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Labour
Organization

LOCAL EMPLOYMENT PARTNERSHIP

SOROCA DISTRICT





Agenția Națională pentru
Ocuparea Forței de Muncă



National Youth
Council of Moldova



LOCAL EMPLOYMENT PARTNERSHIP

SOROCA DISTRICT

2023

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► List of acronyms

AIPA	Soroca Territorial Service of the Agency for Interventions and Payments in Agriculture
ANACEC	National Agency for Quality Assurance in Education and Research
ANARM	National Beekeepers' Association of the Republic of Moldova
ANSA	Territorial Service of the Agency for Food Safety
APS	Soroca Agency for Public Services
ATIC	National Association of ICT Companies
BDS	Business Development Services
CNPM	National Employers Confederation of Moldova
CNSM	National Trade Union Confederation of Moldova
CNTM	National Youth Council of Moldova
Dacia	Youth Resource Centre "Dacia"
DWT/CO	Decent Work Technical Support Team and Country Office for Central and Eastern Europe
FPRW	Fundamental Principles and Rights at Work
HUM	Handicrafts Union of Moldova
ILO	International Labour Organization
LAC	Local artisans' centre
LEP	Local employment partnership
LTU	Local trade unions
MIT	Moldova IT Park
MLSP	Ministry of Labour and Social Protection
NEA	National Employment Agency
NGO	Non-governmental organisation
NEETs	Not in employment, education or training
ODA	Organization for Entrepreneurship Development
NEP	National Employment Programme
SBA	Soroca Beekeepers' Association
SBI	Soroca Business Incubator
SDC	Soroca District Council
STES	Soroca Territorial Employment Subdivision
SVS	Soroca Vocational School
TCCCB	Territorial Commission for Consultation and Collective Bargaining
Tekwill	Public-Private Partnership in ICT
TTH	Techno Textile Hub Soroca
R@WY	Rights at Work for Young People

► Introduction and acknowledgements

This document summarises the main interventions that will be made within the framework of the Local Employment Partnership of Soroca District (*hereinafter LEP Soroca*). LEP Soroca has brought together a number of public and private institutions in Soroca District to improve the situation on the local labour market and to identify concrete entry-points for the creation of jobs or the formalization of existing ones. Preparation of this LEP has been led by the Territorial Commission for Consultation and Collective Bargaining in Soroca, which facilitated dialogue among national and local stakeholders and provided continuous input into the four-month consultation process.

Ms Tatiana Robu, Head of the Investment Projects Department of Soroca District Council, carried out the territorial audit and consolidated all inputs in one coherent document. We would also like to acknowledge the technical guidance provided by Ms Daniela Zampini, ILO Employment Specialist and the support of Ms Violeta Vrabie, ILO Project Coordinator, in finalizing the document.

We would like in addition to express our gratitude to: Mrs Svetlana Păunescu, Vice-president of Soroca District Council for steering and promoting LEP Soroca throughout the process; Mrs Marina Mînascurtă, Head of Soroca Territorial Employment Subdivision for generating ideas on job creation for vulnerable individuals; Mr Ivan Luța, Director of Soroca VET school for his active role in promoting the partnership with private-sector and school-based delivery of practical learning for students, representatives of the National Association of ICT companies, the National Employment Agency and all the active members of the employment committee of Soroca District Council who actively participated in the meetings and in the LEP design sessions. These meetings also benefitted from the presence of representatives of, among other things, the private sector, government institutions, social partners and civil society. Every individual Action cited in the LEP document specifies the key stakeholders who have contributed with knowledge and experience during the formulation process. The best way to recognize their efforts, however, is to implement the LEP successfully and to achieve the objectives that it sets out in terms of job creation and formalization of workers and enterprises.



Executive summary

Local Employment Partnerships (LEPs) represent an institutional innovation based on “negotiated” planning, in which multiple local stakeholders concerned with labour market challenges in their community assume complementary and interconnected roles and responsibilities to devise solutions adapted to local circumstances. The main goal of LEPs is job creation and transitions to formal employment.

The Local Employment Partnership in Soroca District is designed and implemented under the aegis of the tripartite Territorial Commission for Consultation and Collective Bargaining (TCCCB),¹ a social dialogue platform that brings together representatives of the local public authority, as well as local trade unions and employers’ associations. TCCCB Soroca acts as a catalyst, convening relevant labour market stakeholders, identifying the territory’s key employment challenges and suggesting concrete Actions that might directly address the barriers to job creation and transition to formality. This approach capitalizes on local actors’ incentives and capacities to bring about change in the labour market and ensures the sustainability of the LEP process.

During April 2018-June 2020, the International Labour Organization (ILO) piloted the first Local Employment Partnership in Moldova. The Ministry of Labour and Social Protection (MLSP), the National Employment Agency (NEA), the National Trade Union Confederation of Moldova (CNSM), and National Employers Confederation of Moldova (CNPM), jointly selected the Cahul district for the pilot.²

In 2021, as a response to the outbreak effects of crisis, local-level tripartite partners from Cantemir and Causeni districts have used the LEP approach to drive the formulation of specific employment generation measures to mitigate negative effects of the COVID-19 crisis and generate decent jobs for vulnerable individuals.

The three LEPs contributed to: (i) the identification of more than 2,000 inactive young people (of which 1,385 women) and their referral to local employment office; (ii) the provision of technical, specialised, and business management training to over 420 youth; (iii) the launch of over 130 start-ups in sectors with job-creation potential (including beekeeping, and creative industries) and the expansion of more than 40 enterprises; (iv) the provision of cooperative training to over 40 individuals and creation of two cooperatives in beekeeping and production of hard cheese; (v) the creation and formalization of more than 260 jobs (including the employment of 109 inactive young women).

Around 1,500 individuals from the three districts, including individuals at risk of social exclusion, benefitted directly from the LEP and around 4,000 people in the community benefitted indirectly.

The seven Actions of LEP Soroca are aimed at creating and formalizing approximately 550 jobs and launching about 26 start-ups in sectors with job-creation potential, together with growth at 24 micro and small enterprises. Around 1,250 people from Soroca District, including people at risk of social exclusion, will benefit directly from the opportunities afforded by the project and around 1,500 people in the community will benefit indirectly.

The implementation of LEP Soroca envisages the involvement of about 20 public and private partners at the national and local levels, including civil society organizations, educational and training institutions, the employment service, producers’ associations, enterprises and investors. The implementation of LEP Soroca will cost 268,296 US dollars (US\$). The International Labour Organization provides US\$ 103,676 to support different service lines within the framework of the project “Job creation at the local level in Moldova through the adoption of a new, gender-transformative National Employment Strategy and its decentralized implementation through Local Employment Partnerships”. The national programmes of the National Employment Agency contribute US\$ 122,680 in the form of a grant scheme to complement service lines oriented towards business development and enterprise creation. The remainder comprises in-kind contributions from local stakeholders involved in LEP Soroca, such as public institutions, enterprises, producers’ associations, public associations, and educational institutions.

Decreasing activity and employment rates for all age groups, especially young people, are characteristic features of the Moldovan labour market. Close to 30 per cent of young people in Moldova are not in employment, education or training (NEET).³ The NEET rate increases among young people as they get older, women and rural residents.⁴ Employment in the informal economy remains pervasive among young people, affecting approximately one-quarter of them.⁵ The sectors most exposed to informality are agriculture and construction, with shares of informal employment above 60 per cent.

The Covid-19 crisis has exacerbated the labour market challenges. The amount of working hours lost in 2020 compared with the baseline (last quarter of 2019) was 13 per cent, which is the equivalent of 130,000 full-time jobs. It has kept many seasonal workers off their circular migration path, while others (mostly women) have returned home, losing their livelihoods.⁶

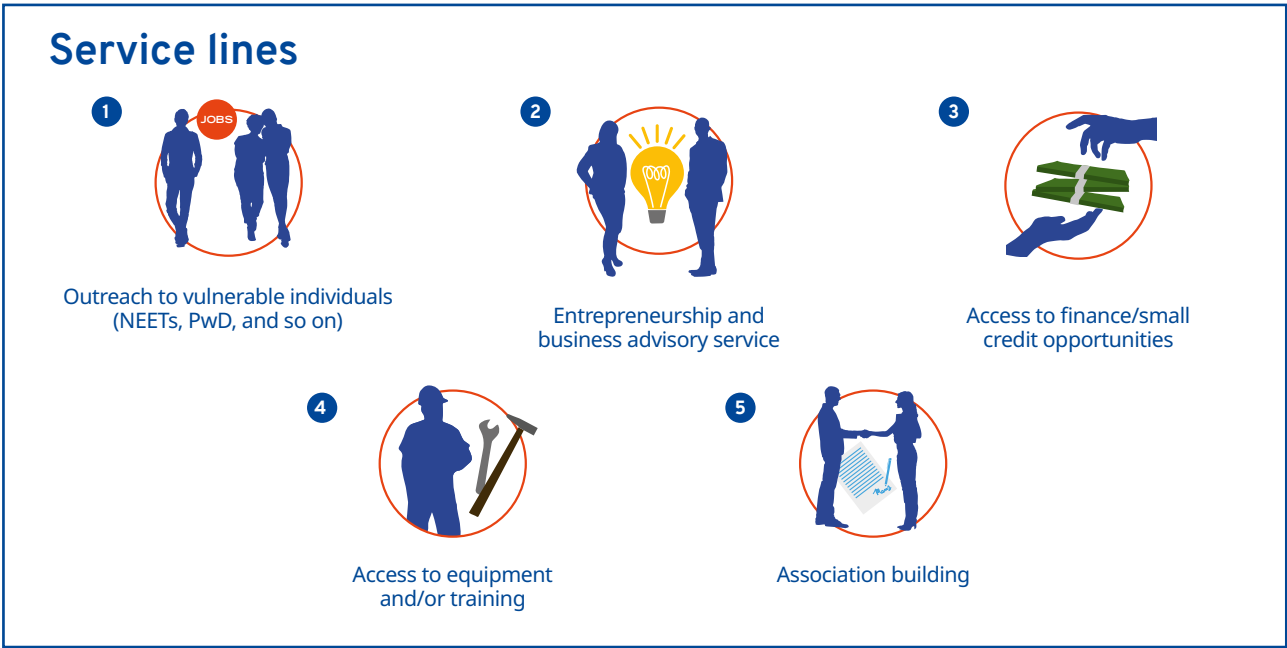
The war in Ukraine affects the Republic of Moldova in multiple ways; besides the refugee crisis triggered by the conflict, the country is experiencing energy and security crises. Many men, particularly heads of households with lower levels of education, who usually engage in subsistence labour migration to Russia and the CIS, have lost their livelihoods. Inflation reached 34.6 per cent in October 2022,⁷ causing a decline in real wages. This could increase the share of the population living in poverty by between 21 and 32 per cent, surpassing the poverty levels recorded in 2020 at the onset of the pandemic (14 per cent of the population).⁸ The ongoing situation and the possibility that they will persist or worsen because of the war in Ukraine, threatens household welfare.

