Operational / Medium	The action will use best practices and lessons learned to show tangible benefits for communities from other similar contexts, and will be working on changing the attitudes and behaviour of local councillors and staff towards citizens as well as will empower communities, CSOs and citizens to fully participate in all local development processes.
Resistance of Local Public Authorities to change and implement innovative local governance instruments	Operational / Medium	The programme will apply participative methods, working simultaneously both at community level and with local authorities, combining capacity building activities with technical assistance.
Economic slowdown, diminishing number of available jobs on local market, particularly in rural areas	Strategic/Medium	Build-in entrepreneurship component in each career advisory centre; further develop partnerships with private sector
Low local capacities for delivery and financial operations.	Operational / Medium	UNDP will address these risks by providing on-going training, coaching and mentoring to local action groups and sub-contracted organizations
Environmental concerns are not taken into consideration in local initiatives	Environmental/Low	All support envisaged in the action will be based on thorough analysis and recommendations taken into account environmental issues along with rights based and gender issues.

## VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

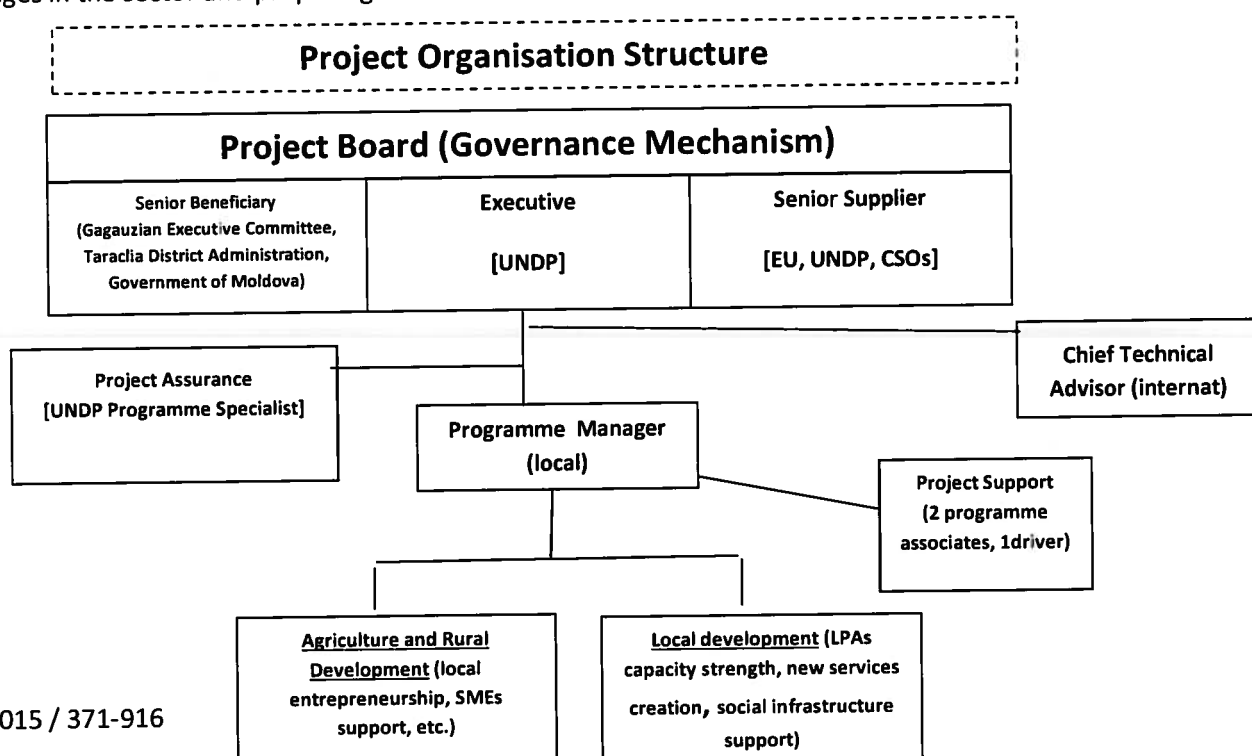
UNDP Country Office in Moldova (UNDP CO) will be the Implementing Partner of this programme and will be responsible for producing outputs and use of resources. As such, it will bear the overall accountability for delivering the programme in accordance with its applicable regulations, rules, policies and procedures, as outlined [here](#). The EU Delegation to Moldova will be closely associated and consulted as regard to any major decisions taken in the framework of the programme. In case there is need for adjustment of the framework programme, this will be brought to the EU Delegation to Moldova's attention and, upon agreement, the change will become binding after being processed in line with the amendment procedures set out in art. 11 of the General Conditions.

### Programme Board

The action will be managed at the highest level by a Programme Board. The Board composition will be decided during the Local Project Appraisal Committee that should be participatory and include as many relevant stakeholders. At least representatives of the EU Delegation, UNDP, and administration from ATU Gagauzia and Taraclia district, along with representative of the Ministry of agriculture and food industry and the Agriculture Interventions and Payments Agency (AIPA) and State Chancellery. Civil society participation in the board will be considered, however conflict of interest shall be avoided. Formal minutes shall be prepared and adopted for each meeting of the Programme Board, detailing any proposals made and decisions taken.

