



ANNEX NO. 3

THE MOLDOVA ROAD PROJECT V

(DTM 45094)

THE TECHNICAL DESIGN STAGE

THE DRAFT REPORT

**The Project's specific Training and Economic Inclusion Plan for
reconstruction of the express road M1 located in the Hincesti
District**

Lot no.1 (km 1.00 – km 9.00)

REQUIREMENTS

**This Project is carried out by the Government of the Republic of Moldova,
through the Ministry of Infrastructure and Regional Development and the National Road Administration,
with the support of the EBRD.**

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1.0 SCOPE AND DOMAIN OF APPLICATION

The document presents the Employer requirements regarding economic opportunities provided on construction site at the Lot no.1 to be engaged 10 registered unemployed young people from the Hincesti District during the construction phase. It is expected that internal training will cover practical opportunities in areas related to surveying, earthworks, road engineering, structures (tunnels, bridges) design and construction, occupational health and safety management, quality assurance management, mechanical and electrical engineering, project management and others.

The Procedure shall be implemented by the General Contractor for selecting and training process and by the Supervision Consultant for monitoring and measurement the process.

2.0 NORMATIVE REFERENCES

The present document is developed based on following documents:

1. The Planning Town Urbanism Certificate¹ for Design no. 1 of February 14th 2025 issued by the Hincesti District Council
2. The Environmental Permit² no. 24 of August 12th 2025 issued by the Environmental Agency for the Moldova Road Project V
3. Environmental and Social Action Plan for the Moldova Road Project V
4. Stakeholder Engagement Plan
5. The Project's specific ESMP for rehabilitation process of the Lot no.1
6. The Project's specific Labour Management Procedure for rehabilitation process of the Lot no.1
7. The Project's specific Code of Conduct for rehabilitation process of the Lot no.1
8. The Project's specific Consultation and Participation Procedure for rehabilitation process of the Lot no.1
9. The Project's specific Complaint Mechanism for rehabilitation process of the Lot no.1
10. The Project's Stakeholder Engagement Plan for rehabilitation process of the Lot no.1
11. Approved Technical Design specific for rehabilitation process of the Lot no.1

3.0 TERMS, DEFINITIONS AND ACRONYMS

3.1 Terms and definitions

Used terms and their definitions are in conformity with normative references. For better understanding the plan the following terms are used:

¹ Source: <https://hincesti.md/category/subdiviziunile/sectia-constructii-gospodarie-comunala-si-drumuri/>

² Source: <https://www.andsa.md/acorduri-de-mediu/>

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Audit: systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled.

Capacity of response: ensuring endowment with means of interventions, means of protections and human resources for intervening immediately and efficient when appears an emergency situation.

Cause: anything with the potential to release a hazard. Cause classes include (but not limited to): thermal energy, chemical energy, biological energy, radiation, kinetic energy, climatic condition, uncertainty or human factors.

Competence: ability to apply knowledge and skills to achieve intended results.

Conformity: fulfilment of a requirement.

Continuous Improvement: repeated activity to increase the ability to comply with requirements.

Contractor: the person(s) named as contractor in the Letter of Tender accepted by the Employer and the legal successors in title to this person(s).

Corrective Action: action taken to eliminate the cause of a Non-conformity detected or any other unwanted situation.

Danger Identification: the process of danger identification and definition of its characteristics.

Danger: an event or situation with a harmful potential expressed in injury, illness, damage to property, pollution at the workplace or a combination of these.

Direct workers: represent Contractor's workers.

Economic inclusion: the opening up of economic opportunities to previously under-served social groups – is assessed as integral to economic development.

Emergency situation: an event or an incident which does not generate major effects on HSE, but has the potential to provoke a major accident which requires a quick intervention of a specially trained team

Employer: the person named as employer and the legal successors in title to this person.

Engineer: the person appointed by the Employer to act as the Engineer for the purposes of the Contract or other person appointed from time to time by the Employer and notified to the Contractor.

Environmental protection: measures used to prevent harm to the environment of the world. It prevents harm to air, water, land and natural resources providing protection to flora, fauna and human beings and their inter-relationships.

Engineering Control: represent a process used to protect employees by preventing exposure to hazards.

Health: the state of well-being in both a physiological and psychological sense.

Health and Safety: conditions and factors that have an impact on the health of employees, temporarily engaged personnel, subcontracted personnel, visitors or any other person being at the workplace.

Hazard: source with a potential to cause injury and ill health. Hazards can include sources with the potential to cause harm or hazardous situations, or circumstances with the potential for exposure leading to injury and ill health.