Even before the health crisis and war in Ukraine, Soroca District faced complex labour market challenges. These include: (i) a high incidence of informal and domestic work; (ii) a disproportionate vulnerability affecting young people and women (signified by very low attachment to the labour market); (iii) limited infrastructure and access to public employment services; (iv) lack of employment opportunities; and (v) lack of education/training opportunities linked to the needs of enterprises. The repercussions of the health crisis, increased food and energy prices, threatens household welfare and worsens the existing inequalities for people in vulnerable situations, such as inactive young people, women and men, including informal female workers in rural settings.

To address these constraints, the tripartite Territorial Commission for Consultations and Collective Bargaining has facilitated the preparation of the Soroca LEP by mobilizing the support of relevant partners to achieve shared employment objectives for the district.

The LEP is in line with the objectives of the main national strategies or action plans. For instance, the LEP shares the goals of the National Development Strategy (NDS) “European Moldova 2030” for sustainable development – in other words, a sustainable economy, enhanced human and social capital, efficient institutions and a favourable economic environment, creating good synergy with sector-specific strategies. The LEP interventions are in line with the objectives of the National Employment Programme 2022–2026, the Socio-Economic Development Programme of Soroca District for 2021–2024.⁹ The LEP Actions contribute to the 2030 Youth Sector Development Strategy, the National Agricultural and Rural Development Strategy (2022–2027) and the National Beekeeping Development Programme 2018–2025.

LEP Soroca strengthens the local coordination of ongoing activities, programmes and interventions that have a human and economic development orientation, putting social partners and local governments at the centre of the response to the existing crises. It applies an “employment lens” to ongoing initiatives to bring into focus employment generation and transitions to formalization.



The Actions of LEP Soroca build on five complementary and interconnected service lines established to facilitate job creation and transitions to formality:

1. outreach, activation and labour market measures;
2. entrepreneurship and business advisory services;
3. access to finance;
4. access to equipment and/or training;
5. association building;

The LEP will provide premises for NEA, through the Soroca Territorial Employment Subdivision, to implement employment services and programmes (that is, on-the-job training, internship, employment subsidies, self-employment).

For smooth implementation of the Actions, the Territorial Commissions for Consultation and Collective Bargaining and other local stakeholders (businesses, schools and training institutions, civil society organizations and other stakeholders) active in Soroca District will play complementary and interconnected roles and assume responsibilities with a view to achieving the Action's objective. The abovementioned stakeholders will undertake tasks aimed at enhancing local economic opportunities and manage the overall operational framework of the LEP.

The preparatory work for implementing the LEP in Soroca went through several stages:

(i) Identification of the geographical area through in-depth consultation with the National Commission for Consultation and Collective Bargaining (NCCCB).

Soroca District was selected because its employment indicators are poor.

This region benefits from neighbouring three border communities and Ukraine on the eastern side, and has a good network of roads and railways of national and international importance, which provide a number of advantages for its development. The cultural heritage of Soroca District is also a positive factor for its development as a tourist destination.

(ii) Identification of potential stakeholders (public and private institutions, civil society organizations, other national structures) to implement local development programmes, producers' associations, service providers and so on), which contribute to the region's economic and social development and have a particular interest in being involved with the LEP.

(iii) Development of a territorial audit report on Soroca District. The report reflects labour market statistical analysis and the results of discussions with local actors, which focused on determining the problems and drawbacks, common concerns and perspectives of local stakeholders with regard to employment promotion and generation.

(iv) Identification of potential LEP interventions with impact on economic development and employment.

(v) Mobilization and concentration of relevant capacities and resources at the local level for efficient implementation of LEP interventions. Local stakeholders assume complementary and interconnected roles and responsibilities to achieve the Local Employment Partnership objectives of each Action, as stipulated in the Action Plan.

One considerable advantage of Local Employment Partnerships is their promotion of collaboration and the commitment of various stakeholders to implementing interventions and partnerships with the Soroca Territorial Employment Subdivision, which provides, in line with the legal framework,¹⁰ services and programmes to all unemployed people looking for a job, to achieve the objective of an integrated and productive labour force and decent work for all.

In the context of the law on employment promotion the LEP will support the piloting of the outreach to vulnerable individuals' measures. The Soroca Territorial Employment Subdivision will be assisted in establishing partnerships with local social service providers, monitoring outreach measures and supporting registration of the unemployed.

The LEP document is an agreement among all involved parties to be implemented between December 2022 and December 2023.



Action plans



01



OBJECTIVE

To implement an outreach intervention to young NEETs and reduce informal work.

TARGET

Reaching out to 500 young NEETs (at least 50 per cent women), low-skilled, people with disabilities, Roma young people, including informal female workers in rural settings, who are referred to Territorial Employment Subdivisions to register.

Outreach to inactive NEETs for prospective employment

Background and baseline

Moldova faces high inactivity rates which are twice those recorded in the EU, especially for young people not in employment, education and training, known as NEETs. The NEET rate of 15–29-year-olds reached 26.4 per cent in 2021 (EU: 13.1 per cent in 2021). Young women prevail among NEETs in Moldova, accounting for nearly 40 per cent in total. Combined with demographic factors, low fertility rates and outbound migration, the share of the working age population will further decrease, resulting in high dependency ratios and further pressure on the social protection system.

A possible reason for the decline could be that young people often do not register with the Employment Offices because they have limited confidence in the public service's ability to meet their specific needs.

Considering that the National Employment Agency (NEA) has not yet initiated implementation of the outreach to young NEETs (provided for in Art. 29 of L105/2018), this Action will support the identification of young NEETs and piloting the outreach bylaw, developed with ILO's technical assistance.

The rationale for this particular Action is supported by:

- the request of the Ministry of Labour to support outreach to young NEETs;
- the existence of local actors who can reach out to inactive NEETs, low-skilled, including informal workers in rural settings, Roma young people and so on.

SERVICE LINES



Sequencing

1. Implementing the outreach campaign and measures in order to identify and register young NEETs, low-skilled, including informal female workers in rural settings, female migrant returnees and Roma.
2. Informing college and vocational school students in the region about NEA services and programmes extolling the importance of declaring work.

Description of application to service lines

Preparatory work: outreach measures

A Steering Committee¹¹ for this Action will be set up comprising representatives of the National Youth Council of Moldova, Soroca Territorial Employment Subdivision (TES), Soroca District Council, the Department of Education, Youth and Sports, the Public Health Department, and the LEP local coordinator. This Committee will launch a call for expressions of interest for a two-week period to select five young volunteers/outreach agents to coordinate the identification activities at local level. In the week following the call deadline, the Committee will review and select the best five candidates to conduct identification activities in Soroca District.

It is assumed that the young people selected for this task will have previously been involved in activities with vulnerable young people in the district as “outreach agents”.

- **Service line 1:** Outreach to vulnerable individuals (NEETs, PwD, and so on).

Establishing partnerships, identifying and training outreach agents.

The Soroca TES, Social Assistance Directorate, Youth Centre, the Department of Education, Youth and Sports and the Public Health Department of the District Council, as well as the ILO will organize a three-day online training course for outreach agents. The course is aimed at providing them with information on NEETs’ general characteristics, approaches, available local social services (including employment services), employment opportunities offered through the LEP, as well as other available support. Following the training course, outreach agents will be divided up to work in different regions of Soroca district, with specific targets.

Mapping and collecting data on potential beneficiaries. The first stage will involve a territorial mapping to identify major locations of young people from vulnerable groups, including women returnees, and collect data on their characteristics (age, level of education, social benefits, reasons for inactivity, and so on). To this end, the outreach agents will provide online interviews with representatives of local authorities (mayors, social workers, and so on), schools, vocational schools, youth organizations, and representatives of other relevant institutions in local communities. Territorial mapping will be carried out over a two-week period.

Information campaign design and identification measures for young NEETs.

The information collected will be used to design, together with the Steering Committee, the outreach measures. These will include targeted events or campaigns addressed to small groups of young NEETs, based on their particular characteristics. Information posters will be placed in schools where the dropout rate is high, VET schools, night clubs, and cafés, as well as churches and other places where young people may congregate. Printed materials, such as leaflets and brochures (promoting employment opportunities to encourage applications), will be disseminated by the local public authority, Soroca TES and outreach agents.

Door-to-door visits and completion of pre-registration forms. The first contact with young people will be made by visiting their places of residence (shelters, community support centres) and/or youth meeting places (football fields, clubs or town markets), listening to their concerns, and providing practical and emotional support, such as information on available services and programmes. The purpose of the first contact is to build relationships of trust. During discussions, outreach agents will complete a pre-registration form (see Annex D), which will then be forwarded to the Action Steering Committee. The Committee will decide which services should be made available to young people from vulnerable groups. Depending on the problems particular young people are facing, relevant

LEAD PARTNER

- National Youth Council of Moldova (CNTM)

RESPONSIBLE PARTNERS

- National Youth Council of Moldova (CNTM)
- Local youth NGOs
- Soroca District Council (SDC);
- National Employment Agency (NEA)/ Soroca Territorial Employment Subdivision (Soroca TES).

OUTPUTS

- Young NEETs are reached out to and registered as unemployed and involved in the programme (including Roma young people);
- Trained beneficiaries are employed
- Young people informed about the “Passing White” campaign

INDICATORS

500

Young NEETs identified through outreach measures, including Roma young people

350

Young NEETs registered as unemployed within the TES, including Roma young people

at least

1,000

Students informed about and trained in benefits of declared work

150

Young NEETs provided with psycho-emotional support

institutions will provide individual support. Following the first discussion, the outreach agents will organize and invite young people from vulnerable groups to information sessions (depending on the issues identified following individual discussions) organized at the municipality office to inform them about the available services and programmes. Depending on the complexity of problems faced by young women and men, several group sessions will be organized with representatives of social services and Soroca TES (with the agreement of the young women and men). Young people and returned migrants who, following information sessions, are interested in registering with the employment office will be invited to participate in all group sessions (career guidance services, Job Clubs, and so on), according to their profile and individual employment plan.

Soroca TES registration. The outreach measures will last for three months, including territorial mapping and first-contact timeframe. It is expected that up to 500 young women and men from vulnerable groups will be identified and that 350 of them will be directed to register at Soroca Territorial Employment Subdivision. Young people who register as unemployed will get employment services and will be informed about the opportunities offered by the Local Employment Partnership.

Provision of psycho-emotional support for young people who were given information but did not register. Young people who were provided with the relevant information but do not turn to Soroca TES will also be provided with psycho-attitudinal support, motivation training and counselling services to overcome their reluctance and activate them on the labour market. Thus, young people identified as potential beneficiaries but not wishing to register as unemployed will benefit from social, psychological and career guidance.

Some 150 young people will benefit from this measure. In the first stage, the intervention involves organizing information sessions with a maximum of 20 young people per group. At this stage, young people will fill in a pre-assessment form so that their problems and needs can be identified. A total of eight information sessions will be organized by the TES specialists. Subsequently, groups of up to 10 people with the same problems will be set up. The people identified will be divided into 15 groups. Each group of young people will receive three counselling sessions. Individual counselling will be provided as needed. Counselling services will be provided by a local contracted provider (psychology centre).

► Service line 4: Access to equipment and/or training

During this intervention, all identified NEETs, including students aged 15–19 from college and vocational school in Soroca district will be informed about NEA services and programmes, and declared work benefits, as well as the harmful practice of “envelope wages”. Thus, a series of information sessions about the labour market, job vacancies and available programmes will be organized, but also about the importance of official employment. The information sessions will take place at the premises of Soroca TES, college and vocational school and will be facilitated by TES specialists, representatives of the local trade union association and the volunteers of the National Youth Council of Moldova who are involved in the “Passing White” campaign.¹²

Sustainability of the Action

- It is expected that the Soroca TES will subcontract outreach service providers to implement outreach measures in the future.