The Programme Board will meet at least twice per year in order to ensure the efficient monitoring and evaluation of project results and maintain continuous cooperation between all project' partners at all stages of project implementation.

The Programme Board will be responsible for approving annual work plans, assessing progress, discussing lessons learned, and taking decisions on proposals and recommendations presented by any of its members. It shall discuss and decide upon specific Programme implementation issues, ensuring optimal transformation of activities into outputs through appropriate monitoring and evaluation actions pertaining to the relevance, performance, and progress towards each outcome, facilitating cooperation between relevant partners and stakeholders (public and private), and ensuring continuous and effective communication and coordination between the Programme and its beneficiaries. The Programme Board will also provide a forum for sharing the key results of the Programme, as well as discussing changes or challenges in the sector and proposing solutions.





### **Specific Responsibilities of the Programme Board:**

- ◆ Provide overall guidance and direction to the Programme, ensuring it remains within any specified constraints;
- ◆ Address issues as raised by the Programme Manager;
- ◆ Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- ◆ Agree on Programme Manager's tolerances as required;
- ◆ Review the Programme Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- ◆ Appraise the Programme Annual Review Report, make recommendations for the next AWP;
- ◆ Provide ad-hoc direction and advice for exception situations when Programme manager's tolerances (agreed operational deviations for time and budget) are exceeded;
- ◆ Assess and decide on Programme changes through revisions.
- ◆ Decide on the Selection Committee composition and selection criteria. Approve the list of communities and projects to be supported.

**Selection Committee:** As the Programme envisages grant components for community infrastructure, the Programme Board will decide on the composition of the Selection Committee and criteria for locations and projects selection. The responsibility of the Selection Committee will be to evaluate projects proposals against the selection criteria and make recommendations to the Programme Board for financing. The Selection Committee will evaluate all proposals and make recommendations to the Programme Board. The Programme Board will make the final decision.

**Project Assurance** is a key element of the PRINCE2 project management method, upon which the Programme Management Arrangements are based. 'Assurance' is essentially an independent audit function, whereby the Programme Board is able to monitor progress against agreed work plans. On behalf of UNDP, the function is delegated to a UNDP Portfolio Manager. Specific 'Assurance' tasks are to:

- ◆ Ensure that funds are made available to the programme;
- ◆ Ensure that risks and issues are properly managed and monitored, and that the logs are regularly updated;
- ◆ Ensure that Programme Progress/Financial Reports are prepared and submitted on time, and according to standards in terms of format and content quality and submitted to the Programme Board;

### **Management Structure**

UNDP Moldova will be responsible for project administration including: organising implementation of project activities, procurement of goods and services, recruitment of project personnel and national and international consultants, connecting to national and international expertise and knowledge networks etc., in order to ensure the timely and expedient implementation of project activities, including the provision of continuous feedback and information sharing among stakeholders.

The project will be implemented under overall strategic advice and guidance from the Chief Technical Adviser (international), who will be responsible for the provision of the overall strategic and technical advice to project partners, the liaison with stakeholders, national partners and donors and for monitoring the quality and impact of activities of the project.

The project management will be performed by a dedicated Project Manager who will be assisted by two Programme Officers (One officer specialized in the agriculture and rural development sector, and the other in LAGs capacity development). A junior officer, ideally located in Comrat, will be responsible to coordinate

the community facilitation work. Two Programme Assistants will be responsible for technical aspects of the whole programme implementation (procurement, finance, office management, logistics, etc.). Detailed descriptions of duties of all project advisory, management and technical staff will be reflected in their terms of references.

During the project implementation, synergies and linkages with other ongoing projects, in particular in the areas of confidence building, local development, rural development and promotion of green economy implemented by UNDP and UN agencies will be maintained and strengthened.

### **Communication and Visibility**

All programme activities will adhere to the European Union's requirements for visibility on EU funded activities, as described in the FAFA, and by referring to the Joint Visibility Guidelines for EC UN Actions in the field (see [http://ec.europa.eu/comm/europeaid/visibility/index\\_en.htm](http://ec.europa.eu/comm/europeaid/visibility/index_en.htm) for guidance. A detailed communication and visibility strategy for the project will be developed and agreed with the EU Delegation in the first quarter of the programme implementation.

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### **VIII. MONITORING AND EVALUATION**

The Monitoring and Evaluation Plan (M&E Plan) will be elaborated and approved by the Programme Board during the first quarter of programme implementation, being the direct responsibility of the programme manager with major inputs from the entire team. Its main goals will be to ensure continuous feedback on implementation, early identification of potential problems to facilitate timely adjustments and implementation in accordance with the overall strategic plan for the Program. The M&E Plan will also contribute to ensuring regular reporting to donor(s) on the effective use of all funding. The results of monitoring activities will be presented on a quarterly basis to the Programme Board.