Incident: event, or chain of event, which cause, or could have caused, injury, illness and/or damage (loss) to assets, the environment or third parties.

Indirect workers (contracted): workers who work on behalf of Contractor.

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Laws: all national (or state) legislation, statutes, ordinance and other laws, and regulations and by-laws of any legally constituted public authority.

Monitoring: determining the status of a system, a process or an activity. To determine the status, there may be a need to check, supervise or critically observe.

Measurement: process to determine a value.

Non-conformity: non-compliance with a requirement.

Objectives: purposes (targets) relative to the OHS performance, intended to be attained by an organization.

Occupational: it would include not suffering from fatigue, stress or noise induced deafness.

Operational Control: are those operations that are associated with the identified major hazards consistent with OHS policy, objectives and targets.

Opportunity: a favorable set of circumstances or conditions that can lead to improved performance, achieving desired results, or creating something new and beneficial, often linked to external market changes or internal process enhancements, and always considered alongside risks as part of holistic risk-based thinking.

Outsource: make an arrangement where an external organization performs part of an organization's function or process.

Performance: measurable results.

Policy: short statement of the contractor/company policy that conveys managements support and intentions of the specific program that is signed by a member of senior management.

Preventive Action: action taken to eliminate the cause of a potential Non-conformity or any other potential unwanted situation.

Procedure: specified way to carry out an activity or a process.

Process: set of interrelated or interacting activities which transforms inputs into outputs.

Risk Assessment: process of general risk impact assessment and decision as to the level of risk tolerance.

Risk: combination of probability of appearance and consequences of a certain dangerous event.

Safety: the absence of danger or physical harm to persons, extending in the workplace to things such as equipment, materials and structures.

Site: location with defined geographical boundaries and on which activities under the control of an organisation may be carried out.

Subcontractor: any person named in the Contract as a subcontractor, or any person appointed as a subcontractor, for a part of the Works, and the legal successors in title to each of these persons.

Construction sites: any construction site at which building or civil engineering works are carried out.

Welfare: the provision of workplace facilities that maintain the basic wellbeing and comfort of the worker such as eating, washing and toilet facilities which enable them to fulfil their bodily functions.

Working environment: the surroundings and conditions in which work is performed.

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3.2 Acronyms

CESMP	Contractor's Environmental and Social Management Plan
CL&OHSP	Contractor's Labour & Occupational Health and Safety Plan
CoC	Code of Conduct
DD	Detail design
EA	Environmental Agency
EHS	Environmental and health and safety
EIA	Environmental impact assessment
ESP	Environmental and Social Policy
ESRs	Environmental and Social Requirements
GD	Government Decision
HR	Human Resources
KPIs	Key performance indicators
LPA	Local public authority
MMS	Meter Management System
MS	Method Statement
NAPH	National Agency for Public Health
NGOs	Non-Governmental Organisations
OHS	Occupational health and safety
PIU	Project Implementation Unit
PMU	Project Management Unit
POM	Project Operational Manual
PPE	Personal protective equipment
PTW	Permit-to-Work
SMR	Subcontractor management representative
SOPs	Safety Operational Procedures
SSA	State supervision agency
TLI	Territorial labour inspection
TMP	Traffic management plan
TS	Technical specifications

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4 THE PROJECT CONTEXT

4.1 General data

On January 22nd 2024, the European Bank for Reconstruction and Development (EBRD)³ and the Government of the Republic of Moldova⁴ (the Borrower) signed the Loan Agreement for the Moldova Roads Rehabilitation Project V. The Borrower is the Republic of Moldova and is represented by the Ministry of Finance.

The facility will consist of a sovereign loan to the Borrower in the amount of up to EUR 150 million, tranché. The loan will finance the rehabilitation and widening of the M2 Chisinau ring road (section 2) and the purchase of specialized equipment and software for the Road Asset Management System (Tranche 1) and the rehabilitation of the M1 Chisinau to Leuseni road section (Tranche 2) (together the “Project”).

The Project is of a strategic priority for the Republic of Moldova and will support the Government's efforts to halt the deterioration of the road network and ensure key road links are maintained to acceptable standards to facilitate economic growth, regional integration and connectivity by strengthening core transport links with a focus on extended TEN-T network.

The Project is aligned with the European Union's Economic and Investment Plan for Neighbourhood East and its post-2020 Eastern Partnership Priorities, is included in the Eastern Partnership TEN-T Investment Action Plan, and is consistent with the Solidarity Lanes approach by focussing on core corridors to ensure transportation of goods between Ukraine and the European Union.