Risk assumptions

- NEETs may not be interested in registering with the employment service.
- Outreach agents will not be interested in participating in the project.

INPUTS

Programme costs

Outreach services coordination	US\$ 900 (1 coordinator*3 months* US\$ 300)
Travel expenses to Soroca	US\$ 360
Outreach activities	US\$ 4,500 (5 outreach agents*3 months*US\$ 300)
Activities providing psycho-emotional support	US\$ 2,700
Printing materials	US\$ 491

In-kind contributions

Flyers to inform young people about the benefits of declared work	US\$ 1,200
Volunteer/Outreach T-shirts	US\$ 350

Total	US\$ 8,891¹³
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(US\$ 1,550 in-kind contribution of implementing partner)

02



OBJECTIVE

to activate young inactive young people for sustainable employment.

TARGET

- Up to 600 young inactive people (low-skilled) registered and profiled by TES Soroca;
- Up to 500 young people employed by the foreign investor in the region.

SECTOR

Automotive

SERVICE LINES



Employment generation for young people in the automotive supplier industry

Background and baseline

In recent years, the number of young people registered with public employment agencies has fallen continuously.

One possible reason of this decrease could be that young people have limited confidence in the public service's ability to meet their specific needs and to support them in their transition to the labour market.

Soroca Territorial Employment Subdivision (TES) data shows that in 2021 there were 1,475 registered unemployed (46 per cent women), 56 per cent of whom were low-skilled, over 41 per cent 50 years old or over, and 48 per cent in long-term unemployment. Employment for these people has become a challenge.

Lear Corporation is a leading global automotive upholstery supplier serving all major car manufacturers worldwide. With over 174,000 employees in 38 countries around the world, the company is a leading supplier of car seats and electronic systems. Lear Corporation's branch in Ungheni district is expanding its activity and opening a factory within the Free Economic Zone of Soroca district.

In their mission statement, Lear Corporation expresses its commitment to human rights and fundamental principles and rights at work (FPRW) as defined in the ILO instruments, including the Resolution on the inclusion of a safe and healthy working environment in the ILO's framework of FPRW.¹⁴

The company's enrolment plan for 2023 is to employ up to 1,500 people. It offers an indefinite employment contract, with a monthly wage of at least 6,000 MDL (approximately US\$ 300) and a social package that includes a daily allowance for food and free transport to and from work. To achieve the targeted number of employees, Lear Corporation will sign a Cooperation Agreement with Soroca TES for outreach to potential employees.

However, because the National Employment Agency (NEA) has not initiated implementation of the outreach measure (provided for in Art. 29 of L105/2018) as part of a Local Employment Partnership Action for Soroca district, the TES will be supported by the National Youth Council of Moldova (CNTM) in the identification of young NEETs, piloting the outreach procedure developed with ILO's technical assistance (Action 1 of the Soroca LEP).

The CNTM will proceed with the outreach campaign in partnership with Soroca TES, together with other local actors. It is expected that 600 people will be identified, with subsequent employment of 500 people by the end of Q3 2023.

This specific Action will support the Soroca TES in profiling the identified young people, with subsequent employment. Additionally, the Action foresees the provision of training by the National Confederation of Trade Unions (CNSM) on: (i) worker's rights at work (with separate modules on rights within employment relationships); (ii) payroll (wage determination, forms of payment, payroll taxes); (iii) social and health insurance (employee's benefits – state social security benefits and pensions, health insurance); (iv) occupational safety and health (general aspects of employees' rights and obligations, compensation in the event of accidents at work), as well as other topics relevant to the employment relationship.

The rationale for this particular Action is supported by:

- Lear Corporation's willingness to hire low-skilled people from rural areas;
- a separate Action which foresees outreach to young NEETs;
- the CNSM's capacity to deliver training on worker's rights at work, payroll, social and health insurance, and workers' rights, based on the mobile application.¹⁵

Sequencing

1. profiling of young low-skilled people from rural areas identified as a consequence of the outreach measure;
2. provision of training on general aspects of workers' rights at work and presentation of the mobile application;
3. recruiting new employees as trade union members.

Description of application to service lines

► Service line 4 Access to equipment and/or training

It is expected that by the end of Q1 2023, 600 young people will be identified and hence 500 of those will be registered within Soroca TES as part of the outreach measures (foreseen in Action 1 of Soroca LEP). These young people will be invited to participate in all group sessions organized by the TES (career guidance services, labour market information, labour clubs, and so on) in accordance with the profiling and individual employment plan. It is expected that all young people will benefit from the whole range of employment services and will be informed about the opportunities offered by the Local Employment Partnership and Lear Corporation.

After profiling and employment services, young people will be invited to a one-day training provided by the National Trade Union Confederation of Moldova and the local trade union association on employee's rights at work, including information on rights and guarantees in the employment relationship, wage payments, collective bargaining, OSH, and social and health insurance.

A training log will be used to keep track of the modules and check the attendance of trainees. Those with an attendance rate of at least 80 per cent will receive a training certificate issued by the CNSM on employees' rights at work.

At the end of the training, young people will be offered a job at Lear Corporation based on an employment contract.

The National Employment Agency will enquire about Lear Corporation's interest in providing on-the-job training for the most vulnerable unemployed persons referred by the Soroca TES.

LEAD PARTNER

- National Trade Union Confederation of Moldova (CNSM)

RESPONSIBLE PARTNERS

- National Trade Union Confederation of Moldova (CNSM)
- Local trade unions
- Youth NGOs
- Lear Corporation - foreign investor
- Soroca District Council (SDC)
- National Employment Agency (NEA)/ Territorial Employment Subdivision (Soroca TES)

OUTPUTS

- Training on employees' rights at work and foreign investor
- Trained beneficiaries are employed.

INDICATORS

300

Young low-skilled people from rural areas are provided with employees' rights-at-work training

500

Trained young people employed by Lear Corporation

The duration of the on-the-job training will be determined by the employer, according to availability, but will not exceed four months. The NEA will pay a monthly subsidy equal to 30 per cent of the average monthly wage in the economy for the previous year for the on-the-job training offered to young people.

At the end of on-the-job training, after the evaluation of acquired skills, young trainees will be offered a job based on an employment contract.

Sustainability of the Action:

- It is expected the LEP process will enhance dialogue and partnership between local public authorities, local social partners and business in Soroca to maximize decent employment.

Risk assumptions:

- The Action needs to be implemented in due time to fit into investors' employment plans.
- Young low-skilled people from rural areas may not be interested in registering with the employment service.



INPUTS

Programme costs

Daily cost of meals and transport	US\$ 10 /day * 800 persons = US\$ 8,000
Transportation costs	US\$ 1,000

In-kind contributions

CNSM on OSH training provision	US\$ 2,000
Rent of venues	US\$ 5,000

Total	US\$ 9,000
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(US\$ 7,000 in-kind contribution of implementing partners)

03

OBJECTIVE

to generate employment by helping ICT students and graduates to enhance their practical skills through advanced training.

TARGET

- 20 young people trained (50 per cent women) in ICT and subsequently employed; of which:
- 15 young people (50 per cent women) as a result of professional internship.

SECTOR

ICT

SERVICE LINES



Enhancing job-readiness and employability by improving ICT students' practical skills

Background and baseline

Moldova has a small but continuously growing ICT sector, with more than 30,000 employees and an export worth of MDL 530 million in 2021 (353 million – export of IT services and products). Telecommunications and IT generate together about 7.6 per cent of GDP. The development of the ICT sector was determined by Moldova's advantages as an outsourcing destination for ICT services, based on cost and location, as well as a tax regime offered to Moldova IT Park (MIT). At the same time, one of the sector's main challenges is the lack of human capital, as well as qualifications. Every year more than 2000 ICT specialists graduate from educational institutions in Moldova. However, given that within MIT alone there are more than 1,100 companies, the number of graduates does not meet the needs of the sector. There are national companies with engineering or technological profiles that have up to 60 vacancies annually; many of these attract young people in their final year of studies. Moreover, with the adoption of remote work, the IT field is becoming more and more attractive for graduates who can work from all corners of the country.¹⁶

To reduce the human capital gap in the sector, a Public-Private Partnership between the Government of the Republic of Moldova and the Association of ICT Companies (ATIC), called Tekwill¹⁷ was launched in 2017. Through Tekwill, companies in the sector establish partnerships with educational institutions to train young people in innovations in the field, and provide subsequent employment.

However, professional-technical institutions face great challenges in adapting the training curricula to new technologies, therefore the skills mismatch prevents the employment of graduates.

Since 2020, Soroca Vocational School (SVS) has been implementing professional training with a two-year study period in electronics and automation, for the speciality "computer technical support operator". Out of 30 graduates (including six women) of the 2021 and 2022 classes, 25 are still unemployed (due to a lack of the skills the ICT companies need or family responsibilities).

This Action aims to provide young people and unemployed graduates with advanced skills in ICT through a partnership between SVS and ATIC by adapting the curriculum. The idea is that those who complete the course successfully will be offered jobs.

The Action is supported by:

- the existence of SVS with a specialty in IT and its interest in developing a curriculum for adult training;
- high demand at the regional and national level for qualified labour in the field;
- interest of the ATIC in training young people and providing internships with subsequent employment.

Sequencing

1. Information campaign for unemployed graduates in the IT speciality "Computer technical support operator", as well as for young people in the final year of studies in this speciality.
2. Testing young people's skills so they can enrol in training;
3. Developing the curriculum and carrying out training courses for young people (professional and soft skills);
4. Provision of support for developing beneficiaries' portfolios;
5. Carrying out internships and/or facilitating the employment of trained young people.

Description of application to service lines

Preparatory work

1. **Enrolment of young people in the training course**
As part of this Action, final year students, as well as unemployed graduates in the speciality "Computer technical support operator", will be informed about the objectives of this Action and will take part in it, submitting a registration application to SVS. The unemployed graduates will be asked to register with the territorial employment subdivision to participate in this Action.
2. **Profiling and testing of young unemployed graduates and students in their final year of studies**
Beneficiaries enrolled in the training course will be evaluated according to the procedure developed by ATIC. Thus, initially enrolled young people will undergo a written test to assess their technical knowledge and skills, and an interview to understand their soft skills needs. It is assumed that 20 young persons will be enrolled and transferred to training.

► Service line 4 Access to equipment and/or training (ICT sector)

The young people identified will be divided into two groups, depending on the training course (for example, testers, technical operators). ATIC will train the 20 young people according to their curriculum and give them the opportunity to develop new practical skills during the internship. The training will last for four months and will be conducted online, although the students will use the premises of Soroca Vocational School. SVS will maintain an attendance ledger to track the attendance of programme participants. Training will cover hard and soft skills, and the requirements of the companies responsible for providing internships and/or employment will also be taken into account.

In parallel with the training process, SVS and ATIC will review and shorten the training curriculum¹⁸ and the action plan of the specialty "Computer technical support operator" for adult training. The curriculum will include the professional training/upgrading programme for adults, as well as the professional requalification programme related to the completed initial vocational training. The duration of training provided according to the curriculum will not exceed six months.

