Country: Moldova, Republic of
(Phase II of the Innovative Entrepreneurship for Sustainable Employment Project)

Project Title: Network of Career Advisory Centers in the Republic of Moldova

CPD Outcome(s): 2.4 People have access to more equitable sustainable regional development, economic opportunities, innovation and agriculture in particular – and decent work

Expected CP Outcome(s): 2.1. People have access to more sustainable regional development, economic opportunities – innovation and agriculture in particular – and decent work

Expected Output(s): 2.1.2, 2.1.3 and 2.1.4

Responsible Parties: UNDP Moldova and Ministry of Economy with its subordinated agencies

Brief Description
The overall project objective of the Project is to consolidate the employability intervention by UNDP Moldova and Ministry of Economy, to include support for the operation and development of existing network of career advisory centers and establishment of a complementary entrepreneurship component to support self-employment of motivated unemployed with entrepreneurial ideas in each of the five operational centers. The project will thus be based on two interlinked components of employability and entrepreneurship promotion. It will support skilled unemployed and potential beneficiaries with entrepreneurial ideas to either find a relevant job on the existing market or start-up a new business. Overall, on an annual basis, the Project may assist up to 350 direct beneficiaries in the centers located in Chisinau, Rezina, Cahul, Balti and Comrat.

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Key Result Area (Strategic Plan):</td>
<td>Total resources required 1,572,371USD</td>
</tr>
<tr>
<td>Atlas Award ID:</td>
<td>Total allocated resources: 1,572,371USD</td>
</tr>
<tr>
<td>Start date (Project Phase I): 1 October 2015</td>
<td>• Regular: 40,000USD</td>
</tr>
<tr>
<td>End Date (Project Phase II): 31 July 2018</td>
<td>• Other:</td>
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<tr>
<td>PAC Meeting Date</td>
<td>○ NMFA: 1,532,371USD</td>
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<tr>
<td>Management Arrangements: support to NIM</td>
<td>Unfunded budget: 0.00USD</td>
</tr>
<tr>
<td></td>
<td>In-kind Contributions: 493,100USD</td>
</tr>
</tbody>
</table>

Agreed by (Implementing Partner): Stéphane Christophe Bridé, Deputy Prime Minister

Agreed by UNDP: Dafina Gercheva, UNDP Resident Representative
I. Situation Analysis

According to 2014 GHDR, Moldova’s HDI value for 2013 was 0.6631 - - positioning the country in the medium human development category at 114 out of 187 countries and territories. Between 1990 and 2013, Moldova’s HDI value increased from 0.645 to 0.663, an increase of 2.8 percent or an average annual increase of about 0.12 percent. The country may have achieved higher HDI, but mainly due to the income component of the HDI, the progress made is insufficient, particularly compared to other CIS countries. When discounting Moldova HDI for inequality, the HDI falls to 0.582, a loss of 12.2 percent due to inequality in the distribution of the dimension indices. Poverty, decent jobs, rural vs. urban divide in terms of development, uneven access to some social services, social exclusion of certain groups of population and their structural vulnerability, all negatively affect some positive MDG-related achievements. Although poverty decreased steadily in the recent years, around 84% of all poor reside in rural areas and the situation has in fact been worsening. Rural households are still much dependent on remittances and incomes from traditional agriculture, thus extremely vulnerable to external factors and climate shocks. The recent economic growth was largely jobless, as shown by the rather stagnating number of new jobs available on the local labour market in Chisinau and almost inexistent new jobs in the regions. The development of the labour market is to a large extent slow, vast majority of available jobs being concentrated in Chisinau, while the offer in the regions is poor or inexistent.

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

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

According to the latest available data, the poverty fell by almost 4 p.p. to 12.7% in 2013. However, in the immediate term further progress may be stalled by economic slowdown in Russia and decline

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2 http://www.md.undp.org/content/dam/moldova/docs/Publications/UNDP_MD_Post2015Report_Eng.pdf
in remittances from there. Further, falling both in urban and rural areas, the poverty contracted stronger in urban areas leading to widening gap in socio-economic development. In fact, in 2013 already 84% of the poor came from rural areas as compared to 80% in 2012. As earlier this progress was mostly driven by rising remittances and social assistance, but also by rising incomes in the real economy, especially in agriculture. Furthermore, poor households tend to have lower levels of educational attainment and bigger number of children. Rural population also suffers from much worse access to other basic services, such as water and sanitation, as well as education and health.