Gender mainstreaming has been taken into account in designing and formulating this Program, and it will continue to be an important factor in planning, monitoring, and evaluating activities. In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through:

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format covering the whole year with updated information as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

**Closure:** In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up.

**Evaluation:** A final programme review will be commissioned by the UNDP at the end of programme implementation. This will focus on relevance, impact, sustainability, effectiveness and efficiency, non-contentiousness and appropriateness of delivered activities. In addition to that, evaluation will be conducted for the sub-projects implemented. Lessons learned and the experience gained throughout the implementation of the programme will be disseminated and shared as widely as possible. The preparation of the Terms of Reference for the programme evaluation will be agreed with the EUD Project Manager. Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules and directives of UNDP, as set out in Art. 17 of the General Conditions constituting Annex 2 to the present Contribution Agreement.

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## IX. REPORTING

Detailed narrative and financial reporting will be provided based on the agreed schedule in the Special Conditions and in accordance with provisions from art.3 of the PAGODA General Conditions. Every report will provide a complete account of all aspects of implementation for the period covered, while the level of detail will match the one from the DoA and the Budget of the Action.

### Content of the reports

The **progress report(s)** shall directly relate to this Agreement and shall at least include:

- summary and context of the Action;
- actual Results: an updated table based on a logical framework matrix including reporting of Results achieved by the Action (Impact, Outcomes or Outputs) as measured by their corresponding indicators; agreed baselines and targets, and relevant data sources;
- activities carried out during the reporting period (i.e. directly related to the Action and described in this Agreement);
- information on the implementation of the Visibility and Communication Plan (Annex VI) and any additional measures taken to identify the EU as source of financing;
- information on the implementation costs incurred as well as the legal commitments entered into by the Organisation during the reporting period.
- where applicable, a request for payment;
- work plan for the following period.

The **final report** shall contain the above information (excluding the last indent) covering the whole Implementation Period of this Agreement, plus:

- a summary of the Action's receipts, payments received and of the acceptable expenditure or eligible costs incurred;
- where applicable, an overview of any funds unduly paid or incorrectly used which the Organisation could or could not recover itself;
- under a Delegation Agreement, the exact link to the webpage where, according to Article 22.1, information on Grant Beneficiaries and Contractors is available;
- for EU External Actions, if relevant, details of transfers of equipment, vehicles and remaining major supplies mentioned in Article 9;
- in the case of Multi-Donor Actions, a mention that the Organisation assures that costs that are not eligible for the Contracting Authority are covered by other donors contributions

UNDP will provide **financial reports** to the European Union Delegation to Moldova on a regular basis as determined by the Special Conditions for this action. In addition to the above mentioned reports, UNDP will ensure that progress and situation reports, publications, press releases and updates, relevant to the Action, are communicated to the EU Delegation as and when they are issued.

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## X. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Moldova and UNDP signed on October 2, 1992. Consistent with Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan  
CRIS 2015 / 371-916

when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.

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## **XI. ANNEXES TO THE DESCRIPTION OF THE ACTION**

**Annex A: LOGFRAME**

**Annex B: Indicative Evaluation Criteria for selection of local projects**

**Annex C: Detailed Outline of SYSLAB Concept Comrat Center – 2016-2018**

**Annex A: LOGFRAME**

	Intervention Logic	Objectively Verifiable Indicators of achievement	Sources and me verification
<p><b>Overall objective</b></p>	<p><i>To foster confidence building in Republic of Moldova by targeting regions and territorial administrative units with special status.</i></p> <p><i>People from ATU Gagauzia, Taraclia district and neighbouring communities benefit from improved development opportunities in their localities, grasping the benefits of the National Agriculture and Rural Development Strategy</i></p>	<p>1. % of officially registered unemployed in ATU Gagauzia and Taraclia district</p> <p><u>Baseline:</u> for ATU Gagauzia - 804 newly registered unemployed in 2014, 704 in 2013; for Taraclia district – 636 persons in 2014, 654 in 2013;</p> <p><u>Target:</u> Officially registered unemployed in ATU Gagauzia and Taraclia district decreased by at least 10%</p> <p>2. Number of people benefited from improved services and renovated infrastructure</p> <p><u>Target:</u> 120,000 persons (roughly the entire population of the region) benefited from improved services and renovated infrastructure</p> <p>3. Level of ARDS implementation in the targeted regions</p> <p><u>Target:</u> Successful implementation of the National ARDS in targeted regions</p>	<p>National statistics</p> <p>Project reports and evaluation activities</p> <p>Feedback from / point, Ministry of Agriculture</p>