LEAD PARTNER

- National Association of ICT companies (ATIC)

RESPONSIBLE PARTNERS

- National Association of ICT companies (ATIC)
- Public-Private Partnership in ICT (Tekwill)
- Moldova IT Park (MIT)
- Soroca VET School (SVS)
- Soroca District Council (SDC)
- National Employment Agency (NEA) / Soroca Territorial Employment Subdivision of (TES)
- National Agency for Quality Assurance in Education and Research (ANACEC)

OUTPUTS

- Unemployed graduates and students in the last year of studies are helped to obtain employment pursuant to advanced ICT qualifications.

INDICATORS

20

Young people in the
acquire advanced
skills in ICT

15

Trained young
people enrolled
in a professional
internship

20

Trained young
people hired by ATIC
companies

The curriculum and the training plan will be submitted to National Agency for Quality Assurance in Education and Research (ANACEC) for subsequent accreditation for the SVS.

An event on information technology topics will also be organized to provide a clearer view of recruitment, interviews and interaction with ICT companies at local level. This session will highlight the differences between IT and non-IT recruitment processes and will enable young people to get some idea of the steps they are supposed to take. At the end of the training, the young people will be evaluated¹⁹ to estimate the knowledge they have gained.

Support in developing a portfolio and preparing for job interviews. At the end of the academic year (May), the trained young people will receive training to prepare them for job interviews and assistance in drafting a CV. The training will be organized by ATIC and representatives of the Territorial Employment Subdivision (STES) and will include sessions on career guidance, information about the labour market and practices in preparing for a job interview/internship.

After completing training, young people will be registered as unemployed within Soroca TES to benefit from employment services and programmes. It is assumed that 15 young people (around half of them women) will be enrolled in the professional internship, based on the contractual relations between the employer, the unemployed person/trainee and the National Employment Agency (NEA), through Soroca TES.²⁰ The duration of professional internships is determined by the employer according to availability but cannot exceed four months. NEA will pay a monthly subsidy equal to 30 per cent of the average monthly salary in the economy for the previous year to all employers who offer professional internships to young people.²¹

Employment of graduates trained in IT companies. Those 20 young graduates of the training course are to be employed within the companies represented by ATIC, and which provided the professional internship.

Sustainability of the Action

- It is expected that the SVS will develop new partnerships with employers to improve students' employment prospects and design a new adult training curriculum.

Risk assumptions

- Low motivation among young people can lead to them failing to finish their training or refusing an internship.
- Share (%) of women employed as a result of the programme, according to a set target, may be different from the one initially proposed, depending on the graduation rate of the programme and the type of candidates/graduates.

INPUTS

Programme costs

Evaluation of technical skills	US\$ 780 (US\$ 39*20 students)
Soft skills training	US\$ 1,940 (US\$ 97*20 students)
Technical skills training	US\$ 5,820 (US\$ 291*20 students)
Individual mentoring	US\$ 6,820 (US\$ 341*20 students)
Administrative services	US\$ 640 (US\$ 32*20 students)
Development and accreditation of curriculum for adults training	US\$ 2,250

In-kind contributions

SVS

- | | |
|---|-------------------------------|
| • providing a room for studies equipped with computer and interactive screen for the period of training | US\$ 6,000 (US\$ 50*120 days) |
| • finalizing the curriculum | US\$ 100 |
| • organizing the event | interviews, etc: US\$ 150 |
| • reviewing the curriculum and the plan of studies for training of adults | US\$ 1,000 |

ATIC/Tekwill

- | | |
|-----------------------------------|------------|
| • development of study curriculum | US\$ 2,000 |
|-----------------------------------|------------|

NEA

- | | |
|-----------------------------|--|
| • Subsidies for internships | US\$ 8,520 (US\$ 142*4 months * 15 students) |
|-----------------------------|--|

Total cost

US\$ 18,250²²

(non-monetary contribution of implementing partners US\$ 17,770)

04

OBJECTIVE

To formalize household-based handicraft operations and support artisan artists to generate employment opportunities for women, inactive young people and low-skilled unemployed from rural areas.

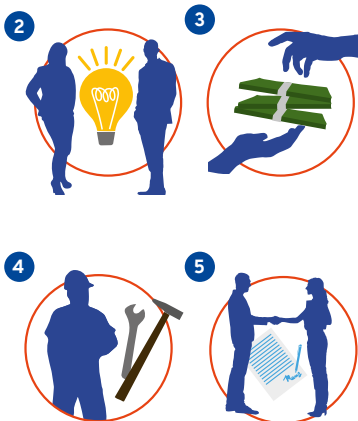
TARGET

- four household-based handicraft operations formalized and modernized (at least half managed by women);
- eight inactive women, young people and low-skilled unemployed (at least half of them women) are trained in traditional crafts and launch start-ups in the artisanal sector.

SECTOR

artisanal sector.

SERVICE LINES



Formalization of household-based handicraft operations and generation of jobs in rural areas

Background and baseline

The geographical location, cultural heritage, customs and characteristics of Soroca district represent a positive factor in its development as a domestic and foreign tourism destination. The well-known sights: Soroca Fortress, the Thanksgiving Candle, the cave hermitage "Bechir Cave", the "Chalk Monastery" in Cosauti, the Roma neighbourhood, and the rural guesthouses in the region are visited by hundreds of tourists each year.

The traditional artisan industry represents an important factor in supporting tourism, providing additional opportunities for job creation.

There are about 15 artisans and household-based handicraft operations in Soroca district, working in stone, embroidery, carpet and traditional rug weaving.

The artisan sector is supported by the existence of the "Artistic processing of materials" chair and "Decorative arts techniques and technologies" at the College of Arts, with an increasing number of students each year.

The Culture Units of Soroca District Council promote cultural heritage through handicraft goods, organizing various fairs for local artisans at which they can exhibit their goods. The Handicrafts Union of Moldova (HUM) is actively involved in the development and enhancement of folk crafts, providing logistical support in organization, improvement of craftsmen's professional and managerial skills, and certification of craft entities, as well as facilitating access to local, regional and international markets.

The Action will encourage the registration of informal household-based handicraft operations from Soroca district²³ by providing business consultancy and specialized training, as well as other ad hoc assistance for capacity building, business expansion and goods diversification. As a result of this Action, the registered artisans will gain access to funding to modernize their activities, thus giving them the possibility to train trainees²⁴ to pass on artisan cultural values and knowledge.

Priority will be given to household-based handicraft operations willing and able to:

- register in compliance with the law;
- expand their activity as a result of training in the craft sector, support business development and, consequently, contribute to the creation of new jobs;
- train inactive women, young people and the low-skilled unemployed registered at local TES;
- become members of the HUM.

The rationale for this particular Action is provided by:

- tourism growth trends in Soroca district;
- desire of Soroca District Council to support the artisanal sector;
- existence of artisans and household-based handicraft operations who want to pass on artisan cultural values and knowledge;
- interest of HUM in formalizing artisan activities and actively promoting the artisan sector in Soroca district;
- existence of an Artisan Centre that actively promotes the artisan sector and wants to expand by diversifying its fields of artisan activity.

Sequencing

1. launch of the Call for Applications to existing household-based handicraft operations that would like to participate in the Action;
2. provision of training and consultancy services in artisanal entrepreneurship (related to marketing, market research, product development), including legal support for registration of activities carried out in domestic conditions;
3. formalization of household-based handicraft operations;
4. provision of financial support in the form of a grant on condition of on-the-job training for low-skilled inactive people, registered as unemployed at Soroca Territorial Employment Subdivision (TES).

Description of application to service lines

Preparatory work: outreach and information campaign

To launch this Action, the HUM will contact the Culture Section of Soroca District Council to obtain the list of household-based handicraft operations which will be informed about the opportunity to apply to this Action.

► **Service line 2** Entrepreneurship and business advisory services

This measure focuses particularly on household-based handicraft operations willing to upgrade their activities and diversify their artisan products. It is envisaged that four household-based handicraft operations from rural areas of Soroca District will benefit from entrepreneurial training and support services to modernize and expand their business over a period of three months.

The HUM will launch for a period of two weeks a Call for Application (AA)²⁵ inviting household-based handicraft operations who wish to register their artisan activity and benefit from training to modernize and expand their artisan entity, to apply to this Action. An Evaluation Commission (EC) made up of representatives of Soroca District Council, Territorial Employment Subdivision and the HUM will analyse the applications and select eight artisans with household-based handicraft operations to be included in the Action. The results will be published on the official website of the HUM and Soroca District Council.

LEAD PARTNER

- Handicrafts Union of Moldova (HUM)

RESPONSIBLE PARTNERS

- Handicrafts Union of Moldova (HUM);
- Soroca Territorial Employment Subdivision (TES);
- Soroca District Council (SDC);
- Local Artisanal Centre;
- Soroca Business Incubator (SBI).

OUTPUTS

- Young women and men at risk of exclusion from the labour market have access to on-the-job training in local micro-entities;
- household-based handicraft operations receive support to formalize their activity.

INDICATORS

4

Household-based
handicraft operations
receive support
to formalize their
activity

4

Household-based
handicraft operations
benefit from advice
and support for the
modernization of
artisanal activity

Following selection, a training course, which includes two modules, will be organized.

The first module will be based on the ILO guide adapted to the context of the Republic of Moldova “Craftsmen, good practice guide”²⁶ and will be carried out by the HUM. This module will be carried out during a four-day training course.

The second module will be based on the ILO guide adapted to the national context, called BIZUP and will be carried out by the HUM. This module involves seven days’ training.

The training will provide some flexibility to encourage applicants (especially women) to attend the modules.

During the training period, an attendance ledger will be kept by the HUM to record and demonstrate attendance of classes by participants.

After completion of the training course, the HUM will provide the participants with training and legal consultation, as well as support for formalization in accordance with legislation. It is expected that as a result of support, four household-based handicraft operations will formalize their activity. Only the artisans registered under current legislation will move on to the second stage of the programme.

► **Service line 4** Access to equipment and/or training

This service line is addressed to artisans who carry out formal activities and are interested in training the unemployed: this includes women and inactive young persons, and the low-skilled, within the framework of modernization and diversification.

In cooperation with Soroca Territorial Employment Subdivision, the HUM and the artisans participating in the Action will organize several information sessions with the registered unemployed regarding artisanal activity to identify young people who may wish to obtain knowledge and skills in the field.

It is presumed that, as a result of the information sessions, eight young unemployed from Soroca will be selected to become artisan trainees in order to take over the tradition and work techniques and, further on, launch start-ups.

Training contracts will be issued to the trainees for a period of three months, and the trainees will receive a monthly training scholarship, equal to 30 per cent of the average monthly salary in the economy for the previous year²⁷ based on a request submitted by the artisan to the HUM.

The artisans will be responsible for:

1. acting as a trainer, for organizing, training, monitoring and evaluation of the formation process at the workplace of the trainee;
2. ensuring the coordination, monitoring and evaluation of trainees’ on-the-job training;
3. monitor the trainees’ attendance of theoretical and practical formation classes and present monthly reports to the HUM regarding attendance based on the training ledger.

The artisans will ensure on-the-job training based on the curricula developed for each artisanal section represented in the Action. At the end of the training period, the trainees will be evaluated by the HUM, and, if all is well, they will issue a certificate, allowing the recipient to access a grant later on and to engage in artisan activities.