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

II. Strategy

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

III. Brief Description of the Project

The overall project objective is to consolidate the employability intervention by UNDP Moldova, SI and Ministry of Economy, to include support for the operation and development of existing network of centers and establishment of a separate entrepreneurship component to support self-employment of motivated unemployed with entrepreneurial ideas in each of the operational centers. Moreover, the Project shall further up-scale the seed-money fund for such motivated unemployed. At the same time, it appears very promising to integrate certain SI training courses into the university curriculum. The first pilot of incorporation of SI courses into the existing university curriculum could be tested within the Cahul SYSLAB Center which is located within the premises of the Cahul State University. The seed-fund that was already established by UNDP and a local leading IT company, will be tested in 2015, through matching grants to direct beneficiaries on a competitive basis for supporting innovative business start-ups.
SYSLAB - trademarked within EU and the Russian Federation - is a method based on individual training and motivation in heterogeneous groups. The training takes place in a corporate environment and aims to strengthen participants’ opportunity to get relevant jobs. The method has been in use in Europe and Asia since 1992, and more than 8,000 people have participated into SI trainings. The average employment rate has been about 80%.

The current project will make use of the SYSLAB technologies primarily aimed at qualified unemployed and graduates. This Project builds on excellent results in Centers in Chisinau, Rezina, Cahul, Balti and Comrat.

The centers will operate a variety of job creating initiatives and business start-up measures. Each center will have a permanent staff of 3-6 people, including one coordinator, at least one career advisor and one assistant. The centers are operated in a "company-like" way, to prepare and facilitate individuals for employment. Among the themes introduced to the participants are: team work, communication and presentation techniques, branding, business environment, business development (entrepreneurship) and exploration of the local business community. In other words, the project will develop, customize and operate a set of new structures and tools for career development, job search and entrepreneurship. The project will lead to economic development, preventing "brain-drain" and promote new expertise which will ease social and economic development. The complete toolkit for the centers is provided by SYSLAB International, including concepts, methods and systems, as well as training of trainers and quality management.

A Center will basically be operated by three cost elements:

1) The premises - open landscape workplaces for 20-40 participants which is provided free-of-charge by the Ministry of Economy. A workplace - desk with PC, access to peripherals and telephone. Lecture room, meeting rooms and staff offices.

2) 3-6 staff in each center, to include career advisors (all Moldovan citizens) and all needed office equipment.

3) SYSLAB - Concept, Quality and Support Specialists (mainly Norwegian)

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

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

Training programs in the regional centers will be adapted to local needs, but will be based on same two components, i.e. employability and entrepreneurship. Like the Chisinau Center, these will be equipped with modern infrastructure for job seekers in training. It is also possible to allocate space for incubator activities. These centers may involve a wide range of participants, from uneducated to highly skilled. Returning migrants will represent an important target group, particularly giving the recently expected trend of an increased number of labor migrants returning home from the Russian Federation due to the economic crisis.

University Centers. Based on the experience and results from the SYSLAB Cahul Center, the Project is planning to pilot the introduction of certain selective SI courses into the university curriculum. Such courses, either from the employability or entrepreneurship components, would primarily target final
year students or recent graduates. A Memorandum of Understanding between UNDP Moldova and Cahul State University is already in place.

Smart employment planner (SEP) is a software tool that will be developed and serve as a tool to support beneficiaries who are not capable to attend the full-time group in the existing career advisory centers.

IV. KEY TARGET GROUPS

Primary target groups are: qualified skilled unemployed and recent graduates seeking opportunities in Moldovan private and public sectors; returning migrants with entrepreneurial ideas and interest in starting-up a micro-enterprise. By qualified unemployed we mean those who will actively contribute to growth when employed, rather than just been taken out of the unemployment population. The target group will be gender neutral, irrespective of age, formal background or ethnicity. In certain centres people with disabilities can participate and the Project will undertake needed steps to improve access within the framework of the existing local partnerships and budgetary limitations. It is essential that the participants take an active part in the project implementation. It is expected that on annual basis up to 200 persons would get relevant employment, many others would benefit from training courses, individual counselling and coaching, teamwork, etc. Most outstanding graduates of SYSLAB centers will be included in the SI community of practice and will have the possibility to participate in the project even after completing SI courses and getting relevant employment. The needs and the opinions of the end-users are at the heart of the project idea.