<p><b>Specific objectives</b></p>	<ol style="list-style-type: none"> <li>1. Enhanced Dialogue and Community Empowerment.</li> <li>2. Promoting local entrepreneurship and SMEs development</li> <li>3. Small-Scale Infrastructure Refurbishment and Promotion of Inter-Municipal Cooperation</li> </ol>	<ol style="list-style-type: none"> <li>1.1. 50 joint activities organized local, regional and national level institutions (missions, seminars, study trips), including at least 5 study visits in EU countries (with mixed and balanced participation)</li> <li>1.2. Comprehensive community participatory capacity development processes conducted in 30 communities (representing 50% from the total targeted number)</li> <li>1.3. Improved cooperation between local authorities, businesses and civil society organizations</li> <li>2.1. Strengthened rural business support infrastructure</li> <li>2.2. Fully functional Regional SYSLAB Center operating in Comrat, implementing the employability and entrepreneurship components, being connected and sharing best practices with the rest of the centers on same network</li> <li>3.1. 20 small scale infrastructure projects implemented in target localities</li> <li>3.2. 7 models of inter municipal local public services created in the targeted region (at least one connecting communities across autonomous administrative units);</li> </ol>	<p>Project reports and results of monitoring and evaluation activities.</p> <p>Syslab website</p> <p>Municipality website</p> <p>Visibility events</p>	<p>European integration and access to EU markets continues to serves as an incentive.</p>
<p><b>Outputs/Results</b></p>	<p>Output 1.1. Enhanced cooperation on Agriculture and Rural Development between national authorities and regions with special status</p> <p><i>Output 1.2. Strengthened and empowered local communities to actively participate in the decision making process and development of their localities. To better integrate the needs of women and men, particularly the most vulnerable into the local development strategies</i></p>	<ol style="list-style-type: none"> <li>1. Updated community profiles for 30 target localities, contributing to the development of local development strategies</li> <li>2. Enhanced capacity of newly created Local Action Groups (80% of LAGs members from target communes trained)</li> <li>3. 1,000 persons benefited from business support infrastructure</li> <li>4. 100 new jobs created directly related to ARDS implementation; 5000 livelihood improved</li> </ol>	<p>Project reports and results of monitoring and evaluation activities.</p>	

	<p>Output 2.1. Strengthened -rural business support infrastructure in targeted regions for SMEs development</p> <p>Output 2.2. Promoted Employability and Entrepreneurship through Comrat Regional Syslab Center</p> <p>Output 3.1. Improved management, access and quality of municipal service provision in 20 communities and 7 clusters of communities, prioritized by up-dated Local Development Strategies</p> <p><i>Output 3.2. Small scale infrastructure projects are implemented within 20 communities and 7 clusters of communities</i></p>	<p>5. At least 60 direct beneficiaries successfully pass the tailored trainings and coaching and success rate for employability of 60% and entrepreneurship of at least 10% is achieved.</p>		
<p><b>Activities</b></p> <p><b>Component 1: Enhanced Dialogue and Community Empowerment</b></p> <p>1.1.1 Review existing national and regional strategic documents (ARDS, Regional Development Strategies for Gagauzia and South Region, Socio-Economic Development Strategy for ATU Gagauzia etc.) in view of identifying opportunities for operationalizing the National Strategy for Agriculture and Rural Development in the targeted region</p> <p>1.1.2 Based on the identified needs, develop/update existing strategic documents with specific recommendations that will be considered for implementation (within the other two components)</p> <p>1.1.3 Create a consultative group that will serve as a platform for communication, but also for ensuring a participatory process towards ARDS operationalization in the targeted region</p> <p>1.1.4 Analyze and identify the most relevant approach towards the size and structure of the Local Action Groups (in line with EU Leader approach)</p>	<p><b>MEANS:</b></p> <p>Personnel, international and local expertise, equipment, researches, operational facilities</p>	<p>Annual and quarterly work plans and reports.</p> <p><b>Component 1: Enhanced Dialogue and Community Empowerment</b> (contractual services, grants for LAGs creation etc.)</p> <p><b>Component 2: Local entrepreneurship and SMEs development</b> (contractual services, grants for SMEs):</p> <p><b>Component 3: Municipal service provision and small-scale infrastructure</b> (actual works, contractual services, grants for LAGs):</p> <p><b>Implementation costs</b></p>	<p>1. Continuous engagement with key stakeholders to be ensured, as well as mobilisation of local resources to promote the local ownership of the results of the implemented action.</p>	