The trainees will be encouraged and supported to apply to the national programmes managed by the Organization for Entrepreneurial Development (ODA) or National Employment Agency.

► **Service line 3** Access to finance

This service line provides access to financial assistance in the form of a non-refundable grant, amounting to US\$ 600 for artisans for the provision of on-the-job training. Financial assistance is paid for each trainee and will be used to buy the necessary equipment/gear for their training.

The equipment issued will be used exclusively for training, and may not be sold during the period anticipated for the training. Upon completion of the training, the equipment/gear will remain in the possession of the artisan participating in the Action.

The trainees who are interested in starting a business after the evaluation of acquired skills, will receive equipment for carrying out activities in the amount of US\$ 600. The HUM will provide support for registration of the activity of the new artisans in accordance with the legislation in force.

► **Service line 5** Association building

The household-based handicraft operations, registered as a result of the Action, will be encouraged to join the Handicrafts Union of Moldova for thematic training, professional formation and upgrading, to establish trade links with other similar organizations from abroad.

Through coordination with Soroca District Council, the HUM will create a local branch of artisans.

The HUM will organize a one-day information session on the benefits of the association, with the aim of encouraging newly established artisanal enterprises to become members of the local branch of the Handicrafts Union of Moldova. The association will facilitate the establishment of creative and trade links with other, similar organizations, individuals and legal entities in the country and abroad, and hold exhibitions.

Sustainability of the Action

- It is expected that LEPs will be institutionalized through the local authorities and TCCCB, and the same scheme will be replicated with donor resources.
- It is expected that LEPs will enhance dialogue and partnership between local employment offices and local actors to contribute to employment generation opportunities.

Risk assumptions

- No enterprises are willing to participate in this programme due to the obligatory registration requirements.

INDICATORS

8

Inactive low-skilled unemployed participate in on-the-job training programmes in artisanal production

8

People receive grants to start a craft business

INPUTS

Programme costs

Grants for extension/modernization of business	(8 trainees * US\$ 600) – US\$ 4,800
BizUP training	US\$ 1,000
Training based on ILO tool 'Craftsmen, good practice guide'	US\$ 1,000
Legal advice for business registration and support in obtaining the patent and registration as a folk craftsman	(4 craftsmen + 8 trainees * US\$ 350) US\$ 4,200
Offering scholarships for training persons with low qualifications, registered by TES	(US\$ 420.60 (3 months) * 8 trainees) = US\$ 3,365
Awarding grants for launching start-ups	US\$ 4,800 (8 trainees * US\$ 600)

In-kind contributions

Legal training and support in formalization	US\$ 100
Filling in and receipt of applications forms to participate in the competition	US\$ 100
Preparation of the training process (drafting and displaying training course agenda, finalizing the curriculum, etc.) for training modules	US\$ 150
Recording the attendance of course participants for both training modules	US\$ 100
Awarding the certificates recognized by the Association/ Union of Artisan Artists in accordance with the attendance report of the training course	US\$ 100
Organizing an information seminar on the benefits of craftsmen joining the Association of Artisan Artists	US\$ 300

Total	US\$ 19,165²⁸
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(US\$ 950 constitutes the non-monetary contribution provided by the implementation partner)



05

Formalization of honey producers from a rural area

Background and baseline

In recent years, the beekeeping sector has been in continuous development because of new technologies and programmes to support the sector,²⁹ as well as a growing demand for honey on external markets.

In 2021, Moldova exported over 3,600 tonnes of honey, 300 tonnes more than in 2020, the main destinations being Romania, Italy, Poland, France, Germany and Slovakia.

Despite the sector's potential and the availability of programmes, programme implementation has been limited. In 2021, the Agency for Interventions and Payments in Agriculture (AIPA) made available several grants and subsidies for the sector, but only 25 subsidies were allocated.³⁰ The Organization for Entrepreneurship Development (ODA) has financed only one application in beekeeping during the past two years.

The biggest problem with applications to the available programmes is the fact that beekeepers operate mainly informally and do not have the skills and knowledge needed to go through the formalization process and develop an application dossier to obtain finance. According to data from the Territorial Service of the Agency for Food Safety (ANSA), there are 257 beekeepers in Soroca district, of whom only 130 are formal.

To develop the sector's potential, and to increase the production and export of honey, the National Beekeepers' Association (ANARM) will provide support in the formalization of beekeepers and their training with the aim of capitalizing on the national programme's funding, thus contributing to the creation of new jobs.

The Action is supported by:

- the National Beekeepers' Association's interest in supporting the sector and expanding the number of formalized beekeepers;
- the existence of local beekeepers' associations interested in expanding the network of formal beekeepers;
- the interest of informal beekeepers in registering their businesses and applying for national support and subsidies;
- the sector's potential for business generation and expansion.

OBJECTIVE

Formalization of honey producers and generation of jobs in a rural area

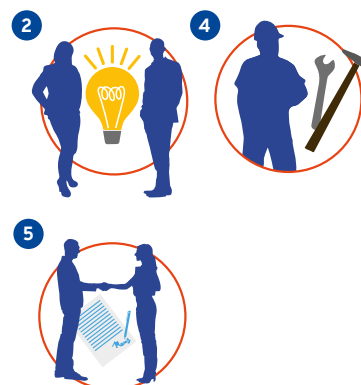
TARGET

- 30 informal beekeepers from a rural area (managing an apiary of at least 20 bee-families), trained in management and development of a beekeeping business;
- 20 registered beekeepers apply to entrepreneurial support programmes and agricultural subsidies;
- 20 new jobs created in a rural area.

SECTOR

Agri-food

SERVICE LINES



LEAD PARTNER

Beekeepers' associations from Soroca district (with the support of the National Beekeepers Association of the Republic of Moldova)

RESPONSIBLE PARTNERS

- National Beekeepers' Association of Moldova (ANARM)
- Beekeepers' association from Soroca district
- Soroca District Council (and mayoral offices)
- Soroca Territorial Employment Subdivision (STES)
- Soroca Business Incubator (SBI)
- Soroca Territorial Fiscal Service
- Soroca Territorial Service of the Agency for Interventions and Payments in Agriculture (AIPA)
- Soroca Agency for Public Services (APS)
- Territorial Service of the Agency for Food Safety (ANSA)
- Peasant Household "Andrei Prodan", Cosăuți Village
- "Apix Lux" SRL, Rublenița Village
- "Apic Nord" SRL, Soroca

OUTPUTS

- Micro and small enterprises expand their business as a result of business training and consulting services and lending opportunities;
- Low-skilled unemployed are now employed.

Sequencing

1. information and awareness-raising campaign regarding the advantages of formalization; launching a Call for Applications (CA) to identify beekeepers to participate in the Action;
2. provision of advanced technical training in the sector;
3. provision of entrepreneurial training and mentoring support;
4. provision of support in formalization;
5. support in preparing the application dossier for national support and subsidies in agriculture;
6. study visit and exchange of good practices with entrepreneurs, benefitting from several technical and entrepreneurial support programmes.

Description of application to service lines

Preliminary Actions: outreach and information campaign

This Action targets beekeepers engaged in informal economic activity, who own an apiary of at least 20 bee-families and who want to be trained with a view to improving their skills and knowledge in the sector, managing a business, as well as formalizing their activity.

The launching of this Local Employment Partnership Action will be accompanied by a two-week information and awareness-raising campaign regarding the risks of operating informally, as well as the advantages of formalization. The campaign will be developed by the ILO and the Ministry of Labour and Social Protection (MLSP) following the model of the national information campaign "Passing White". The ANARM, together with the local Beekeepers' Association, as implementing partners of the Action, are responsible for campaign implementation.

Following the campaign, ANARM, together with local Beekeepers' Association, will launch a Call for Applications for a period of two weeks. The Evaluation Commission (EC), which will include representatives of ANARM, the local Beekeepers' Association, Soroca District Council, as well as the Soroca Territorial Employment Subdivision will examine all the applications and select 30 applicants, who must be informal beekeepers who:

- own at least 20 bee-families;
- hold an apiary passport;
- operates in a rural area.

The results of the selection process will be published within 10 days on ANARM's website (www.anarm.md) and the web pages of local partners (District Council, Beekeepers' Association).

► Service line 4 Access to equipment and/or training

The selected informal beekeepers will participate in a seven-day training course based on the ILO tool "Start and Improve Your Business" (SIYB), delivered by Soroca Business Incubator's consultant, under the oversight of the ILO's SIYB Master Trainer.

Only participants who have passed the entrepreneurial training course will be admitted to the next stage of the Action, which involves advanced technical training in beekeeping.

The training will be based on the corresponding Curriculum, accredited by the Ministry of Agriculture and Food Industry (MAFI).

The training will be offered by ANARM and the Beekeepers' Association and will include two modules:

The first module is based on innovative tools for the launch and development of a beekeeping business.

The second module comprises training in technical beekeeping skills, provided by the Beekeepers' Association with the support and monitoring of ANARM.

During the practical training, the beekeepers will visit a beekeeping farm that has benefited from the support of several national programmes.

Participants who manage an attendance rate of at least 80 per cent will be transferred to the next stage of the programme, the preparation of business plans. Within 10 days of the end of training, the participants will present their business plans to the EC, which will select 20 of the most successful ones.

► **Service line 2** Entrepreneurship and business advisory services

Within 10 days, the selected beneficiaries will be guided through the business registration process. To this end, an information session will be organized by the local Agency for Public Services regarding the stages and documents necessary for registration. If needed, a lawyer will provide support in the preparation of the documents.

Only participants who register their businesses will be transferred to the next stage of the programme.

It is assumed that 20 applicants will register their businesses and will benefit from the support provided by ANARM in preparation of the dossier needed to apply to national entrepreneurial and subsidies programmes. During this stage, ANARM and the Local Beekeepers' Association will support beekeepers in developing all application documents and help with the application to the most suitable national support programme.

The beneficiaries will be informed by Soroca Territorial Employment Subdivision about the employment programmes implemented by the National Employment Agency (NEA), namely: self-employment, addressed to unemployed persons wishing to launch a business and local initiatives addressed to rural employers who would like to expand their business and thus create new jobs.

► **Service line 5** Association building

To enhance voice and representation and to encourage new entrepreneurs to join the local employers' organization, a one-day awareness-raising seminar on the benefits of association is to be conducted by the National Employers Confederation of Moldova (CNPM).

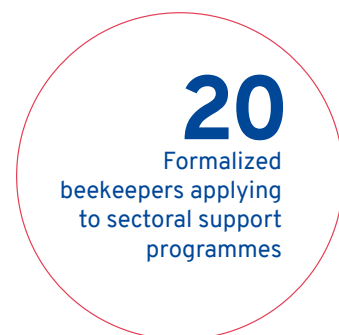
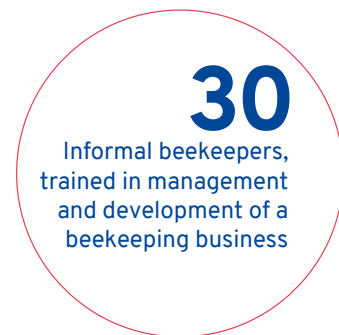
Sustainability of the Action

- The same scheme, leveraging access to finance for formalized entities, can be replicated in other sectors;
- It is expected that the LEP will be institutionalized through the local authorities and TCCCB, which will be in a position to promote this type of intervention with their own resources or those of other donors.
- It is assumed that the implementation of the Local Employment Partnership will increase dialogue and partnership between TES and other local actors, contributing to the transition towards formalization and generation of new employment opportunities.