The Borrower shall carry out the Project in accordance with the Project Implementation Plan furnished by the Borrower to EBRD (subject to any modifications to which EBRD may agree in writing) and cause the financing specified in the Financing Plan to be applied exclusively to the Project. The proceeds of the Loan shall be applied exclusively to the components of the Project to be financed (or co-financed as the case may be) by EBRD in accordance with the Procurement Plan.

4.1.2 Project Development Objective

The Project will facilitate Moldova's economic development and its physical integration by improving transit connections and corridors between its cities and between Moldova and neighbouring countries, including Ukraine and Romania. The Project will also improve the road infrastructure between cities

³ Source: <https://www.ebrd.com/home/work-with-us/projects/psd/54423.html>

⁴ Source: <https://gov.md/index.php/en>

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and on key corridors/regional connections through the rehabilitation of the M2 Chisinau ring road (section 2) and the M1 Chisinau to Leuseni road section, which are in poor condition.

4.1.3 Project Beneficiaries

The Project beneficiaries are:

- The Government of the Republic of Moldova⁵;
- The Ministry of Finance⁶
- The Public Property Agency⁷;
- The Ministry of Infrastructure and Regional Development⁸;
- The Hincesti District⁹ Council
- The community from the Republic of Moldova;
- The community from Romania and Ukraine and other countries.

4.1.4 Project components

The Project consists of the following Parts:

Part A:

- (i) Civil works: rehabilitation and widening of the M2 Chisinau ring road-section 2, comprising of approximately 7 km of road;
- (ii) Supervision of civil works for rehabilitation and construction of the above road section to be provided by the Supervision Consultant;
- (iii) Extension and upgrade, of the road asset management system; and
- (iv) Contingencies to finance any cost overruns in relation to Part A.

Part B:

- (i) Civil work: rehabilitation, of the M1 Chisinau to Leuseni road section, comprising of approximately 71 km of road;
- (ii) Supervision of civil works for rehabilitation and construction of the above road section to be provided by the Supervision Consultant; and
- (iii) Contingencies to finance any cost overruns in relation to Part B.

4.2 Needs and expectation of stakeholders and other interested parties

4.2.1 Needs and expectation of the Employer

⁵ Source: <https://gov.md/ro/autoritati-administrative-centrale>

⁶ Source: <https://mf.gov.md/ro>

⁷ Source: <https://app.gov.md/>

⁸ Source: <https://midr.gov.md/portofoliu/transport>

⁹ Source: <https://hincesti.md/>

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Needs and expectation of the Employer is to be performed the training of selected young people from the Hincesti District with the relevant skills and hands-on experience to enable them to access employment opportunities in the infrastructure, transport and other asset intensive sectors in Moldova. The duration of on-site training (internship) will differ based on the candidate's level of education¹⁰.

4.2.2 Needs and expectation of students (young people)

Needs and expectation of the young people implied in the training process (internship) shall be promoted by the Contractor in order to protect and promote the health, safety and security of project workers by ensuring safe, healthy and secure working environments and implementing a management system appropriate and proportionate to the risks associated with the project, in compliance with Republic of Moldova labour and social laws and EBRD's PR no. 1 and other relevant PRs 2, 4, 10.

The objective of needs and expectation of the community are:

- Respect and protect the fundamental principles and rights of all project workers;
- Ensure fair treatment, non-discrimination, non-harassment and equal opportunities for all project workers;
- Establish, maintain and improve a sound worker-management relationship, based on social dialogue;
- Ensure compliance with national labour and employment laws, social security laws and any collective agreements to which the client is a party;
- Protect all project workers, including vulnerable project workers who might be at higher risks of discrimination, harassment or exploitation, such as women and gender-diverse workers, young workers, workers with disabilities, migrant workers and refugees, self-employed and contracted workers, as well as workers in the project's core supply chain;
- Prevent the use of forced labour and child labour;
- Ensure that accessible and effective means to raise and address workplace concerns are available to all project workers.

The Contractor shall document needs and expectation of workforce, determine operational criterion for human resources and HSS processes and implement on construction site to be in compliance with applicable laws of the Republic of Moldova and EBRD's ES requirements.

4.2.3 Needs and expectation of Education Institutions from the Hincesti District

Needs and expectation of the community affected by the rehabilitation process of the express road M1, Lot no.1 located in the Hincesti District, shall be promoted by the Contractor in order to identify, assess and manage health, safety and security risks to project-affected communities (PACs) and

¹⁰ In compliance with the national legislation for duration of internship.

