

Ministry of Local Public Administration

United Nations Development Programme

[other partners]

Better Opportunities for Youth and Women Project

The project addresses migration, trafficking and unemployment issues through the creation of social-reintegration services and jobs for vulnerable groups.

The purpose of the project is to create 12 social reintegration centers, social enterprises and quality jobs that provide good wages and benefits, career advancement opportunities, the empowerment of individuals through their participation in enterprises development, and the opportunity for long-term financial security for minimum 1000 beneficiaries per year. The target group includes graduates of boarding schools, orphans or children without family care, young mothers with children at risk, expectant mothers at risk and victims of trafficking. The programme provide shelter services (up to 12 months), with conditions similar to a family home. The project provide youth and women with psychological and social care, providing them with independent life skills, as well as activities aimed at facilitating beneficiaries' access to the labour market, and financial and material support.

The project is implemented by local NGOs in close cooperation and partnership with the main actors in the field – local and central government institutions, private sector and international organizations.

SIGNATURE PAGE
Country: Moldova

UNDAF Outcome(s)/Indicator(s):
(Link to UNDAF outcome, if no UNDAF, leave blank)

By 2011, vulnerable groups in poor rural and urban areas take advantage of sustainable socio-economic development opportunities through adequate regional and local policies implemented by LPA and partners.
Increased employment opportunities in selected poor rural and urban areas

(CP outcomes linked to the SRF/MYFF goal and service line)

Expected Outcome(s)/Indicator (s):²

Employment opportunities for social vulnerable groups are made available through social enterprises development business start up

(CP outputs linked to the above CP outcome)

Implementing partner:

Ministry of Local Public Administration

(designated institution/ executing entity)

Responsible parties:
(implementing entities)

Programme Period:	2004 - 2009
Project Title:	Better Opportunities for Youth and Women
Project ID:	80040946
Project Duration:	2006 - 2009
Management Arrangement:	Support to NEX

Budget	5,000,000.00 USD
General Management Support Fee	
Total budget:	
Allocated resources:	
• Government	
• Regular	
• Other:	
○ Donor	
USAID	3,500,000.00 USD
In kind contributions (by the Implementing Partner):	
Office space for the 12 SRC	
Unfunded budget:	1,500,000.00 USD

Agreed by (Government/Implementing partner)

*Valentin Guznac, Minister
Ministry of Local Public Administration*

Agreed by (UNDP)

Ignacio Artaza, Deputy Resident Representative, UNDP Moldova

¹ For global/regional projects, this is not required
² For global/regional projects, these are outcomes identified in GP/RP
³ For global/regional projects, these are outputs identified in GP/RP

Background

Moldova's transition to a market-based economy has been slow and difficult: significant internal political divisions within successive governments delayed the implementation of structural reforms conducive to improving the business climate and attracting investment into the economy. The secession of the Transnistria region in 1992 exacerbated the problems, further eroding Moldova's industrial base. The inconsistent and stop-go path of structural reforms became accentuated after the 1998 Russian financial crisis. The cumulative decline of the economy between 1990-2000 exceeded 60% (second only to Tajikistan among transition economies). Moldova's economy has traditionally been based on agriculture and agro-processing; over half of the population lives in rural areas. Civil society is weak and underdeveloped.

Progress on reforms in the last 3 years has been mixed. The current Communist Government since it came to office in 2001 is stating a strong interest for European integration, but many of the policies which have been promoted and implemented in the same period show regressive trends.

Since 2001 the Moldovan economy registers an annual growth of 6-7%. The growth is triggered by a sharp increase in both external and domestic demand. The export growth is primarily due to the recovery of the Russian market, but also to some diversification of the exports' geography: exports to the EU have increased rapidly in the past two years. Still, the exports to CIS and Russian markets remain very large. The increase in domestic demand is due to the very rapid growth of remittances from Moldovans working abroad. According to official statistics, remittances amounted to 286 million USD in 2002.

In few years, Moldova has become one of the most migration- and remittance-dependent countries in the world – the best estimates are that an average of 35 to 40% of the economically active population is abroad at least part of the typical year⁴. Most migrants are young people employed abroad without work permits or contracts, and there are reports of "emigration fever" among young people in small towns and rural areas. These very areas are the ones with the highest incidence of poverty as identified by the 2004 WB poverty assessment⁵: the poverty rate stands at over 40% in small towns and at 24.8% in rural areas. Small towns register also the highest rate of extreme poverty (27.3%).