Risk assumptions

- No informal beekeepers are interested in participating in the Action.

INDICATORS



INPUTS

Programme costs

Provision of entrepreneurial training and mentorship services	US\$ 1,000
Provision of training and consultancy services in beekeeping	US\$ 1,600 (7 days)
Support for preparation of 20 dossiers	US\$ 6,055 (20*US\$ 302.75)
ANARM	
• Support for dossier preparation	US\$ 2,000 (20*US\$ 100)

In-kind contributions

ANARM	
• Strengthening the capacities of local Beekeepers' Associations	US\$ 260
• Transportation costs	US\$ 400
• Legal assistance in business registration	US\$ 1,000 (US\$ 50*20 companies)
CNPM	
• Information session regarding the advantages of association	US\$ 200
Total	US\$ 8,655³¹

(US\$ 2,000 monetary contribution and US\$ 1,860 non-monetary contribution of implementing partners)



Employment generation and development of a sustainable entrepreneurial ecosystem through improved business incubation services

06

OBJECTIVE

to generate employment for vulnerable people through improved entrepreneurial services and support with applications to national programmes to foster the launch of start-ups and expansion of micro and small enterprises.

TARGET

- 15 new jobs created (at least 50 per cent for young women) by launched start-ups (50 per cent in rural areas) as a result of entrepreneurial training, mentorship support and application to national start-up programmes³³ (hereinafter “beginners”);
- 30 new jobs created (at least 50 per cent for women) by extended SMEs (50 per cent in rural areas) as a result of entrepreneurial training, mentorship support and application to national programmes for business expansion.³⁴

Background and baseline

In 2009, the Organization for Entrepreneurship Development (ODA) set up, with EU support, eleven Business Incubators. Their main goal is to support the launching of new businesses and the expansion of existing ones, thus contributing to job creation via the ongoing national programmes managed by ODA.

Nonetheless, applying to ODA and the National Employment Agency's (NEA) entrepreneurship support programmes requires significant entrepreneurial skills and knowledge. Applicants are required to draft a business plan and estimate the total investment in the project, but these services are not provided within the framework of business incubators. This fact has a national impact, resulting in low absorption of available funds.

For instance, within the Soroca Business Incubator (SBI) in 2021 alone, the turnover of companies decreased by 27.5 per cent compared with 2020. This trend is also observed during the first semester of 2022. During the past three years, there has been a 40 per cent decrease in the number of new jobs created by the residents of the incubator. At the same time, there has been a 30 per cent decrease in new business ideas that can be developed in the region.³²

In order to speed up the process of submitting applications to national programmes and contribute to the creation of jobs at the local level, at the request of ODA and NEA, the ILO will apply the already tested Start and Improve Your Business (SIYB) methodology to provide a combination of training, field work and after-training support to help potential applicants to assess their readiness to start a business, prepare a business plan, evaluate its viability and access financial support. Thus, a business consultant will be trained following the SIYB methodology and attached to the Business Incubator to provide business development training and support.

This Action is reinforced by:

- the existence of Soroca Business Incubator, tasked with providing support for the launch of new start-ups and SME expansion;
- the interest of the Organization for Entrepreneurship Development in piloting entrepreneurial assistance within the SBI and facilitating the access of well-trained beneficiaries with quality application documents to the national programmes managed by ODA and NEA;
- potential beneficiaries, identified during field visits, interested in participating in this Action.

SERVICE LINES



LEAD PARTNER

Soroca Business Incubator (SBI)

RESPONSIBLE PARTNERS

- Organization for Entrepreneurship Development (ODA)
- Soroca branch of the Chamber of Commerce and Industry (CCI)
- Tehno Textil Hub Association (TTH)
- Soroca District Council (SDC)
- National Employment Agency (NEA) / Soroca Territorial Employment Subdivision (STES)
- Territorial Commission for Consultation and Collective Bargaining (TCCCB)
- Soroca Mayor's Office

OUTPUTS

- Generate employment for vulnerable people through improved entrepreneurial services and support in application to national programmes supporting the launch of start-ups and expansion of micro and small enterprises.

Sequencing

1. Selection of an entrepreneurship consultant who will be employed within the SBI to provide training and mentorship support.
2. Information campaign to identify potential beneficiaries of national programmes (beginners as well as entrepreneurs who want to expand their business) and to inform the public about the services available within the SBI.
3. Identification and testing of beneficiaries' skills.
4. Carrying out training courses, using various entrepreneurial tools: "Marathon of business ideas" programme implemented through the SBI; hackathons and other things.
5. Provision of support to develop qualitative documents for application to national programmes for entrepreneurs.

Description of application to intervention lines

Preparatory work: selection of an entrepreneurship consultant

The SBI will announce a competition to identify an entrepreneurship consultant from the list of those who have completed the ILO's SIYB certification programme. TOR and job announcements shall be prepared by the SBI, in consultation with the ILO and ODA.

According to the SIYB methodology, the trained consultant will provide training to enterprises (ToE) under the oversight of the ILO's SIYB Master Trainer to obtain ILO certification.

A consultant will be selected after tender and employed for a period of six months within the SBI. ODA representatives shall be included in the selection panel.

The consultant will be trained by ODA in the newly available programmes; the necessary documentation and peculiarities for applying to these programmes; and the selection criteria of final beneficiaries. Similarly, the consultant will be trained by NEA in two dedicated employment programmes: self-employment designed for unemployed persons willing to launch a start-up and local initiatives program, supporting business expansion in rural areas. The consultant will have to ensure the quality of the applications to the national programmes and the creation of new jobs in accordance with program targets (50 per cent of jobs created in rural areas, 50 per cent of jobs created for women). If a large number of beneficiaries require entrepreneurial training and mentorship support, the SBI will hire one more consultant.

Information campaign

As part of this activity, the ILO will support the Soroca Territorial Employment Subdivision (STES) and SBI in raising awareness about the opportunities to launch a start-up or expand the business, as well as the employment programmes available to support job creation and workforce training. The campaign will target the following categories of persons:

- unemployed, registered with Soroca TES, who as a result of profiling were assigned to the group "Ready/Motivated" with the note "directed to self-employment" and willing to launch a start-up;

- SMEs willing to expand their business and apply to the new ODA and NEA programmes.

SBI will contract a local media company that will draft the concept of the information campaign. The campaign will be launched for a period of two weeks, using different local information channels. The distribution of information will be done through local public and private institutions, as well as through the placement of information on billboards in public places for potential beneficiaries.

Identification and testing of beneficiaries' skills

It is presumed that as a result of the campaign around 50 beneficiaries (persons interested in launching a start-up and SMEs) will be enrolled in the programme.

The beneficiaries will be evaluated by the SIYB consultant and divided into groups based on their entrepreneurial knowledge:

- Persons interested in launching a start-up with entrepreneurial skills (backed by a certificate);
- Persons interested in launching a start-up without entrepreneurial skills;
- SMEs ready to expand their business and apply to ODA or NEA national programmes;
- SMEs willing to expand their business, but which are not ready for this process.

Thus, the enrolled beneficiaries will take a written test and an interview with the SIYB consultant and representative of STES to assess their knowledge, skills, and intention to create new jobs. It is assumed that two groups will be created, with 20–25 persons in each group.

► **Service line 4** Access to equipment and/or training (entrepreneurship based on SIYB)

The SIYB consultant will deliver separate entrepreneurial training for the two groups of beneficiaries. It is assumed that each group will be trained for a period of up to 1 month, depending on the group to which the person has been assigned. To provide participants with flexibility, training will be coordinated and include both online and offline classes. SBI will provide premises for the training of participants.

The training will include various instruments, such as:

- Marathon of business ideas with two key topics: "Creative industry - intellectual engine of the economy" and "A business for nature" comprising: awareness sessions, launch of the programme for selection and training of the best business ideas; pitch training sessions;³⁵
- Hackathon for identifying new ideas for start-ups.

To track the participation of beneficiaries in training, SBI will keep a ledger of their attendance.

Following the training courses, within a period of three weeks, the beneficiaries will develop business plans. It is assumed that the beneficiaries will work independently and the SIYB consultant will act as a mentor, providing guidance (around 45 hours in total). It is assumed that at the end of the three weeks, about 80 per cent of the participants will submit business plans for final evaluation.³⁶

If, following the three weeks foreseen for the development of business plans, less than 50 per cent have submitted business plans, the SBI will bring in one more

INDICATORS

15

new jobs created by start-ups as a result of application to national start-up programmes

30

new jobs created by extended SMEs as a result of application to national programmes for business expansion

consultant to provide support and mentoring to those finding it difficult to prepare the application documents.

The submitted business plans will be evaluated based on two criteria: their viability and the prospect of generating new, decent jobs. The evaluated business plans will be directed for submission to ODA and NEA programmes for funding. It is expected that 15 start-ups will be launched, and 15 SMEs will expand their businesses.

As a result of the launch of start-ups and SME expansion, 45 new jobs will be created through self-employment and as a result of business expansion. Soroca TES will provide support in the identification of unemployed in accordance with programme targets and wage subsidies for the employment of low-skilled workers.

In accordance with the provisions of the national programmes, ODA and NEA will ensure the monitoring of business activity for a period of up to three years after the funding and creation of new jobs.

Sustainability of the Action

- It is assumed that the same scheme can be replicated with the support of ODA and local actors.

Risk assumptions

- Low motivation on the part of the beginners and SMEs to apply to the Action and develop business plans.



INPUTS

Programme costs

Information campaign	US\$ 2,080.52
Entrepreneurship consultant	(6 months* US\$ 624) US\$ 3,745
Mentoring support	(45 hours*US\$ 52) US\$ 2,340
Entrepreneurship training	(3 modules*US\$ 260) US\$ 780 MDL
The costs include all taxes.	

Monetary contribution

SBI	
• Marathon of business ideas	
• pitch-training	US\$ 260
• Modular training	US\$ 1,560
individual mentoring sessions	(2 persons* 20 hours * US\$ 26 US\$ 1,040
• country marathon of business ideas	US\$ 260
• The costs include all taxes	

In-kind contributions

SBI	
• Provision of conference room with facilities for the whole training period	(US\$ 50 MDL*120 days) – US\$ 6,000

Total	US\$ 8,945³⁷
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(US\$ 3,120 monetary contribution and US\$ 6,000 in-kind contribution of implementing partner)

07

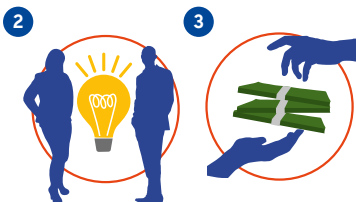
OBJECTIVE

to generate employment by supporting youth and women's entrepreneurship.

TARGET

- 15 young people and women (inactive, registered unemployed) receive entrepreneurial training and mentorship support in drafting a business plan;
- ten start-ups launched;
- at least ten new jobs created in rural areas.