<p>1.1.5 Conduct learning, information sharing events, including study visits in communities outside target area, as well as in EU countries. Ensure mixed and balanced participation (both from sectorial point of view and representation of all targeted regions).</p> <p>1.2.1 Organise community meetings to sensitize communities on participatory development process. Support the Creation of Action Groups</p> <p>1.2.2 Develop the capacities of local community actors (including CBOs) in local development by applying community mobilization for empowerment</p> <p>1.2.3 Conduct the community profile –complex in-depth analysis of the community</p> <p>1.2.4 Technical assistance in development /updating of Local Development Strategies and Plans</p> <p>1.2.5 Strengthen capacities of local action groups through training programs, on-going coaching and mentoring; training for preselected communities (LAGs) for development and implementation of project proposals</p> <p>1.2.6 Conduct knowledge sharing/peer review events with similar municipalities from outside targeted regions fostering exchange of practice and experiences, and promotion of confidence building measures within the country.</p> <p>1.2.7 Advocacy, awareness-raising and knowledge generation on good governance, rights based and gender responsive local rural development</p> <p><b>Component 2: Local entrepreneurship and SMEs development</b></p> <p>2.1.1. Conduct a review (capacity development</p>		<p>(including technical assistance, human resources, operational costs, monitoring and evaluation, visibility and any other) :</p>	
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	<p>needs assessment) of existing business support infrastructure in the targeted regions, identifying priority actions for supporting its development</p> <p>2.1.2. Develop an intervention package to enhance the capacity of the regional business support infrastructure; including trainings and technical assistance both at organizational level (regional Chamber of Commerce and Industry, Business Incubators etc.) and personal one (specialist business consultants).</p> <p>2.1.3. Provide targeted support for the creation of new rural businesses, including with start-up small grants, and mentoring capacity development activities, prioritizing women from rural areas and female-headed households.</p> <p>2.1.4. Support LPAs in the promotion of investment opportunities, and strengthen LPAs capacities to interact with businesses and local community members. Facilitate the improvement of the local business environment, in line with ARDS.</p> <p>2.2.1. Support the operation of the SYSLAB Comrat Center (including Head of Center, Career Advisors for employment and entrepreneurship components, assistant)</p> <p>2.2.2. Adapt and support the implementation of the Self-Employment Programme (National Consultant/s to adapt the self-employment program and support its implementation at the Comrat Centre: training and coaching for a max of 2 full-time groups)</p> <p>2.2.3. Conduct external training for staff and beneficiaries of the Comrat Centre (topics to include -teambuilding, economy, psychological tests, project management, business planning, etc.)</p> <p>2.2.4. Conduct Grant competition for best</p>		
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	<p>entrepreneurial ideas</p> <p>2.2.5. Follow-up and monitor the implementation of SYSLAB methodology and conduct knowledge sharing events (within SYSLAB Centers' Network)</p> <p><b>Component 3: Small-Scale Infrastructure Refurbishment and Promotion of Inter-Municipal Cooperation</b></p> <p>3.1.1. Review and approve at the Programme Board final selection criteria and launch the selection process</p> <p>3.1.2. Identify and evaluate relevant infrastructural projects, based on the participatory processes conducted by LAGs and LDSs (as described in the Component 1)</p> <p>3.1.3. Provide support to the improvement of basic local services in 20 communities</p> <p>3.1.4. Technical monitoring and evaluation of the infrastructural projects</p> <p>3.1.5. Assess and map service development with IMC and PPP potential: water and sanitation services, solid waste management (SWM), social services, education, employment services etc.</p> <p>3.1.6. Capacity building and support for the improvement of the management of selected local public services and utilities in 7 clusters of communities (through inter-municipal cooperation, private public partnerships etc.)</p> <p>3.1.7. Support LAGs from the 7 clusters in accessing regional development funds: planning, project identification, formulation and resource mobilization, service maintenance</p>		
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## Annex B: Indicative Evaluation Criteria for selection of local projects

Six broader criteria are proposed for the selection of the proposals. It is suggested to consider for funding only proposals with more than 100 points (i.e. at least 50%).

#	CRITERIA	POINTS
1.	<p><b>Relevance</b></p> <p>Is the addressed problem described clearly? Does the problem respond to pressing community needs, as defined in the Local Development Strategy?</p> <p>Will the solutions proposed solve the problem identified? Are the needs of the most vulnerable women and men properly reflected in the proposal?</p>	25
2.	<p><b>Results and Impact</b></p> <p>Direct and quick impact on the socially vulnerable population groups - children, women, older people; breadth of impact in relation to potential beneficiaries - coverage of larger group of beneficiaries; an opportunity to pilot or replicate projects in neighbouring communities, especially between communities from across the districts?</p> <p>Are results formulated in a SMART manner (specific, measurable, achievable, realistic, set in time)?</p> <p>Are there means to measure impact?</p>	35
3.	<p><b>Feasibility degree</b></p> <p>Is the project feasible from technical, financial, economic, social, environmental and confidence building point of view?</p>	25
4.	<p><b>The weight of the confidence building element</b></p> <p>To what extent the activities performed by the project will help sustain and strengthen trust between communities across targeted districts?</p> <p>Assess if the project has a demonstrable impact on confidence building (initiates or enhances direct people-to-people contacts across ethnic divides or enhances an enabling environment within divided communities)</p> <p>Do no harm/ Potential negative effect of project intervention - if high, project to be excluded</p>	50
5.	<p><b>The degree of incorporation of local development principles based on transparency, inclusion and participative approach in implementation</b></p> <p>To what extent the project is based on transparent, inclusive and participatory implementation mechanism, monitoring and evaluation, which will insure internalization of the project by the whole community?</p>	25