V. ROLE AND RESPONSIBILITIES OF PARTNERS

The Ministry of Economy will act as the main implementing partner for the project. Main responsibilities remain the same as from the previous phase of the Project (previous Project Document is hereby attached).

UNDP Moldova will be providing support in the implementation of the Project. It will ensure implementation of the Annual Work Plan, will provide needed support in the procurement of goods and services needed for project implementation, will monitor and evaluate project implementation and will report to the Donor(s).

SYSLAB International will provide full methodological support for the implementation of the employability component, will support the project with the development of the entrepreneurship component and will train staff of the career development centres. UNDP will develop specific TORs for the methodological support. SYSLAB International will fully transfer the methodology to the Government (Ministry of Economy) before the completion of the current project.

All other relevant partners with which UNDP has already or will enter into partnership agreements will be supporting the project in achievement of set targets as per the Annual Work Plan.

VI. SUSTAINABILITY

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

Intended Outcome as stated in the Country Programme Results and Resource Framework:
2.1. People have access to more sustainable regional development, economic opportunities – innovation and agriculture in particular – and decent work

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Level of absolute and extreme poverty.
SADi; Baseline: North 472, Target: 10% increase.
Number of projects in Transnistria; Baseline: 36; Target: 125

Applicable Key Result Area (from 2008-11 Strategic Plan): Poverty eradication and achievement of internationally agreed development goals, including the MDGs

Partnership Strategy: The Project intends to deepen and intensify partnerships with relevant stakeholders to promote employability and entrepreneurship

Project title and ID (ATLAS Award ID):

<table>
<thead>
<tr>
<th>INTENDED OUTPUTS</th>
<th>OUTPUT TARGETS</th>
<th>INDICATIVE ACTIVITIES</th>
<th>RESPONSIBLE PARTIES</th>
<th>INPUTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 1</td>
<td></td>
<td></td>
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<tr>
<td>Develop the network of existing career advisory centres (5 centres) with employability and entrepreneurship components</td>
<td>The below targets are annual estimates and will be achieved within the project period.</td>
<td>List activity results and associated actions needed to produce each output or annual output targets. Each activity result shall ultimately become an Activity ID in Atlas.</td>
<td>UNDP Moldova; Ministry of Economy and its subordinated agencies; National Employment Agency; local academia and private sector companies and business associations</td>
<td>The project will be implemented over 3-year period and will cover 5 centers in the selected regions of Moldova. Key budgetary items are related to the remuneration of staff of the career advisory centres, maintenance of office spaces, training costs, travel for methodological transfer, monitoring and evaluation and project management costs.</td>
</tr>
<tr>
<td>Indicator A: 5 functional career advisory centres; Baseline A: 5</td>
<td><strong>Target 1.1.</strong> Network of 5 career advisory centres is fully functional and coordinating the implementation of the methodology</td>
<td><strong>1 Functional network of career advisory centres</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Indicator B: At least 200 direct beneficiaries trained within existing network; Baseline B: 0 | **Target 1.2.** At least 200 direct beneficiaries successfully pass the tailored trainings and coaching and success rate for employability of 60% and entrepreneurship of at least 10% is achieved. | - Action 1.1. Running and maintenance of career advisory centres
- Action 1.2. Employability promotion
- Action 1.3. Entrepreneurship development and seed-money fund |                     |        |
<p>| Indicator C: At least 60% employability rate on average per year; Baseline C: 0% | | | |        |</p>
<table>
<thead>
<tr>
<th>Indicator D: At least 10% success rate within entrepreneurship component on average per year; Baseline D: 0%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicator E: At least 50% women participation in training activities on average per year; Baseline E: 0%</td>
</tr>
<tr>
<td><strong>Target 1.3.</strong> At least 50% of the direct beneficiaries are women.</td>
</tr>
</tbody>
</table>
VIII. ANNUAL WORK PLAN FOR OCTOBER 2015 – JULY 2018

Please see Annex 2
IX. MANAGEMENT ARRANGEMENTS

Explain the roles and responsibilities of the parties involved in managing the project. Please refer to the Deliverable Description to complete this component of the template. Use the diagram below for the composition of the Board.