SERVICE LINES



Support for youth and women entrepreneurship

Background and baseline

The SME sector in Moldova has high untapped potential, representing 98.6 per cent of the total number of enterprises, approximately 85.4 per cent of which are micro-enterprises with fewer than 10 employees. The sector generates 60.1 per cent of jobs, with an average of six jobs per enterprise and almost 40 per cent of sales revenue.³⁸ However, the share of employers in the labour force remains low, at 3.6 per cent (EU average is 15 per cent) with a particularly low share of female employers (less than 1 per cent) and youth (2.4 per cent under 24 years of age and 20.3 per cent up to 25–34 years of age).

Since 2020, the National Employment Agency (NEA), has been implementing a self-employment programme aiming to provide access to financial means for business start-ups. Although in 2022 the financial support for the programme has been increased (up to US\$ 10,000 grant component and up to US\$ 2,000 own contribution), women and young people find it difficult to apply due to limited qualitative BDS and, in some cases, lack of own financial resources. Thus, the application rate remains low and the funds not being absorbed.

In 2022, the Soroca Business Incubator trained up to 40 young people and women, although only two of them drafted business plans and applied for the financial resources provided within the start-up programmes and none of those to the self-employment programme implemented by NEA.

One of TES's partners in Soroca is the Youth Resource Center Dacia, which works with young people and women by offering high-intensity and individualized counselling services, including BDS to those who would like to launch a start up and supporting their application to national employment start-ups programs.

The ILO provides Training of Trainers (ToT) based on the Start and Improve Your Business (SIYB) methodology³⁹ for training providers for the provision of BDS support at the local level and subsequent provision of training to potential applicants to self-employment programme (that is, Training of Entrepreneurs [ToE]). Besides the SIYB ToT and ToE, through this Action, the ILO will provide financial support to applicants to self-employment programme by co-financing business plans with prospects of self-employment and decent-job creation for inactive women and men from rural areas. The Action is reinforced by:

1. the interest of the National Employment Agency in increasing the application rate to and implementing the self-employment national programme in Soroca;
2. the existence of the Soroca Business Incubator which is interested in employing an SIYB consultant for subsequent provision of business trainings to potential applicants to self-employment programme;
3. potential beneficiaries interested in participating in this Action, identified during field missions in Soroca.

Sequencing

1. awareness-raising/information campaign (to be carried out with the support of Soroca Territorial Employment Subdivision and BI), combined with outreach to final beneficiaries (registered unemployed young women and men);
2. launching a call for registered unemployed young people to enrol in the self-employment programme;
3. entrepreneurship training (ToE based on SIYB);
4. preparation of business plans and business plan competition;
5. provision of individual mentoring support for business registration;
6. co-financing of investment projects; programmes and provision of grants for ten businesses started by young people and women.

Description of application to intervention lines

Preparatory work: outreach and information campaign

1. Dacia, as the lead partner of the Action, together with Soroca Territorial Employment Subdivision (TES) are responsible for implementing the public information and awareness-raising campaign. The Employment Subdivision and Dacia will organize information sessions for registered unemployed young people and women to inform them about opportunities offered by the Action.⁴⁰ During the information campaign and information sessions, priority will be given to describing the success stories of young people who previously applied to the self-employment programme. The information and awareness-raising campaign is carried out with the support of Soroca District Council and the involvement of the relevant town halls to identify as many potential beneficiaries as possible.
2. The Soroca Business Incubator will announce a competition to identify a consultant in entrepreneurship from the list of those who have completed the ILO's SIYB certification programme.

According to the SIYB methodology, the trained consultant (hereinafter "SIYB consultant") will provide Training to Enterprises (ToE) under the oversight of the ILO's SIYB Master Trainer to obtain ILO certification.

Following the competition, an SIYB consultant will be selected and employed for a period of six months within the Soroca Business Incubator.

► Service Line 2 Entrepreneurship and business advisory services

This measure targets registered unemployed, inactive and low-skilled young people and women, identified as a result of the information campaign, who are interested in BDS and, consequently, in access to finance for the implementation of business plans.

LEAD PARTNER

Youth Resource Center 'Dacia' (Dacia)

RESPONSIBLE PARTNERS

- National Employment Agency (NEA)/ Soroca Territorial Employment Subdivision (TES)
- Soroca Business Incubator (SBI)
- Soroca District Council (and mayoral office)

OUTPUTS

- The young people and women are helped to launch start-ups and generate jobs through access to training and grant opportunities.
- Newly created workplaces.

INDICATORS

15

Low skilled, inactive young unemployed and women receive advisory services for a start-up

10

Young people and women receive grants to start up

10

New jobs created

A call for applications⁴¹ will be launched by the Territorial Employment Subdivision for a two-week period and promoted on the institution's website and will support potential beneficiaries in preparing the applications.

An Evaluation Committee (EC) will be set up by the NEA, consisting of the SIYB consultant from Soroca BI, the District Council and the Territorial Employment Subdivision (TES) which will review all applications and, based on the evaluation grid, select:

- 15 young people to be enrolled in the Action.

The results will be published on the websites of the District Council and Soroca Territorial Employment Subdivision.

The SIYB consultant, as part of the ToE, will provide a two-week business training course on the following: strategic planning, financial management, bookkeeping, and labour legislation.

Within two weeks after the training course, with the support of the SIYB consultant, the participants will develop a business plan, to be submitted to the evaluation committee. The committee will review the business plans and, within a week, select ten beneficiaries:

- Ten start-up projects proposed by young people and women to be funded through the self-employment programme

With the support of the SIYB consultant, the selected beneficiaries will be helped to register their businesses with the Public Services Agency⁴² under one of the following organizational-legal forms:

- individual enterprise/individual entrepreneur;
- limited liability company;
- peasant household (farmer).

Only beneficiaries who can prove that their business has been registered (TES is responsible for checking registration certificates) are accepted for the next stage of the Action.

► Service Line 3 Access to finance

Young people and women can receive non-refundable financial support of up to 80 per cent of the required investment amount, but not more than US\$ 10,000 per beneficiary under the programme. The applicants' own-contribution consisting of up to 20 per cent⁴³, but no more than US\$ 2,000 will be provided by the ILO through this Action.

To receive the grant, the young people and women fill in and submit to the evaluation committees their applications for funding. The eligibility criteria based on which the committees will accept applications are as follows:

1. young people or women residing in Soroca District, registered unemployed;
2. enterprises registered as a result of participation in the programme's business training;
3. enterprises registered under one of the organizational and legal forms listed above;

The investment project will be financed in two stages:

Stage 1: applicant's own contribution consisting of 20 per cent of the estimated amount for implementation of the investment project, but no more than US\$ 2,000 provided by the ILO.

Stage 2: provides a grant of up to 80 per cent of the cost of the investment project, but no more than approximately US\$ 10,000, to be provided by NEA.

A mentor will assist each beneficiary and will provide guidance throughout the investment process, in accordance with the requirements of the self-employment programme and current legislation.

Grant beneficiaries will be monitored from the date of signing the grant agreement with NEA for 12 months from the date of payment of the last instalment of grant funds. Monitoring of programme activities will be carried out by the Soroca Territorial Employment Subdivision.

Following the implementation of this Action, ten businesses will be launched and at least ten jobs will be created.

Sustainability of the Action

- The institutional linkages created during the implementation of this Action are the main vehicle for ensuring that it can be replicated with the same target groups.

Risk assumptions

- Limited number of young people willing to participate in this programme.

INPUTS

Programme costs

Business training course	US\$ 1,200
Mentorship support	US\$ 3,775 (15 persons*6h * US\$ 41.95)
Grant award	US\$ 24,536 (US\$ 2,453.61 *10 persons)
Mentorship support post-funding	US\$ 1,258.50 (10 persons*3h*US\$ 41.95)
Legal support	US\$ 500

NEA through STES

Grant Award	US\$ 122,680 (10 persons * US\$ 12,268)
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In-kind contribution

Dossier evaluation	
Monitoring and post funding support	US\$ 500
Advisory and informational support at all stages	US\$ 150

Total	US\$ 30,770⁴⁴
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(US\$ 122,680 monetary contributions and US\$ 650 in-kind contributions of implementing partners)

Annex 1. Summary table

Soroca District – Local Employment Partnership

Action	Intervention	Main indicators	Beneficiaries	
1	Outreach to inactive NEETs ⁴⁵ for prospective employment	Young NEETs (at least 50 per cent women), low-skilled, people with disabilities, Roma youth, including informal female workers in rural settings are reached out to and referred to Territorial Employment Subdivision to register	500 young NEETs reached out; and 350 registered within the Territorial Employment Subdivision	
2	Employment generation for young people in the automotive supplier industry	Young inactive people (low-skilled) trained and employed by foreign investor in the region	500 young people trained and employed by foreign investor in the region	
3	Increasing job-readiness and employability by improving ICT students' practical skills	Young people receiving training (50 per cent women) in ICT, professional internship and subsequently employed	20 young people trained and employed	
4	Formalization of household-based handicraft operations and generation of jobs in a rural area	Household-based handicraft operations (at least 50 per cent managed by women) formalize to generate employment opportunities for women, inactive young people and low-skilled unemployed from rural areas	4 household-based handicraft operations formalized; and 8 start-ups launched	
5	Formalization of honey producers from a rural area	Informal beekeepers receive BDS and specialized training in apiculture and receive support to formalize and generate jobs in a rural area	30 informal beekeepers trained; and 20 enterprises formalized	
6	Employment generation and development of a sustainable entrepreneurial ecosystem through improved business incubation services		15 jobs created by start-ups 30 jobs created by extended SMEs	
7	Support for youth and women's entrepreneurship	Young people and women (inactive, registered unemployed) receive entrepreneurial training and mentorship support in drafting a business plan Young people and women receive grants to start up a business	10 start-ups launched; and 10 new jobs created	
Total beneficiaries				
Individual beneficiaries: 1,250		Formalized enterprises: 23 Start-ups: 26	Total jobs generated/formalized: 548	

Service lines	Time frame	Resource allocation, US\$ (including in-kind)	Implementing bodies
1. outreach, activation and labour market measures; 4. access to equipment and/or training	September 2022– March 2023	8,891 In-kind: 1,550	Lead partner: CNTM; Other: local youth NGO(s), STES, SDC
4. access to equipment and/or training	January 2023 –August 2023	9,000 In-kind: 7,000	Lead partner: National Trade Union Confederation of Moldova Other: LTU Youth NGOs, Lear Corporation, SDC, NEA/STES
4. access to equipment and/or training (ICT sector)	January 2023–June 2023	18,250 In kind: 17,770	Lead partner: National Association of ICT companies Other: SVS, SDC, STES, ANACEC
2. entrepreneurship and business advisory service 3. access to finance 4. access to equipment and/or training 5. association building	January 2023–June 2023	19,165 In kind: 950	Lead partner: Handicrafts Union of Moldova Other: STES, SDC, LAC, SBI
4. access to equipment and/or training 2. entrepreneurship and business advisory services 5. association building	January 2023–June 2023	8,655 In kind: 3,860	Lead partner: Beekeepers' Association of Soroca district Other: ANARM, STES, NEA, SDC, CNPM, SBI, AIPA, APS, ANSA
4. access to equipment and/or training	January 2023–November 2023	8,945 In kind: 9,120	Lead partner: Soroca Business Incubator Other: ODA, STES SDC, CCI, NEA, TCCCB
2. entrepreneurship and business advisory services 3. access to finance	January 2023–November 2023	30,770 In kind: 123,330	Lead partner: Youth Resource Centre Dacia Other: SBI, STES, SDC, NEA
Total costs			
US\$ 268,296	US\$ 103,676 ILO contribution	US\$ 163,580 Contributions from partners	