The communities

The impact of the stop-go reforms is most visible at local level – subsequent administrative-territorial reforms in 1998 and 2003 undermined the development of decision-making and financial autonomics of local governments. Local authorities have few resources and limited capacity to be able to consolidate the community and give its development a purpose and a vision. The social development at local level lags behind, and the reform of health, education and social services is not finalized yet, to allow for a flexible decentralized system where the community could have a stake in running the services it needs. The existing employment opportunities in rural areas and

⁴ A report by Philip Martin, ILO, July 2004

⁵ Recession, Recovery and Poverty in Moldova, WB, March 2004.

small towns are limited and usually offer low salaries. All these factors, as mentioned before, fuel people's desire to leave the community in search of better opportunities, in spite of high risks associated (uncertainty, vulnerability to exploitation, risk of being trafficked). The price to pay is quite high – weakened family ties and breakdown of families, increased vulnerability of children left behind with elderly, relatives or in institutions, domestic violence, undermining of values within the community, trauma and social stigma for victims of trafficking.

The available data on victims of trafficking shows that the majority of trafficked women come from rural areas. They are very young (nearly 60% are 18 to 24 years old) and have little education. Almost all lack professional skills or training. Most need to support vulnerable young children. Many are so traumatized that they are unable to make decisions, have mental and psychological problems. On their return to Moldova, trafficked persons face entrenched social stigma that includes further violence and family rejection. This undermines their reinsertion chances and increases their vulnerability as well as the risk of falling back into the hands of traffickers. Many of them never reveal their experiences to their families and make only covert use of confidential, Chisinau-based facilities.

The ten percent of returned trafficked women who grew up in institutions face the additional reinstitution difficulties of limited social skills and no family connections. Moldova's post-Soviet inheritance of more than 70 institutions of various names run by three ministries house 13,000 to 14,000 children and young adults. 70% of these children are "social orphans", given up by their family – 20 to 30% of them because mental, physical or simply learning disabilities made them "problems" at school. Most of these institutions are run by educators, not social workers. Few address the kids' challenges. Cut off from the community, poorly adjusted to social life, the young people become easy prey for traffickers upon their release.

The response

The Government of Moldova has not put in place yet a coherent policy response to address these social problems and, in a longer perspective, to enable the communities to contribute to solving these problems in a sustainable decentralized framework. Sector-specific governmental strategies and action plans, often supported by donor-funded initiatives, are underway, both at central as well as at the local level: the social protection system reform, health system reform, education reform, to name just a few. The lack of coordination among different sectors and the lack of an environment enabling change are among main obstacles to a more dynamic development.

The Government has finalized in June 2004 the first PRSP – the Economic Growth and Poverty Reduction Strategy Paper and has submitted it to the boards of the WB and IMF, which are due to examine it at the end of August-beginning of September 2004. The Moldovan Parliament will examine the strategy in its fall 2004 session as well. The EGPRS is the first attempt to approach poverty reduction from a multi-sectoral perspective, and could become a good medium-term strategic framework.

Counter-trafficking work

In recent years, with support from the international community, the Government of Moldova and local NGOs have initiated a range of interventions aimed at reducing trafficking. A National Committee for Combating Trafficking in Human Beings was established by the Government with support from OSCE, including members from donor agencies and NGOs and a donor group on anti-trafficking functions, providing for coordination of efforts in this area.

A useful framework to apply while trying to map the on-going work is the National Referral Mechanism⁷ (NRM), which is exactly the framework allowing for cooperation between state and civil society organizations. The basic aims of the NRM are to ensure that the human rights of trafficked persons are respected and to provide an effective way to refer victims of trafficking to services. A NRM has a coordination structure (round-table or working group) which brings together all the actors involved at different levels in the system (identification, return/repatriation, immediate assistance, support and protection services, reintegration & social inclusion), and contains mechanisms to ensure the collaboration of all these actors. Collaboration and coordination between governmental and non-governmental actors involved is essential to make the NRM work at country level. In Moldova there are already some elements of the NRM, others still need to be developed.

The National Committee for Combating Trafficking in Human Beings could serve as a coordination body, but needs to develop further and secure greater Government ownership to the principles of a national NRM.

A number of international and Moldovan NGOs (IOM, La Strada, Center for Prevention of Trafficking in Women) are working on identification and repatriation of presumed trafficked persons, and provide immediate rehabilitation services. IOM runs a shelter in Chisinau, and UNICEF supports a wing for children at this shelter.

There are a number of projects covering prevention measures (including hotline services, awareness campaigns, legal advice, etc.) supported by SDC, the US Government, the European Commission, and others. OSCE, UNICEF, IOM are supporting the elaboration of the institutional, legal and operational framework for counter-trafficking work in Moldova.