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consumers during the project lifecycle from both routine and non-routine activities and to incorporate health and safety at the earliest opportunity into the project design.

The General Contractor shall identify adequate security management arrangements and contingency plans to protect the integrity of project operations from security incidents or changes to the operating environment, ensuring the safety of those affected by the project. The General Contractor shall document needs and expectation of PAC and implement on construction site to be in compliance with applicable laws of the Republic of Moldova and EBRD's ES requirements.

4.3 The scope of the Project's specific Training and Economic Inclusion Plan

The purpose of this document is to establish the framework for developing the skills of new specialists in various fields related to construction, including surveying, earthworks, road engineering, tunnel and bridge design and construction, occupational health and safety management, quality assurance management, mechanical and electrical engineering, project management, and more.

The document outlines the necessary requirements for the following aspects:

- The identification of the training (internship) scope and schedule.
- The screening and selection of candidates.
- The provision of training (internship).
- The monitoring and verification of implementation aspects.

4.4 The Project's Environmental and Social Management System

The present document is part of the Project's ESMS and has the scope to implement the Project's Environmental and Social Management Policy and strategic Objectives in order to (i) enhance the environmental and social performances, (ii) integrate the Project's specific ES Plans in the tender documents and (iii) incorporate requirements of the Project's specific ES Plans into the General Contractor ES documents (CESMPs). Before stating the construction activity on construction site, the General Contractor shall develop its own Capacity Building Plan and submit to the Engineer for approval.

Specific for operational stage, the Employer shall integrate the present document in its Environmental and Social Management System and establish measures for controlling risks with designated roles and responsibilities, with documented procedures, plans and records, and monitoring and measurement plans and records, etc.

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5 LEADERSHIP

5.1 Leadership and commitment

The employer is committed to implementing the project in a diligent manner, adhering to the requirements set out in the EBRD's Environmental and Social Action Plan (ESAP) and the SEP. They will also monitor the implementation of actions and continuously improve their effectiveness by complying with EBRD requirements.

The Employer hereby undertakes to comply with the following requirements, as set out in the ESAP:

- taking overall responsibility and accountability for the prevention of work-related injury and ill health, as well as the provision of safe and healthy workplaces and activities;
- establishing the Project's Environmental and Social Management Policy and related objectives, and ensuring their compatibility with the context of the Project;
- integrating the ESAP requirements into the Project's life cycle;
- ensuring that the resources needed to plan, support, operate, performance evaluate and improve are available.
- communicating the importance of the Project's Environmental and Social Management Policy and objectives to the workforce and other interested parties;
- ensuring that the ESMS and the present document achieves its intended outcomes;
- directing and supporting persons to contribute to the effectiveness of the ESMS and LMP;
- ensuring and promoting continual improvement;
- supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility;
- developing, leading and promoting a culture in the construction site that supports the intended outcomes of ESMS and the project's specific ES Plans;
- protecting workers from reprisals when reporting incidents, hazards, risks and opportunities;
- ensuring the Contractor establishes and implements a process for consultation and participation of new workers;
- supporting the establishment and functioning of health and safety committees.

5.2 The Specific Training and Economic Inclusion Management Policy

The specific Training and Economic Inclusion Management Policy represents the Employer's commitment to implement the training and capacity building requirements established in the Economic Inclusion Component in order to ensure that sufficient human resources are formed for further maintenance of the new rehabilitated having knowledge and competence.

Through the Training and Economic Inclusion Management Policy, the Employer ensures that it:

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- Respect and protect the fundamental principles and rights of all project workers;
- Ensure fair treatment, non-discrimination, non-harassment and equal opportunities for all project workers;
- Establish, maintain and improve a sound worker-management relationship, based on social dialogue;
- Ensure compliance with national labour and employment laws, social security laws and any collective agreements to which the client is a party;
- Protect all project workers, including vulnerable project workers who might be at higher risk of discrimination, harassment or exploitation, such as women and gender-diverse workers, young workers, workers with disabilities, migrant workers and refugees, self-employed and contracted workers, as well as workers in the project's core supply chain
- Prevent the use of forced labour and child labour;
- Ensure that accessible and effective means to raise and address workplace concerns are available to all project workers;
- Protect and promote the health, safety and security of projects workers by ensuring safe, healthy and secure working environments and implementing a management system appropriate and proportionate to the risks associated with the Project;
- Identify, assess and manage health, safety and security risks to project-affected communities and consumers during the project lifecycle from the routine and non-routine activities and to incorporate health and safety at the earlier opportunity into the project design;
- Outline a systematic approach to stakeholder engagement that will help Employer build and maintain a constructive relationship with their stakeholders;
- Provide a means for effective and inclusive engagement with project stakeholders throughout the project cycle;
- Ensure that appropriate environmental and social information is disclosed and meaningful consultation is held with the project's stakeholders and, where appropriate, that feedback provided through the consultation is taken into consideration;
- Ensure that grievances from stakeholders are responded to and managed appropriately;
- Ensure that stakeholder engagement is conducted in a manner that protects the privacy and safety of stakeholders and is free from retaliation.