![Project Organisation Structure Diagram]

The project will be implemented under National Implementation Mechanism (NIM). This means that Ministry of Economy will be responsible for decision-making and implementation of Project activities, while UNDP will provide technical assistance, support in the implementation, quality assurance, project inputs and support services. Ministry of Economy will act as the Senior Beneficiary. UNDP, under its Policy analysis, Entrepreneurship and Sustainable Employment Promotion Projects Implementing Unit (PIU) will administer the Project and will provide support in the implementation of all project activities. The main implementing team will consist of one Project Manager, one Project Officer and one Project Assistant, based on UNDP specific job descriptions, as permanent staff. For the key components of the Project external local or international consultancy will be subcontracted based on IC modality.

UNDP Moldova will support the Ministry with implementation support services and will also provide narrative and financial reporting, on a regular basis, to the Project Board, project partners and donors. UNDP follows in the implementation of project and programmes internationally recognized standards (http://content.undp.org/go/usersguide/results).

The main project decision making structure will be its Project Executive Board, established and operating following UNDR rules and regulations, with the overall authority for the project and responsibility for project initiation, direction, review and eventual closure. Within the confines of the Project, the Board is the highest authority. The Board is appointed to provide overall direction and project management and is responsible for ensuring that the project remains on course to deliver products of the required quality to meet the expected outcomes defined in the Project Document. It will be chaired by the Ministry of Economy (the Senior Executive and main beneficiary), and will be composed of key stakeholders’ representatives: representatives of the Ministry, UNDP, and the
Donor institution or a delegated authority. The Project Board will meet regularly (monthly or quarterly) and/or upon request of the Board member/s and its main functions will be evaluation of the progress, making necessary amendments and operational planning.

The Project Executive Board approves all major plans and authorizes any major deviation from agreed Project work plans. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and any parties beyond the scope of the project. In addition, it approves the appointment and responsibilities of the Project Management.

Specific responsibilities of the Project Executive Board:

- Overall contribution to the implementation of the project, including through experience, know-how, technology, equipment, funds;
- Decide on the selection criteria, as well as select/approve the innovative projects/ideas;
- Provide support, upon necessity, in applying innovative approaches to generate innovative ideas (tools for crowd sourcing, for. ex);
- Provide support to testing/implementation of the innovative initiatives, including through facilitation of access to various techniques and tools;
- Facilitate establishment of partnerships with various stakeholders in view of problem identification, idea generation and testing/implementation;
- Assess and decide on Project changes;
- Provide ad-hoc direction and advice for exception situations.

Besides the Executive Project Board, the Project will institutionalize an Advisory Board, to join member of the Executive Board and representatives of key strategic partners, including ODIMM, National Employment Agency, local academia, existing business associations, private sector companies, among others. The specific composition of the Advisory Board will be decided during the first meeting of the Executive Board of the Project.

Results Communication: Communicating results is key to the successful implementation of the project. To ensure consistent communication in line with the most up to date communication tools, templates for communication and visibility materials (press releases, media advisories, placement of logos on press materials, publications, etc.) and messages will be developed. UNDP and the Ministry of Economy will coordinate the quality and ensure consistency of all communications materials.

Project Assurance: Assurance is a key element of the PRINCE2 management method, upon which the Project Management Arrangements are based. 'Assurance' is essentially an independent audit function, whereby the Project Board is able to monitor progress against agreed work plans. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Assurance is the responsibility of each Project Board member. On behalf of UNDP, as senior project supplier, the function is delegated to a UNDP Policy Specialist/Programme Manager. The National Coordinator may appoint a representative (delegated authority) of the implementing partner to carry out the project assurance role on behalf of the project executive.
X. **Monitoring Framework And Evaluation**

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

**Within the annual cycle**

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

**Annually**

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

**OUTPUT 1: Develop the network of existing career advisory centres (5 centres) with employability and entrepreneurship components**

<table>
<thead>
<tr>
<th>Activity Result 1 (Atlas Activity ID)</th>
<th>Start Date: 2015</th>
<th>End Date: 2018</th>
</tr>
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<tr>
<td>• Action 1.1. Running and maintenance of career advisory centres</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Action 1.2. Employability promotion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Action 1.3. Entrepreneurship development and seed-money fund</td>
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</tbody>
</table>

**Purpose**
The main purpose of the key three complementary actions is to ensure that both employability and entrepreneurship components of the Project are fully implemented and set quantitative and qualitative targets achieved.