	<p>To what extent the project provides equal or advanced / preferential impact to all community members, including vulnerable groups?</p> <p>To what extent the project will have a positive effect of incorporating the gender approach?</p>	
6.	<p><b>Sustainability</b></p> <p>Are there issues of sustainability / continuity after completion of financial support from the EU?</p> <p>Will there be local "ownership" of outcomes?</p> <p>Is there a community contribution to the project proposal?</p>	40
	<b>TOTAL</b>	200

## Annex C: Detailed Outline of SYSLAB Concept Comrat Center – 2016-2018

### I. DEVELOPMENT CHALLENGE

According to 2014 global human development report, Moldova's Human Development Index (HDI) value for 2013 was 0.66324 - - positioning the country in the medium human development category at 114 out of 187 countries and territories. Between 1990 and 2013, Moldova's HDI value increased from 0.645 to 0.663, an increase of 2.8 percent or an average annual increase of about 0.12 percent. The country may have achieved higher HDI, but mainly due to the income component of the HDI, the progress made is insufficient, particularly compared to other CIS countries. When discounting Moldova HDI for inequality, the HDI falls to 0.582, a loss of 12.2 percent due to inequality in the distribution of the dimension indices. Poverty, decent jobs, rural vs. urban divide in terms of development, uneven access to some social services, social exclusion of certain groups of population and their structural vulnerability, all negatively affect some positive MDG-related achievements. Although poverty decreased steadily in the recent years, around 84% of all poor reside in rural areas and the situation has in fact been worsening. Rural households are still much dependent on remittances and incomes from traditional agriculture, thus extremely vulnerable to external factors and climate shocks. The recent economic growth was largely jobless, as shown by the rather stagnating number of new jobs available on the local labour market in Chisinau and almost inexistent new jobs in the regions. The development of the labour market is to a large extent slow, vast majority of available jobs being concentrated in Chisinau, while the offer in the regions is poor or inexistent.

People's resilience in face of multiple vulnerabilities can be improved through pro-active public policies as well as by investing in capabilities of the people and enlarging their choices. In Moldova, as the post-2015 national consultations showed, many people see high energy and food prices, climate-related threats, emigration and ageing of populations, as major challenges in the future<sup>25</sup>. Taken into account all of the above, the current UNPF rightly points three pillars for joint UN interventions to support the democratic governance and justice, human development and social inclusion and environment, climate change and disaster risk management. Under Pillar 2, sustained interventions should aim at more access to people to sustainable regional development, economic opportunities, including through innovation and in agriculture, and decent work. Such interventions shall tackle in a comprehensive way the reasons for such high concentration of poverty in rural areas, while at same time take into consideration the existing urban poverty and key constraints for sustainable job creation and innovation in broader sense in both areas. As identified in the Government of Moldova- United Nations Partnership Framework for 2013-2017 (UNPF), key reasons for rural poverty are low employment opportunities, high job insecurity, limited access and opportunities for inclusive economic development at local level, poor management of migration flows, savings and remittances, low-productivity agriculture sector with outdated technologies and knowledge, but also very limited capacities of the local public authorities to promote entrepreneurship, deliver high-quality services to citizens, including some basis public services, among others.

Moldovan economy has posted record high 9% growth in 2013 on the back of strong recovery of agriculture and rising remittances. However, in 2014 the signs of slowdown became evident as the crisis in Ukraine unfolded, economic growth in Russia sharply decelerated and Russian ruble suffered steep devaluation. As around 25% of Moldovan economy is directly dependent on Russian economy, through migrant remittances (around 60% of total) and trade (up to 30% in 2013) the repercussions of economic difficulties in Russia were felt acutely in Moldova. Increases in trade with the EU have only partly offset losses suffered in the aftermath of Russia's trade sanctions and shrinking demand. Thus, economy is set to slow down to 2% in 2014.

<sup>24</sup> <http://hdr.undp.org/en/countries/profiles/MDA>

<sup>25</sup> [http://www.md.undp.org/content/dam/moldova/docs/Publications/UNDP\\_MD\\_Post2015Report\\_Eng.pdf](http://www.md.undp.org/content/dam/moldova/docs/Publications/UNDP_MD_Post2015Report_Eng.pdf)

According to the latest available data, the poverty fell by almost 4 p.p. to 12.7% in 2013. However, in the immediate term further progress may be stalled by economic slowdown in Russia and decline in remittances from there. Further, falling both in urban and rural areas, the poverty contracted stronger in urban areas leading to widening gap in socio-economic development. In fact, in 2013 already 84% of the poor came from rural areas as compared to 80% in 2012. As earlier this progress was mostly driven by rising remittances and social assistance, but also by rising incomes in the real economy, especially in agriculture. Furthermore, poor households tend to have lower levels of educational attainment and bigger number of children. Rural population also suffers from much worse access to other basic services, such as water and sanitation, as well as education and health.