The areas which are not sufficiently developed in a NRM for Moldova are support services at the stage of socio-economic reintegration. An evaluation of the counter-trafficking programme carried out by SDC in 2003⁸ recommends also focus on prevention (through alternative in-country employment generation, gender and youth mainstreaming of development and humanitarian projects). These are exactly the areas, which UNDP proposes to cover under the "Better opportunities for Youth and Women" project, using the well-established operational

⁷ A National Referral Mechanism (NRM) is a cooperative framework through which state actors fulfill their obligations to protect and promote the human rights of trafficked persons, coordinating their efforts in a strategic partnership with civil society. The NRM concept and methodology are based on the comprehensive definition of human trafficking contained in the UN Trafficking Protocol (2000)

⁸ Evaluation EE 2003/6, Counter Trafficking Programme Moldova, Berne, March 2004

framework of the Local Development Programme (including the Local Agenda 21 project, and openings into the Tourism Development project and Mesmerising Moldova project).

UNDP experience

An overarching corporate priority for UNDP is to assist countries to progress towards achieving the Millennium Development Goals. One of the ways in which UNDP supports this process is promoting principles of good governance in view of engagement of all development actors in the process of local development and achieving development objectives at local level by improving living standards, offering development opportunities for the society as a whole and for individuals in particular.

UNDP Moldova supports national efforts since independence in 1992. UNDP builds national capacities to analyze poverty and to direct the country's development to fight it. Separate projects focus on reducing corruption, revising the legal framework, strengthening human rights, fostering women leaders, facilitating social integration. UNDP helped raise awareness on trafficking in persons and supported the establishment of the first hotline. Since 2002, UNDP Moldova manages a US Embassy grant to the Center for the Prevention of Trafficking in Women, which offers legal support to returnees. UNDP works with an extensive network of local private sector and NGO partners.

Since 2001, UNDP's Local Agenda 21 (LA21) project demonstrates the benefits of community-based development through building capacities in 15 rural communities around the country (see attached map). The project brings together local government, civil society and the private sector to jointly formulate Local Development Action Plans. The Plans aim at poverty reduction through building the capacities of each community to assess its development priorities and mobilize its own resources. The goal is to improve the capacity of Local Public Authorities to manage in a transparent and accountable manner local development problems, specifically to improve local infrastructure, clean up the environment, boost the economy and create jobs – leading ultimately to lessened incentives for migration.

LA 21 Coordination Units were established at the central level and in 15 localities. Their project-funded staff (33 people) is experienced in local development management, project design and communication, as well as in good governance, local economic development, participatory planning, NGOs' role in local development, resource mobilization, partnership building, etc. In the 15 localities, 30 local development-oriented community-based organizations have received small grants.

The project has significantly strengthened the "social compact" between local authorities, community groups and key stakeholders. Some participating communities have secured funds from investment projects such as the World Bank's Social Investment Fund. The visible change in the community's morale (more active, more optimistic) has led other 25 neighboring communities to initiate similar activities with their own resources only.

As part of a more focused programming approach, UNDP Moldova plans to extend the Local Agenda 21 project for a next phase, feeding into its design the lessons learnt from another two projects, on economic opportunities generated by tourism development and urban planning. The next phase Local Agenda 21 will be part of a comprehensive UNDP Local Development Programme, including local level planning, development of economic opportunities, addressing social problems. This would allow UNDP projects' teams to approach community development with a wide range of tools and make linkages with other on-going work more effectively.

Part II. Strategy

Early efforts in preventing and combating trafficking in human beings have increased awareness and acceptance of the issue by the general public as well as by the authorities and specialized state institutions. However, even a rough analysis of the state of the art shows that there is no mechanism ensuring risk minimization for vulnerable groups and prevention of trafficking (through alternative in-country employment generation, gender and youth mainstreaming of development and humanitarian projects) or mechanisms contributing to the social-economic reintegration of presumed trafficked persons.

The project addresses migration, trafficking and unemployment issues through the creation of social-reintegration services and jobs for vulnerable groups.

The purpose of the project is to create 12 social reintegration centers, social enterprises and quality jobs that provide good wages and benefits, career advancement opportunities, the empowerment of individuals through their participation in enterprises development, and the opportunity for long-term financial security for minimum 1000 beneficiaries per year. The target group includes graduates of boarding schools, orphans or children without family care, young mothers with children at risk, expectant mothers at risk and victims of trafficking. The programme provide shelter services (up to 12 months), with conditions similar to a family home. The project provide youth and women with psychological and social care, providing them with independent life skills, as well as activities aimed at facilitating beneficiaries' access to the labour market, and financial and material support.

The project is implemented by local NGOs in close cooperation and partnership with the main actors in the field – local and central government institutions, private sector and international organizations.