**Description**
The Project intends to further develop the network of already established career advisory centres, through the implementation of two interlinked components that would allow for increased employability and/or entrepreneurship of target beneficiaries. Career advisory centres will implement the SYSLAB adapted methodology which mainly focuses on the development of the soft skills of unemployed do search and get relevant employment on local market or, alternatively test their business ideas. The entrepreneurship component will be further developed with support from external consultants and will permit those interested only in starting-up their business to develop a business plan and, on a competitive basis, apply to the UNDP seed-money fund. Indicators for monitoring impact and baselines/targets are set in the AWP.

<table>
<thead>
<tr>
<th>Quality Criteria</th>
<th>Quality Method</th>
<th>Date of Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employability rate (%)</td>
<td>Standard status sheet; quarterly activity report per center (based on internal SOP on methodology)</td>
<td>Monthly; quarterly for the activity report per center</td>
</tr>
<tr>
<td>Self-employment rate (%)</td>
<td>Status sheet; success stories</td>
<td>Monthly; monthly and weekly for the success stories</td>
</tr>
<tr>
<td>Women participation rate (%)</td>
<td>Completed and endorsed business plans; success stories</td>
<td>Quarterly activity report(s)</td>
</tr>
</tbody>
</table>
XI. **LEGAL CONTEXT**

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Moldova and UNDP.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP’s property in the executing agency’s custody, rests with the executing agency.

The executing agency shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) assume all risks and liabilities related to the executing agency’s security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm](http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
### XII. ANNEXES

Risk Analysis.

#### OFFLINE RISK LOG

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Date Identified</th>
<th>Type</th>
<th>Impact &amp; Probability</th>
<th>Countermeasure(s) / Mngt response</th>
<th>Owner</th>
<th>Submitted, updated by</th>
<th>Last Update</th>
<th>Status</th>
</tr>
</thead>
</table>
| 1  | Economic slowdown, diminishing number of available jobs on local market, particularly in rural areas | 2015            | Strategic | $P = 3$
  $I = 4$                          | Build-in entrepreneurship component in each career advisory centre; further develop partnerships with private sector | PM    | PM                   | N/A          | N/A    |
| 2  | Limited access to finance for potential entrepreneurs willing to start-up a new business | 2015            | Financial | $P = 4$
  $I = 4$                          | Establishment and implementation of a seed-money fund         | Project | PM                   | N/A          | N/A    |

* P – probability; I - impact
### Expected Outputs

<table>
<thead>
<tr>
<th>PLANNED ACTIVITIES</th>
<th>RESPONSIBILITY</th>
<th>FUNDING SOURCE</th>
<th>PROJECT EXPENSES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

#### Activity 1: Training and Monitoring of Career Centres

<table>
<thead>
<tr>
<th>Subactivity</th>
<th>RESPONSIBILITY</th>
<th>FUNDING SOURCE</th>
<th>PROJECT EXPENSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Personalized Career Centre (Recruitment, Career Advisors, and Assessment) - Constanța - August 2018 – August 2019 (25% of the cost of 1.1)</td>
<td>UNIFIM &amp; E</td>
<td>30000 10107 71490</td>
<td>Contractual Services - Individual</td>
</tr>
<tr>
<td>1.2 Maintenance services, including electricity, heating, daily cleaning services, laundry, phone and internet services, water supply, etc. - average ISV 1,300/month Centre - IT maintenance - 350/month Centre</td>
<td>UNIFIM &amp; E</td>
<td>30000 10107 71530</td>
<td>Contractual Services - Central</td>
</tr>
<tr>
<td>1.3 Office supplies and accessories: paper, pens, files, folders, ink, mobile telephones, furniture, etc. - USD 13,000 per year Centre - Constanța - August 2018 – August 2019 (25% of the cost of 1.1)</td>
<td>UNIFIM &amp; E</td>
<td>30000 10107 72830</td>
<td>Supplies</td>
</tr>
</tbody>
</table>