Unemployment remains an important issue for both rural and urban population. The unemployment rate decreased in the last four years from 7.4% (2010) to 3.9% (2014). The unemployment rate for women was 3.1% and for men was 4.6% (2014). Unemployment rate in urban settlements is almost twice than that in rural areas.

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## II. STRATEGY

In line with the current UNPF and UNDP Country Programme Document and in view of promoting employability and innovative entrepreneurship throughout the country, the current Project aims to support the Government and local partners at community levels in the facilitation of employment and self-employment of skilled unemployed, including returning migrants and youth, to get to a source of sustainable income. The non-inclusive model of economic growth in the country has generated high inequalities compared to other regional countries, the highest disparities being registered with respect to income. One of the defining factors of the unequal distribution of human development in the Republic of Moldova, which reflects the earnings inequality, relates to the rural-urban development gap. This can be noticed by referring to the Multidimensional Poverty Index (MPI). In 2013, the MPI computed for the rural population is over seven times higher compared to the urban one (0.0103 compared to 0.0014). This implies that the Government and the development partners shall continue the efforts in promoting relevant and sustainable employability and entrepreneurship in both urban and rural areas, to ensure access to income. The already established career advisory centers in five major locations throughout the country are implementing an advanced and adapted Norwegian methodology to spur employability. The implementation is based on strong partnerships at central and local levels with most relevant stakeholders, in particular the employment agency, local academia and private sector. The project will further develop and expand such partnerships to ensure that the entrepreneurship component is included into the project and complements the employability scope. Moreover, partnerships with private sector will be further deepened and developed to ensure the functionality of the seed-money fund created in 2015 to assist business start-up process.

The overall project objective is to consolidate the employability, to include support for the operation and development of existing network of centers and establishment of a separate entrepreneurship component to support self-employment of motivated unemployed with entrepreneurial ideas in each of the operational centers. Moreover, the Project shall further up-scale the seed-money fund for such motivated unemployed. At the same time, it appears very promising to integrate certain SYSLAB International (SI) training courses into the university curriculum. The first pilot of incorporation of SI courses into the existing university curriculum could be tested within the Cahul SYSLAB Center which is located within the premises of the Cahul State University. The seed-fund that was already established by UNDP and a local leading IT company, will be tested in 2015, through matching grants to direct beneficiaries on a competitive basis for supporting innovative business start-ups.

SYSLAB - trademarked within EU and the Russian Federation - is a method based on individual training and motivation in heterogeneous groups. The training takes place in a corporate environment and aims to strengthen participants' opportunity to get relevant jobs. The method has been in use in Europe and Asia

since 1992, and more than 8.000 people have participated into SI trainings. The average employment rate has been about 80 %.

The current project will make use of the SYSLAB technologies primarily aimed at qualified unemployed and graduates. The centers, and in particular the one in Comrat, will operate a variety of job creating initiatives and business start-up measures. The center is staffed with one coordinator, one career advisor and one assistant, operating in a "company-like" way, to prepare and facilitate individuals for employment. Among the themes introduced to the participants are: team work, communication and presentation techniques, branding, business environment, business development (entrepreneurship) and exploration of the local business community. In other words, the project will develop, customize and operate a set of new structures and tools for career development, job search and entrepreneurship. The project will lead to economic development, preventing "brain-drain" and promote new expertise, which will ease social and economic development. The complete toolkit for the centers is provided by SYSLAB International, including concepts, methods and systems, as well as training of trainers and quality management.

For the entire network of SYSLAB centers operating in the country (in Chisinau, Cahul, Rezina, Balti and Comrat), the following three cost elements are considered:

- 1) The premises - open landscape workplaces for 20-40 participants, which is provided free-of-charge by the Ministry of Economy. A workplace - desk with PC, access to peripherals and telephone. Lecture room, meeting rooms and staff offices.
- 2) 3-6 staff in each center, to include career advisors (all Moldovan citizens) and all needed office equipment.
- 3) SYSLAB - Concept, Quality and Support Specialists (mainly Norwegian)

Each center will have two clear components: employability and entrepreneurship. Based on the de-facto capacity of each center, the full-time group will be created by highly motivated unemployed who will have up to 4 months to get relevant employment or start-up their own micro-enterprise. Under the entrepreneurship component, each center will have access to a seed-money fund that will be implemented through small matching grants on competitive basis for participants able to develop and submit a viable business plan after receiving tailored trainings and coaching for a period of about 12 weeks.

The Project, through a clear coordination mechanism, will be coordinating the implementation of the SI methodology and its transfer to the regional centers, will perform quality assurance and will report to the Project on the key achieved employability results. This implies coordination of methodological transfer, data collection and consolidation, sharing of best practices, creation of a community of practice among staff in all SI centers and similar. In 2015, the network of career advisory centers will pilot the seed-money fund for direct beneficiaries.