The project will support the establishment of a network of approximately ten self-sustaining centers in regions outside the capital, operated by local NGOs. The project proposes to establish separate centers for the two main groups of beneficiaries: young people who have left state orphanages and boarding schools and for vulnerable families (especially women and their children), including presumed victims of trafficking. Such facilities would provide safe, affordable, supervised learning and living environments. The beneficiaries of the services and centers will be provided with life-skills, job and employment training, health services and counseling and tangible work experience to prepare them for successful (re)integration into the community.

Given the two target groups, the location of the centers will take account of specific criteria. For the facilities for graduates from state institutions important specific criteria will be:

Location and selection criteria

UNDP will conduct negotiations with the local authorities and civil society organizations in villages and small towns in order to identify the candidate localities and suitable existing buildings and the donor will approve the final list of locations. The project will not support the construction of buildings for the centers. Government's support will be essential in identifying appropriate existing buildings for locating the centers. Most of the buildings identified will likely need rehabilitation. The likely rehabilitation works may include energy conservation works (on roof and windows), painting walls, windows, floors, equipping bathrooms and toilets, electricity cabling and gas pipes. UNDP will contract the required construction companies through local tenders.

Given the stigma attached to trafficking, the facilities for returned victims of trafficking will take the form of "maternal centers" or "centers for vulnerable families with children" housing residential or day-care services. Day-care services for the children of returnees, often at risk themselves, would free the mothers to pursue education, training and employment opportunities. These structures will tap the multiple, diffuse activities already organized by various organizations so as to bring these services closer to the target group, within their communities. Such facilities will also be open to suitable members of the local community, making them valuable assets for the community at large, and easing their integration and sustainability.

In line with on-going de-institutionalization efforts, the centers may provide live-in arrangements in the form of student accommodation or "family-type" homes of limited size (up to 20 youth per facility) where young adults can learn independent living and be eased back into society. As the young adults move into the communities, the facilities can continue supporting them through day-care type activities also open to young people from the surrounding community, again anchoring the facilities into the community, strengthening ownership and sustainability. The network of centers will allow young graduates of institutions to access learning and life-skills, job and employment training, health services and counseling. Connections will be established with existing vocational training facilities. Life skills education arrangements being developed inside institutions will be extended out to recent graduates. A competitive scholarship fund will support advanced education for the most promising candidates.

With the purpose to reduce the risk for graduates from state boarding schools and orphanages of becoming potential victims of trafficking in human beings the project will address the reintegration needs of young adults (16-17 yo) coming from about 10 (out of the total of 63) institutions run by the Ministry of Education; 20-30% of these young people are expected to experience some form of mild disability. It will not address the needs of individuals with severe disabilities graduating from the two facilities run by the Ministry of Labour and Social Protection. The project team will work with the Ministry of Education during the first phase of the project to determine the state institutions which will be partners of these centers for youth and will put in place the necessary collaboration arrangements/agreements.

The identification of implementing NGOs will be done through a competition: a broad range of NGOs will be invited to submit project proposals for establishing such centers. The short listed candidates will be enrolled in training sessions focused on NGO management & business planning. During the training, the NGOs will consolidate their proposals, putting in place clear

In the initial phase of the project, during several sessions with key NGOs, representatives of relevant state institutions and donors, the 'profiles' of the centers will be discussed, to tap into the existing experience of social integration work at local level.

Also, more specifically, the project will collaborate with the UNDP/Swedish Government project that created and operates Gender and Leadership Centers around Moldova, with the project supporting the Center for Prevention of Trafficking in Women, with other members of the United Nations family such as UNICEF and ILO active in youth and migration issues in Moldova. The project will work, as appropriate, with US Faith-Based Organizations currently and potentially permanently active in non-sectarian anti-trafficking and youth support activities in the Moldovan communities.

Along with the identification of localities, during the first phase of the project the project team will put in place coordination and cooperation arrangements with main actors in the field. An MOU or other cooperation frameworks will be agreed with other donors (UNICEF, USAID, EU, SDC, SIDA, WB, OSCE) and with key ministries (Ministry of Education, Ministry of Labor and Social Protection); permanent working groups need to be established with key NGOs/INGOs working on counter-trafficking activities and provision of social services (including but not limited to IOM, La Strada, Salvati Copiii, ICS, and others). UNDP will aim to have a permanent and active presence in the existing coordination structures/groups and will make every effort to ensure that duplication of work is avoided and that the framework of this project is used to strengthen the National Referral Mechanism.