Annex 2. Soroca LEP Signatories

SIGNATORIES

1. Members of the Territorial Commission for Collective Consultation and Bargaining:

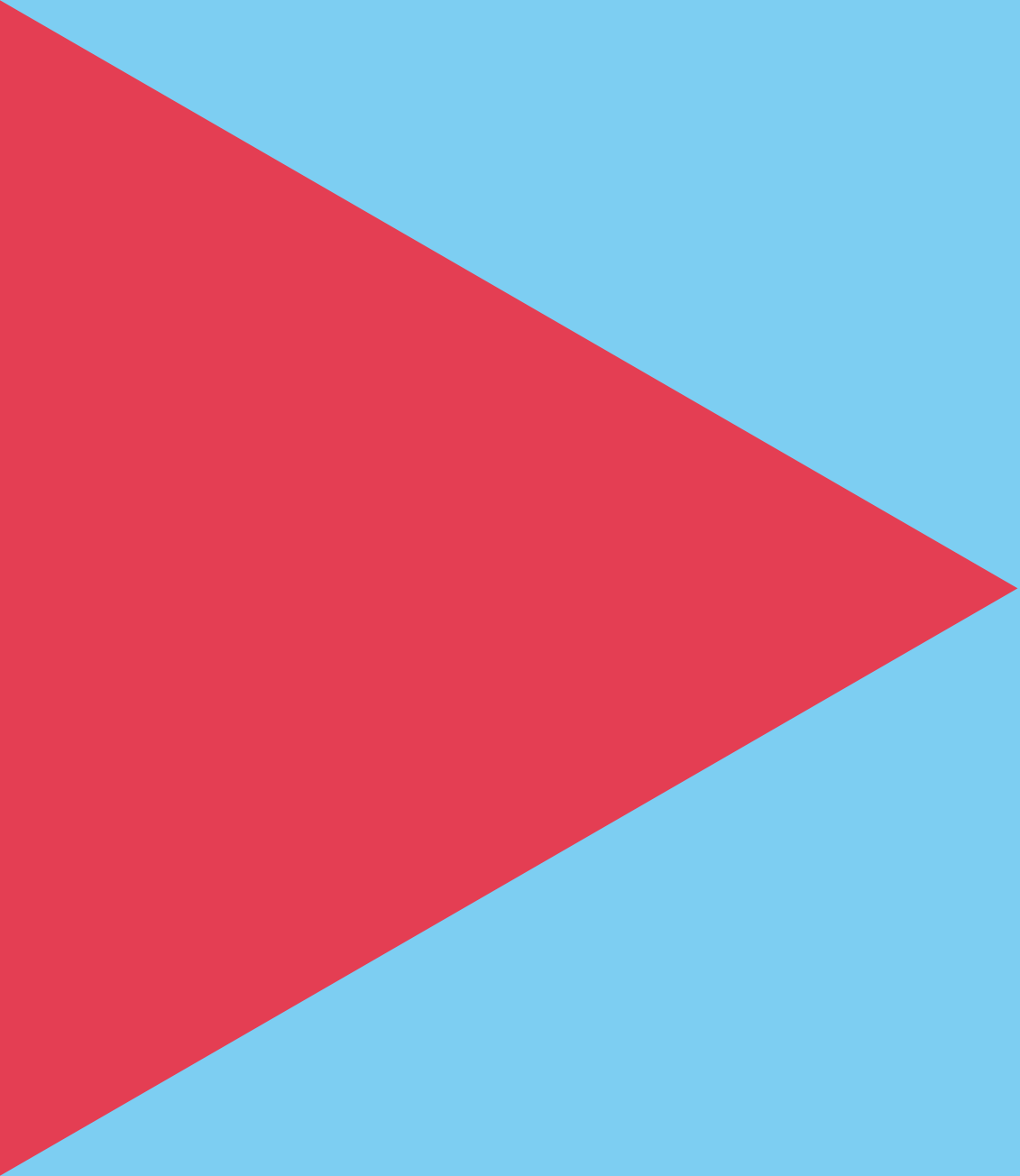
2. Other representatives of local public authorities:

3. National partners:

4. Implementing partners:

Endnotes

- 1 Law 245 of 21.07.2006 on the Organization and Operation of National Commissions for Consultation and Collective Bargaining, Branch and Territorial Commissions for Consultation and Collective Bargaining, <http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=317186>
- 2 The district was selected based on an analysis of employment indicators; in spite of its potential for economic growth and job creation (as revealed by the ILO diagnostics), Cahul displayed poor employment indicators.
- 3 National Bureau of Statistics, Labor force in the Republic of Moldova: employment and unemployment in Q2, 2022, <https://statistica.gov.md/newsview.php?l=ro&idc=168&id=6840>
- 4 European Training Foundation, Moldova, Education, Training, and Employment Developments, 2018.
- 5 Transition of young people to the labour market in the Republic of Moldova (ILO, 2015), https://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/publication/wcms_536294.pdf
- 6 In the first part of 2020, over twice as many people registered as unemployed than in the same period of 2019 (34,000), 34 per cent being young people and 54 per cent from rural areas. NEA newsletter, June 2020.
- 7 National Banc of Moldova, Annual inflation, 2022, <https://www.bnm.md/ro/content/rata-inflatiei-0>
- 8 Moldova: Potential impacts of increased food and energy prices on poverty and vulnerability, UNDP, June 2022, <http://soroca.org.md/index.php/1218-strategia-de-dezvoltare-economico-sociala-a-raionului-pentru-anii-2021-2024>
- 9 Law No. 105 of 14.06.2018 on Employment Promotion and Unemployment Insurance.
- 10 Membership of the committees can be extended to social services, VET schools and colleges, depending on the need to extend the 'catchment' area.
- 11 National campaign designed and implemented by the ILO and the MLSP, which includes several formalization measures, including subsidies for formalization.
- 12 UN ORE set for the month of 15 August 2022 was US\$ 1 to MDL 19.169; this means that the total amount of the Implementation Agreement on the signature day was MDL 172,440.
- 13 International Labour Conference, 110th Session, 2022 https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_848632.pdf
- 14 The mobile application was developed with ILO's technical assistance and is available free of charge for download on iOS and Android mobile systems.
- 15 On 26 May 2020, against the background of a common transition to self-isolation, by Law 69/2020 a new chapter "Remote work" was introduced into the Labour Code of the Republic of Moldova, which regulates the organization of remote work.
- 16 Public-Private Partnership between the Government of Moldova, USAID, Microsoft and IBM to respond to the needs of the ICT sector to reduce the human capital deficit, as well as to support the development of the entrepreneurial ecosystem.
- 17 According to the requirements of the National Qualification Framework for 3 ISCED and Government Decision 193/2017 on approval of the regulation on continuous training of adults.
- 18 An Evaluation Commission (EC) will be set up, including representatives of SVS and ATIC.
- 19 The conditions of professional internships and the procedure for implementing them are provided in Annex 4 of Governmental Decision 1278/2018, https://www.legis.md/cautare/getResults?doc_id=131504&lang=ro
- 20 Decision No. 458/2021 regarding the approval of the average salary for the economy foreseen for 2022, https://www.legis.md/cautare/getResults?doc_id=129330&lang=ro
- 21 MDL 353,230 according to UN Operational Exchange Rate set as of 15 October 2022: USD 1 = MDL 19.355
- 22 In accordance with Law no. 135/2003, Art 4 on artisans and their organizational activity, <http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=312759>
- 23 Artisans have no right to employ others under Law 93/1998, Art 3 on the entrepreneurship license, <http://lex.justice.md/index.php?action=view&view=doc&id=312890>
- 24 If there are a large number of applicants or there are no sufficiently good applications, the possibility of organizing a second Call for Applications will be considered.
- 25 The guide was adapted by "B.P.Hasdeu" State University in Cahul and applied by the HUM in different districts.
- 26 Decision No. 458/2021 regarding the approval of the average salary for the economy foreseen for 2022, https://www.legis.md/cautare/getResults?doc_id=129330&lang=ro
- 27 MDL 360,770 according to UNORE set as of 1 November 2022: USD 1 = MDL 19.226.
- 28 The programmes managed by the Organization for Entrepreneurship Development (Women in Business, Start for Young People, Pare 1+1 (for returned migrants), Greening, Digitization, Re-technologization), the Agency for Intervention and Payments in Agriculture (Subsidies for Start-ups, post-investment subsidies, etc), the Moldovan Orchard programme (the beekeeping sector is also eligible), the programmes of the International Fund for Agricultural Development (IFAD VII, IFAD VIII);
- 29 <http://aipa.gov.md/ro/content/aipa-va-sus%C8%9Bine-42-de-antreprenori-debutan%C8%9Bi-la-lansarea-proiectelor-start-%E2%80%93-%E2%80%93-rezultate>
- 30 MDL 166,400 according to UN Operational Exchange Rates as of 1 November 2022: USD 1 = MDL 19.226
- 31 SBI administrative data.
- 32 ODA programmes: "Start for Youth", "Women in Business" which foresee the creation of two jobs per investment project (50 per cent in rural areas), as well as the NEA programme for start-ups (self-employment), Law 105/2018, article 39.
- 33 ODA programmes: "Greening", "Re-technology", "Internationalization", "Digital transformation", which foresee the creation of at least two jobs per investment project, as well as the NEA programme for business expansion, Law 105/2018, article 40, which foresee the creation of at least one job per investment project in rural areas.
- 34 Organized by ODA within all Business Incubators. As a result of the marathon training sessions, the two best business plans will be selected to take part in the national business plan competition and will be financed to launch start-ups.
- 35 The Evaluation Commission will include representatives of ODA, SBI, STES, SDC and Soroca branch of CCI.
- 36 252,000 MDL according to UN Operational Exchange Rates as of 1 November 2022: USD 1 = MDL 19.226.
- 37 <https://statistica.gov.md/newsview.php?l=ro&idc=168&id=7066>
- 38 SIYB is one of the world's largest entrepreneurship training programmes, focused on starting and improving small businesses as a strategy for creating more and better employment for women and men. It comprises a set of interrelated training packages for different levels of business maturity from starting to growing enterprises. It is implemented through a three-tier structure comprising Master Trainers, Trainers, and entrepreneur-level end beneficiaries.
- 39 The information campaign will last for at least one week.
- 40 If the number of applications is too low, a second round of applications may be considered.
- 41 Mandatory requirements under state programmes to be able to apply for financing.
- 42 As foreseen in L105/2017, art 39 on self-employment, calculated based on average wage of the preceding year; Decision No. 936/2022 regarding the approval of the average salary for the economy foreseen for 2023
- 43 587,021.00 MDL according to UN Operational Exchange Rates as of 15 January 2023: USD 1 = MDL 19.074.
- 44 The NEET group (in English: "persons Not in Employment, Education or Training (NEET)") is represented by young people aged 15–29 who are not part of the employed population, do not study in the formal education system and do not participate in any courses or other training outside the formal education system.



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