Training programs in the regional centers will be adapted to local needs, but will be based on same two components, i.e. employability and entrepreneurship. Like the Chisinau Center, these will be equipped with modern infrastructure for job seekers in training. It is also possible to allocate space for incubator activities. These centers may involve a wide range of participants, from uneducated to highly skilled. Returning migrants will represent an important target group, particularly giving the recently expected trend of an increased number of labor migrants returning home from the Russian Federation due to the economic crisis. University Centers. Based on the experience and results from the SYSLAB Cahul Center, the Project is planning to pilot the introduction of certain selective SI courses into the university curriculum. Such courses, either from the employability or entrepreneurship components, would primarily target final year students or recent graduates. A Memorandum of Understanding between UNDP Moldova and Cahul State University is already in place.

Smart employment planner (SEP) is a software tool that will be developed and serve as a tool to support beneficiaries who are not capable to attend the full-time group in the existing career advisory centers. ***Within the current Action, EU funds will complement wider efforts by directly supporting the operation of the Comrat SYSLAB Center.***

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### III. RESULTS AND PARTNERSHIPS

#### ***Expected Results***

The main expected results of the intervention are envisaged to be reached at two level. Firstly, consistent and sustainable results shall be reached in terms of promoting employability and entrepreneurship in Comrat. It is envisaged an average ***success rate of up to 60% on the employment side and up to 10% success rate for entrepreneurship per year/cohort.*** Such results are achievable, as the experience shows that already existing partnerships permit to achieve even slightly higher results. Secondly, establishment and further development of local partnerships is crucial. ***The main expected result here is that the Project will identify the major counterpart to overtake operations by the end of the project period and will jointly develop an Action Plan on how to ensure institutional and financial sustainability and operation of the Comrat center beyond 2018.***

***Partnerships*** -While the Ministry of Economy is the main implementing partner for the overall SYSLAB project, the main local counterpart is the Mayorality of Comrat. UNDP has a specific Memorandum of Understanding signed with the latter, covering areas of mutual interest and cooperation for the implementation of the proposed project (attached).

UNDP Moldova will be providing support in the implementation of the Project. It will ensure implementation of the Annual Work Plan, will provide needed support in the procurement of goods and services needed for project implementation, will monitor and evaluate project implementation and will report to the Donor(s). SYSLAB International will provide full methodological support for the implementation of the employability component, will support the project with the development of the entrepreneurship component and will train staff of the career development centres. UNDP will develop specific TORs for the methodological support. SYSLAB International will fully transfer the methodology to the Government (Ministry of Economy) before the completion of the current project.

***Stakeholder Engagement- Primary target groups*** are: *qualified skilled unemployed and recent graduates seeking opportunities in Moldovan private and public sectors; returning migrants with entrepreneurial ideas and interest in starting-up a micro-entreprise.* By qualified unemployed we mean those who will actively contribute to growth when employed, rather than just been taken out of the unemployment population. The target group will be gender neutral, irrespective of age, formal background or ethnicity. In certain centres people with disabilities can participate and the Project will undertake needed steps to improve access within the framework of the existing local partnerships and budgetary limitations. It is essential that the participants take an active part in the project implementation. It is expected that on annual basis up to 60 persons would get relevant employment, many others would benefit from training courses, individual counselling and coaching, teamwork, etc. Most outstanding graduates of SYSLAB centers will be included in the Alumni Club and will have the possibility to participate in the project even after completing SI courses and getting relevant employment. The needs and the opinions of the end-users are at the heart of the project idea.

***Sustainability and Scaling Up*** - The Project plans to closely work with central and local authorities during the entire project implementation so that to ensure full national ownership over Project, and both financial and institutional sustainability. Key partners in the project will be developing and approving specific sustainability roadmaps for the entire network or separate career advisory centres, taking into account specific local conditions, partnerships and available resources.



**Cost Efficiency and Effectiveness** - The key strategic approach towards achieving maximum cost efficiency and effectiveness is that of portfolio management by leveraging activities and partnerships within the existing network of UNDP Career Advisory Centers (in Chisinau, Rezina, Balti and Cahul). In particular:

- UNDP and local partners will ensure maximum utilization of the existing capacities of the Comrat center by implementing in parallel the employability and entrepreneurship components and ensure speedy turnover of beneficiaries
- The Mayorality of Comrat will continue to provide, free-of-charge, office spaces for the Comrat center
- Project will be active in mobilizing additional resources for testing possible ways to better assist disadvantaged groups, in particular disabled, single mothers, among others.
- Project will be using existing UNDP procurement and financial rules and regulations that follow the best-value for money principles, transparency and accountability; specialized UNDP departments and units will provide needed and timely support to the project implementation team.

#### **Project Management**

The management of the project will be ensured by the UNDP Project Implementing Unit covering entrepreneurship and employability projects and managing the entire network of UNDP Career Advisory centers and services. One Project Manager, Officer, Procurement and Finance assistants will execute the management and related tasks.

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## **IV. ANNEXES**

- 1. Project Board Terms of Reference and TORs of key management positions**
- 2. Memorandum of Understanding between UNDP Moldova and Mayorality of Comrat**