General criteria for both types of facilities:
1. Availability of a suitable building in good location (i.e. in the community itself and not summer camps, etc.)
2. Strong interest from the local administration and commitment to contribute to the project (for example issues around the building ownership, support to Social Development Centres (SDC) activity, etc.)

Specific criteria for the centers for vulnerable families and presumed victims of trafficking will be:
1. proximity to traditional source areas of the victims of trafficking
2. existence in the area of NGOs which work in the field

1. the proximity to such an institution
2. the proximity to vocational training institutions
3. the existence in the area of an NGO which works already in the area of social services
4. the existence of relevant development projects (in order to avoid overlap of build on existing work)

plans for the centers' sustainable function after the project terminates. This phase will conclude with awarding grants for implementing the projects.

These NGOs will receive advice and technical assistance during all the project duration. The capacity of NGOs to conduct income-generating economic activities will be strengthened through hiring services of consultancy companies holding relevant solid expertise in this field. Commercial enterprises started through grants from the project and local private sector will make the facilities self-sustainable as well as provide tangible employment experience for their residents. Local supervisory boards will involve local authorities and civil society.

LA21 Local Action Plans already outline possible economic opportunities. UNDP's Tourism project will support the development of tourism-related services. Existing USAID agribusiness and SME development programmes, and linkages to the proposed Department of Labor-supported Women's Employment Services and Advisory Centres will provide technical assistance, training and job placement where appropriate.

The project will collaborate with those NGOs which already provide the required specialized services, in cooperation with community NGOs and the local authorities. Building on existing initiatives will strengthen them; besides, this is the only way to deliver the expected results in the proposed time-frame. Partnerships with local groups will increase local ownership of the facilities.

An Integrated Model

The project model is adequate for the communities it serves applying a holistic approach that addresses access to basic services, housing, employment and education/training, the basics of quality of life.

Project Output:

Employment opportunities for social vulnerable groups are made available through social reintegration centers, social enterprises development and business start up

In order to achieve the output, the project will:

- Support the creation of 12 Social Reintegration Centers in the most affected by migration and trafficking regions.
- Increase the capacity and "marketability" of the labor force through vocational training
- Create long term and temporary employment through: the creation of social enterprises, wage subsidies and small scale capital investment - direct employment for enlargement of existing company's production capacity, job creation through the refurbishment of buildings of historical, architectural or social significance, public parks and gardens.

Indicative activities:

1. Creation and Strengthening of the Network of Social Reintegration Centers

Two types of centers are created within the framework of the project: Centers for Social Reintegration of Youth, which are focused primarily on countering trafficking in human beings and Centers for social reintegration of women at risk (Maternal Centers), oriented towards reintegration of trafficked persons.

Activities planned in this component include: selection of NGOs through local contests, identification of premises, design, reconstruction and equipping the centers.

2. Social-economic reintegration of beneficiaries

Besides the services that are provided in these centers (Accommodation, Life skills training, Social and psychological counseling, Professional orientation, Medical assistance), we will develop and provide vocational education, training and qualifications leading directly to additional employment of our unemployed beneficiaries, including the provision of start-ups and self-employment.

3. Job creation

Social Enterprises/Social Entrepreneurship. We will support the creation of new enterprises designed to offer new employment opportunities for the population traditionally marginalized from or under-represented in the mainstream job market.

Social Enterprises serve several purposes, which are:

Economic development: creating economic opportunities that both develop markets for small and underprivileged business, or that foster self-employment and create jobs for low-income people, enabling them to attain economic security.

Workforce development: creating employment for disadvantaged or at-risk population so hard to employ people can earn a livable and develop marketable skills. Vocational training, disabilities programs and host of social services programs as Better Opportunities for Youth and Women Programme is, often create enterprises for this purpose.

Nonprofit sustainability: increasing nonprofits' ability to generate income to support their social programs without continued reliance on donor funding.

Expected results:

- 1000 beneficiaries, including graduates from boarding schools and orphanages, vulnerable women and their children, and victims of trafficking provided with services, including job opportunities in per year out of 1000, 150 provided with new jobs per year, created through social enterprises and new businesses
- 12 social enterprises created
- 36 enterprises/business supported
- 2000 beneficiaries provided with vocational training
- 12 social reintegration centers fully operational

Part III. Results & Resources Framework (Annex 1.)

Part IV. Management Arrangements

This project will be coordinated by the Ministry of Local Public Administration the project's implementing (coordination) agency, and will be funded by USAID with potential extension and contribution from other donors. UNDP Moldova will support the implementation of the project through services (according to the Agreement between the Government of Moldova and UNDP for provision of support services for National Execution Modality from May 27, 2003) and more specifically, services of personnel recruitment, including project personnel and local and international consultancy and procurement of goods, according to UNDP rules and procedures. UNDP will provide narrative and financial reporting to project donors on a regular basis as determined by specific cost-sharing agreements. UNDP follows international standards in the implementation of project and programmes according to the UNDP results Management Guide (<http://content.undp.org/go/userguide/results>). The implementing agency will provide office space for the project team.