**Subtotal Activity 1:**
12,960 244,480 241,480 128,052 416,780

#### Activity 2: Employment Promotion: Implementation of SYLVA Programmes

<table>
<thead>
<tr>
<th>Subactivity</th>
<th>RESPONSIBILITY</th>
<th>FUNDING SOURCE</th>
<th>PROJECT EXPENSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Follow-up and orientation on the implementation of SYLVA methodology in 5 SYLVA Centres - Chisinau and 4 regional centres</td>
<td>UNISP</td>
<td>30000 10107 72580</td>
<td>Contractual Services - Company</td>
</tr>
<tr>
<td>2.2 Development and implementation of 4 Employment Plans (70% of total)</td>
<td>UNISP</td>
<td>30000 10107 72580</td>
<td>Contractual Services - Company</td>
</tr>
<tr>
<td>2.3 Transportation costs for training and follow-up as needed</td>
<td>UNISP</td>
<td>30000 10107 72580</td>
<td>Local Consultants</td>
</tr>
<tr>
<td>2.4 Marketing - advertising in local papers, price-reduction, newspaper subscriptions - USD 200,000/year Centre</td>
<td>UNISP</td>
<td>30000 10107 72580</td>
<td>Local Consultants</td>
</tr>
<tr>
<td>2.5 Development and implementation of promotional materials for all 5 Centres - USD 200,000 per Centre, development and maintenance of a dedicated website - 5,000,000/year Centre, 1-year Centre</td>
<td>UNISP</td>
<td>30000 10107 72580</td>
<td>Contractual Services - Company</td>
</tr>
<tr>
<td>2.6 Orientation of youth, training, seminars, meetings, conferences, workshops, articles, webinars</td>
<td>UNISP</td>
<td>30000 10107 72580</td>
<td>Contractual Services - Company</td>
</tr>
</tbody>
</table>

**Subtotal Activity 2:**
48,940 145,200 169,380 56,560 376,730

#### Activity 3: Entrepreneurship Development and Seed-Money Fund

<table>
<thead>
<tr>
<th>Subactivity</th>
<th>RESPONSIBILITY</th>
<th>FUNDING SOURCE</th>
<th>PROJECT EXPENSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Development and implementation of seed-money fund for start-up activities</td>
<td>UNIFIM &amp; E</td>
<td>30000 10107 72330</td>
<td>Contractual Services - Company</td>
</tr>
<tr>
<td>3.2 Intellectual property, including business planning and entrepreneurship seminars (IPS)</td>
<td>UNIFIM &amp; E</td>
<td>30000 10107 72330</td>
<td>Contractual Services - Company</td>
</tr>
<tr>
<td>3.3 Development and implementation of Self-Employment Programmes, including training centers in the Career Centers and beneficiaries</td>
<td>UNIFIM &amp; E</td>
<td>30000 10107 72330</td>
<td>Contractual Services - Company</td>
</tr>
<tr>
<td>3.4 Communication and outreach activities</td>
<td>UNIFIM &amp; E</td>
<td>30000 10107 72330</td>
<td>Contractual Services - Company</td>
</tr>
<tr>
<td>3.5 Monitoring and Evaluation</td>
<td>UNIFIM &amp; E</td>
<td>30000 10107 72330</td>
<td>Contractual Services - Company</td>
</tr>
<tr>
<td>3.6 Overall Project Management (Project Co-ordination - Project Office - 3,300/month, Project Assistant - 1,300/month, office rental (initial)</td>
<td>UNIFIM &amp; E</td>
<td>30000 10107 72330</td>
<td>Contractual Services - Company</td>
</tr>
</tbody>
</table>

**Subtotal Activity 3:**
53,760 193,817 181,950 138,866 585,211

**Total:**
177,660 595,696 549,348 217,876 1,572,371

Agreed by: Stéphane Christopher Bréte, Deputy Prime Minister, Minister of Economy

Agreed by UNDP: Dafina Gerecheva, UNDP Resident Representative