The documented Capacity Building Management Policy is annually analysed and revised by the Employer for its continual adequacy in compliance with the Project's objectives and legal requirements.

5.3 Organizational roles, responsibilities and authorities

5.3.1 The Project Management Unit (PMU)

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The Ministry of Infrastructure and Regional Development is the central specialized body that promotes the state policy in the field of infrastructure and regional development and carries out its activity in accordance with the Regulation on the organization and functioning of the Ministry of Infrastructure and Regional Development, approved by Government Decision No. 690/2017, the Constitution and laws of the Republic of Moldova, Parliament Decisions, acts of the President of the Republic of Moldova, Government decisions and provisions, as well as other normative acts.

5.3.2 The Employer

5.3.2.1 The Employer and PIU

The Project Implementation Unit has been created within the SA National Road Administration (NRA)¹¹ and has the task to ensure the efficient implementation of the Moldova Road Project V by the project administration, monitoring and coordination together with hired Technical Consultants in accordance with the Loan Agreement and ESAP¹².

The Employer JSC NRA operates in accordance with the legislation in force of the Republic of Moldova and requirements established in ESAP, approved Project Operational Manual, procedures and standards of the EBRD and other international financing organizations.

The PIU and Employer commits to comply with relevant EBRD Performance Requirements and applicable technical and ES laws of the Republic of Moldova and implement the project Environmental and Social Management Policy and strategic Objective.

The Employer & PIU will have the following responsibilities:

- Suggest areas for on-site training to the Contractor based on current business and industry needs.
- Review and approve Contractor's inclusion delivery plan.
- In order to promote gender inclusion through the Project, the Employer will engage in the promotion of the internship program to young female graduates in order to mobilize their participation and ensure 50% of the candidates taking up internship placements are young women.
- Monitor progress through review of monthly reports.
- Payments to the Contractor, for the expenditure incurred in delivering the inclusion component, will be administered by the Engineer, as part of regular processing of invoices on the Project.
- Monitor progress through review of monthly reports.
- Payments to the Contractor, for the expenditure incurred in delivering the inclusion component, will be administered by the Engineer, as part of regular processing of invoices on the Project.

¹¹ Source: <https://www.andsa.md/en/>

¹² Source: <https://www.andsa.md/>

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➤ Support to review and verification of the inclusion element to the Technical Assistance (“TA”) provided by the EBRD.

5.3.2.2 The Drumuri SA Ialoveni

JSC Drumuri Ialoveni¹³ is responsible for maintaining local public roads in the districts of Ialoveni, Nisporeni and Hîncești, as well as the expressway M1.

The JSC Drumuri Ialoveni undertake the following types of activities: (i) building construction and reconstruction, (ii) Road repair and (iii) road maintenance.

Specific for road repair and maintenance the JSC Drumuri Ialoveni have the following roles and responsibilities: (i) Road repair services, (ii) Maintenance of national roads and highways, (iii) Specific works, repairs and objectives and (iv) specific road maintenance works, roadside vegetation maintenance, cleaning of ditches and gutters, etc.

5.3.3 The General Contractor

The General Contractor, engaged by the Employer during construction phase, shall take the responsibility to provide on-site training (internship) to the selected registered unemployed young people, during the construction stage of the Project. Requirements provides an overview of the inclusion related scope, allocation of responsibilities for implementation, funding of costs, tender submission requirements, and records by the Contractor.