Management Structures

BOYW Project Board: The focal point of the BOYW project management architecture is the BOYW Project Board. The Board is the overall authority for BOYW Project and is responsible for its initiation, direction, review and eventual closure. Within the confines of BOYW Project, the Board is the highest authority. The BOYW Project Board represents at managerial level the interests of UNDP, BOYW Project partners (such as USAID, EC, SIDA etc.) and stakeholders (relevant Government ministries, local Governments, CSOs and private sector). Board members will be senior managers and will have authority and responsibility for the commitment of resources to the project, such as personnel, cash and equipment. The BOYW Project Board will manage by exception, meaning Board members will be regularly informed of BOYW Project progress but will only be asked for joint decision making at key points in BOYW Project implementation.

While joint decision making is required at key points in BOYW Project implementation, it is important to note the BOYW Project Board is not a democracy controlled by votes. The BOYW Project Executive – a UNDP Senior Manager – is the key decision maker because he/she is ultimately responsible for BOYW Project's effective and efficient implementation. The BOYW Project Board is appointed by UNDP programme management to provide overall direction and management of BOYW Project. It 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 BOYW Project Strategy/ProDoc. Furthermore, the Board is accountable for the success of the BOYW Project and has responsibility and authority for the Project within the instructions set by UNDP programme management.

The BOYW Project Board approves all major plans and authorizes any major deviation from agreed BOYW 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 BOYW Project Manager.

BOYW Project Manager: It is the responsibility of the BOYW Project Manager to plan, oversee and ensure that BOYW Project is producing the right outputs, at the right time, to the right standards of quality and within the allotted budget. The main tasks of the BOYW Project Manager include:

- Overall planning for the whole project
- Motivation and leadership of BOYW Project staff
- Supervise the BOYW Project
- Liaison with UNDP Programme Management
- Fund management, allocation, coordination
- Reporting progress to the BOYW Project
- BOYW Project quality management

BOYW Project Assurance: Assurance is a key element, upon which the BOYW Project Management Arrangements are based. 'Assurance' is essentially an independent audit function, whereby the BOYW Project Board are able to monitor progress against agreed work plans. Though project managers provide regular progress updates to BOYW Project Coordination Unit, which in turn provides progress reports to the BOYW Project Board, it is in the BOYW Project Board's interest to have an independent Assurance function to verify progress reports and monitor actual progress.

BOYW Project Assurance is the responsibility of each BOYW Project Board member, however due to the fact that Board members are Senior Managers – and as a result very busy – will likely result in the delegation of the assurance function. BOYW Project Assurance work cannot be delegated to the BOYW Project managers. It is the responsibility of the BOYW Project Board to determine who will fulfil the BOYW Project Assurance role, and also to provide guidance on the method by which the BOYW Project Assurance will gauge actual progress against BOYW Project work plans.

A participatory approach will be used in the implementation of this project. Experts from relevant sector ministries and departments, private companies, NGOs, local communities and key actors from the donor community will be involved in the implementation of the project. Such an approach will provide the basis for reaching consensus amongst all stakeholders and mobilizing all social efforts and available resources to foster the proper implementation of actions envisaged and hence the mitigation of development gaps.

Close cooperation between the UN and other donor agencies will help to avoid duplication, reduce transaction costs and maximize synergies. UNDP and donors that will participate in the project will ensure that all necessary arrangements for co-ordination are made in a timely manner to ensure prompt implementation. This will include an agreement on the division of responsibilities among participating agencies and national partners for the implementation of the activities, management of funds, co-ordination and review of programme results.

Part V. Monitoring and Evaluation

Monitoring and evaluation will follow the UNDP guidelines on Monitoring and Evaluating for Results. A monitoring and evaluation plan will be developed during the inception phase.

In order to ensure the efficient monitoring and evaluation of project results, maintain continuous cooperation between all project's partners at all stages of Project implementation, the Project Board will meet every three months. The members of the Project Board will provide feedback on lessons learned, propose corrective actions to solve problems, ensure accountability, and make recommendations how to improve the quality of current and future interventions (as per the terms of reference annexed to the project document)

The Project Manager, under the direction of the National Project Coordinator and UNDP Moldova programme representatives, will prepare and submit to the members of the Project Board quarterly work plans and quarterly reports prepared according to UNDP standards.

The project will be subject to the Annual Review. The Project Manager, in consultation with the National Project Coordinator and the Project stakeholders, will be responsible for preparing and submitting to the Annual Review meeting the annual Project Progress Report in UNDP format. It shall be prepared in draft sufficiently in advance to allow review and technical clearance by the Project partners, at least one month prior to the Annual Review meeting.

The implementation of the Project will be coordinated with UNDP. The Project team is encouraged to seek support from other donors active in the field. During the Project implementation, the Project team will continuously assess the risks and seek solutions for their mitigation.

Part VI. Budget (Annex 2.)

Part VII. Legal Context

This Programme document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Republic of Moldova and the United Nations Development Programme, signed by the parties on October 2, 1992. The host country executing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government cooperating agency described in that Agreement.

The following types of revisions may be made to this Programme document with the signature of the UNDP Resident Representative only; provided that he/she is assured that the signatories of the Programme Document have no objections to the proposed changes:

(a) Revisions in, or addition of, any of the annexes to the Programme document, (b) Revisions which do not involve significant changes in the results of the Programme, but are caused by the re-arrangement of inputs already agreed to or by increases in costs due to inflation, and (c) Mandatory annual revisions which re-phase the delivery of agreed inputs, increase experts cost and other costs due to inflation, or take into account expenditure flexibility.



BETTER OPPORTUNITIES FOR YOUTH AND WOMEN

2004 – 2009

PROGRAMME RESULTS AND RESOURCES FRAMEWORK

Intended United Nations Development Assistance Framework for Moldova Outcome:

By 2011, vulnerable groups in poor rural and urban areas take advantage of sustainable socio-economic development opportunities through adequate regional and local policies implemented by LPA and partners.

2007-2011 UNDP Moldova Country Programme Outcomes:**3.2. New businesses and jobs are created in targeted, poor rural and urban areas**

Applicable MYFF Service Line: 2.6. Decentralization, local governance and urban, rural development

Partnership Strategy

A participatory approach will be used in the implementation of this project. Experts from relevant sector ministries and departments, private companies, NGOs, the academia, local communities and key actors from the donor community will be involved in the implementation of the programme. Such an approach will provide the basis for reaching consensus amongst all stakeholders and mobilizing all social efforts and available resources to foster the proper implementation of actions envisaged and hence the mitigation of development gaps.

Close cooperation between the UN and other donor agencies will help to avoid duplication, reduce transaction costs and maximize synergies. UNDP and donors that will participate in the project will ensure that all necessary arrangements for co-ordination are made in a timely manner to ensure prompt implementation. This will include an agreement on the division of responsibilities among participating agencies and national partners for the implementation of the activities, management of funds, co-ordination and review of programme results.

Project title and ID (ATLAS Award ID): Better Opportunities for Youth and Women					
Intended Outputs	Output Targets (for years)	Indicative Activities	Responsible parties	Inputs	
3.2.5. Employment opportunities for social vulnerable groups are made available through social reintegration centers, social enterprises development and business start up	November 2004 Project team fully operational 2005 4 Social-	<p>1. Creation of Centers 10 Social Reintegration Centers & Increase Center's capacity</p> <p>1.1. NGOs/Localities Identification</p> <p>1.1.1. Selection of NGOs to run the Social Reintegration Centres</p> <p>a. Conduct an open tender for NGOs selection</p> <p>b. Site-visits to assess the capacities of potential NGOs</p>	MLPA LG MoEC MoF PIT PB CU	International consultancy International travel costs Local consultancy Local travel costs Room + equipment for training, workshops, forum, conference (rent) Meeting costs	

<p>Reintegration Centers fully operational</p> <p>88 beneficiaries provided with services</p> <p>2006</p> <p>4 Social-Reintegration Centers fully operational</p> <p>176 beneficiaries provided with services</p> <p>2007</p> <p>2 Social-Reintegration Centers fully operational</p> <p>3 Social Enterprises functional</p> <p>220 beneficiaries provided with services</p> <p>15 new jobs created</p> <p>2008</p> <p>7 Social Enterprises functional</p> <p>220 beneficiaries provided with</p>	<p>c. Selection of NGOs</p> <p><i>1.1.2. Selection of premises for future social centres</i></p> <p>a. Site-visits and assessment of premises offered by LPAs</p> <p>b. Selection of premises for SRCs</p> <p><i>1.1.3. Sign partnership agreements with NGOs and LPAs</i></p> <p>1.3.1. Sign of generic agreements with NGOs and LPAs for selected localities</p> <p>1.3.2. Sign award agreements with selected NGOs</p> <p>1.2. Creation of SRC</p> <p><i>1.2.1. SRCs reconstruction activities</i></p> <p>a. Structural-design and budget estimates for renovation of premises for SRCs</p> <p>b. Announce a bid for selection of construction companies</p> <p>c. Selection and awarding of contract to construction companies to carry out renovation</p> <p>d. Reconstruction of SRCs</p> <p><i>1.2.3. Official inauguration of centres</i></p> <p>a. Official inauguration of 2 SRCs</p> <p>1.3. SRC Strengthening</p> <p><i>1.3.1. Selection and strengthening the capacities of teams to run the SRCs</i></p> <p>a. Select the staff for the SRCs</p> <p>b. Training activities for SRCs staff</p> <p><i>1.3.2. Strengthening the NGOs capacities</i></p> <p>a. Selection of company</p> <p>b. Training activities to strengthen NGOs capacities</p> <p>2. Social-economic reintegration of beneficiaries</p> <p>2.1. Identification and selection of beneficiaries</p> <p>2.1.1. Identification and selection of beneficiaries</p> <p>2.2. Creation and provision of social-economic reintegration service</p> <p><i>2.2.1. Creation of the local referral system</i></p> <p>a. Identification of local actors</p> <p>b. Creation/institutionalizing the system</p> <p>2.2.2. Provision of social-economic reintegration services</p> <p>a. Accommodation</p> <p>b. Life skills training</p> <p>c. Social and psychological counseling</p> <p>d. Professional orientation</p> <p>e. Medical assistance</p> <p>2.3. Vocational training</p> <p><i>2.3.1. Skills and Training Needs Assessment</i></p> <p>a. Selection of company/consultants to conduct the assessment</p>	<p>MLPA LG MOEC MOF PIF PB CU</p>	<p>Printing costs Sundries</p> <p>1,495,801.41 USD</p> <p>International consultancy International travel costs Local consultancy Local travel costs Room + equipment for training, workshops, forum, conference (rent) Meeting costs Printing costs Sundries</p> <p>1,304,198.59 USD</p>
---	--	---	--

<p>services 35 new jobs created 2009 220 beneficiaries provided with services</p>	<p>b. Submission of the report and recommendations 2.3.2. <i>Companies needs assessment in terms of workforce and qualifications</i> a. Selection of company/consultants to conduct the assessment b. Submission of the report and recommendations 2.3.3. <i>Job Specific Training Package development and provision</i> a. Development of the JSIP b. Provision of training 2.3.4. <i>Vocational Training Courses development and provision</i> a. Curricula development b. Provision of training 2.3.5. <i>Internship</i> a. Companies identification b. Support for beneficiaries</p>	<p>MLPA Donors Line Ministries LG</p>	<p>International consultancy International travel costs Local consultancy Local travel costs Room + equipment for training, workshops, forum, conference (rent) Meeting costs Printing costs Sundries 1,500,000.00 USD</p>
	<p>3. Job creation 3.1. <i>Support for social entrepreneurship including creation of social enterprises</i> 3.1.1. <i>Market analysis and identification of business ideas</i> a. Selection of company/consultants to provide analysis b. Market analysis c. Report/recommendations on business ideas 3.1.2. <i>T&T Training for NGO to implement social entrepreneurship create social enterprises</i> a. Identification of company/consultants b. Development of the training programme c. Provision of training programme d. Assistance for identification & development of business ideas e. Assistance for business plans development 3.1.3. <i>Selection of business ideas and start up granting (loan)</i> a. Feasibility studies b. Selection of business ideas c. Provision of start up grants (loans) d. Follow up support e. Monitoring 3.2. <i>Creation of self- and wage-employment</i> 3.2.1. <i>Support for self-employment</i> a. Selection of beneficiaries b. Training for business development c. Small grants for business start up 3.2.2. <i>Support for wage-employment</i> a. Identification and selection of companies b. Selection of beneficiaries c. Contracting the companies d. Assistance for companies to employ the beneficiaries</p>		

		e. Monitoring		
		4. Awareness and communication	PIT CU PB	100,000.00 USD
		Activity 5: Project efficient management	PIT CU PB	Permanent staff (3 representatives), Office space, Equipment, UNDP assistance.
	Overall targets: 1. Ensure at least 90% delivery rate; 2. Timely implementation of planned activities; 3. Timely development and submission of work plans and progress reports; 4. Compliance with UNDP rules and regulations.	Actions: 5.1. Recruit project staff 5.2. Rent and equip the office 5.3. Launch the project 5.4. Implement projects activities 5.5. Annual monitoring and external evaluation by the end of the project period		250,000.00 USD
				350,000.00 USD
			TOTAL	5,000,000.00 USD

○

○

11/11/11