The specific General Contractor responsibilities are:

- Confirm specific areas and scope of on-site internships in consideration of the Project scope and own resource projections for the project.
- Identify aspirational targets to cover the scope and schedule for on-site internships for ten (10) unemployed young people during the construction stage of the works.
- Confirm specific areas and scope of on-site internships in consideration of the Project scope and own resource projections for the project.
- Identify aspirational targets to cover the scope and schedule for on-site internships for ten (10) unemployed young people during the construction stage of the works.
- Establish cooperation and engage with the Employer.
- Prepare inclusion delivery plan.
- Implement community-outreach program in at least 3 university or high schools in the Project region with a view to promote employment in the road construction and maintenance in Moldova.

¹³ Source: https://sadrumurialoveni.md/?page_id=21

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- Execution of employment contract between the General Contractor and the candidates for the duration of internships for the unemployed graduates and other candidates. This includes provision of health and safety equipment, medical check-up prior to the start of training, and suitable insurance for the duration of training.
- In order to promote gender inclusion through the Project, the General Contractor will engage in the promotion of the internship program to young female graduates in order to mobilize their participation and ensure 50% of the graduates taking up internship placements are young women.
- In preparation for the female interns, the Contractor will review its internal systems and processes to ensure they are accommodating of female interns, and account for the following objectives: (1) ensure that personal safety equipment is available in women sizes, (2) provide toilets for both genders on-site, (3) mitigate any potential risks of discrimination and/or harassment, (4) establish procedures to raise any concerns regarding treatment on-site, and others.
- In addition, the General Contractor will engage in career guidance activities promoting women in construction to high school and university students, by showcasing successful female engineers and presenting them as role models to prospective university students in construction related fields.
- The General Contractor will use gender-neutral language in job postings for the Employer and its own job descriptions. The General Contractor will also connect with construction trade organizations and post gender-neutral job descriptions there.
- Implement community-outreach program in at least 3 university or high schools in the Project region with a view to promote employment in the road construction and maintenance in Moldova.
- Liaise with the Employer regarding candidates for training.
- Screening of the shortlist of candidates supplied by the Employer and final selection, in a gender-sensitive manner, for 3 month-internships and for 12-month internships (university graduates).
- Execution of employment contract between the Contractor and the candidates for the duration of internships for the unemployed graduates and other candidates. This includes provision of health and safety equipment, medical check-up prior to the start of training, and suitable insurance for the duration of training.
- In order to promote gender inclusion through the Project, the General Contractor will engage in the promotion of the internship program to young female graduates in order to mobilize their participation and ensure 50% of the graduates taking up internship placements are young women.
- In support of gender diversity, the General Contractor will also provide adequate gender-separated restroom facilities on each one of its work sites and ensure that all staff have properly fitting personal protective equipment (PPE).
- The General Contractor will execute tangible actions to promote a culture of gender equality and a zero-tolerance policy towards gender-based discrimination and harassment.
- The General Contractor will provide suitable mentors to the selected candidates,
- Implement community-outreach program in at least 3 university or high schools in the Project region with a view to promote employment in the road construction and maintenance in Moldova.
- Liaise with the Employer regarding candidates for training.

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- Screening of the shortlist of candidates supplied by the Employer and final selection, in a gender-sensitive manner, for 3 month-internships and for 12-month internships (university graduates)
- The General Contractor shall make best efforts to attract as many young female candidates for training as it is possible.
- Execution of employment contract between the General Contractor and the candidates for the duration of internships for the unemployed graduates and other candidates. This also includes provision of health and safety equipment, medical check-up prior to the start of training, and suitable insurance for the duration of training.
- In order to promote gender inclusion through the Project, the General Contractor will engage in the promotion of the internship program to young female graduates in order to mobilize their participation and ensure 50% of the graduates taking up internship placements are young women.
- In support of gender diversity, the General Contractor will also provide adequate gender-separated restroom facilities on each one of its work sites and ensure that all staff have properly fitting personal protective equipment (PPE).
- The General Contractor will execute tangible actions to promote a culture of gender equality and a zero-tolerance policy towards gender-based discrimination and harassment.
- The General Contractor will provide suitable mentors to the selected candidates
- Support to review and verification of the inclusion element to the Technical Assistance (“TA”) provided by the EBRD.

5.3.4 Roles, responsibilities and authority of the Supervision Consultant

The Supervision Consultant shall also ensure that all necessary arrangement for provide by the General Contractor on-site for training opportunities of the registered unemployed young people, during the construction stage of the Project on construction site.

Additionally, the Supervision Consultant shall monitor and measures the allocation of responsibilities for implementation, funding of costs, tender submission requirements, and records by the Contractor.

5.3.5 The National Employment Procedure

5.3.5.1 Roles, responsibilities of the National Employment Agency (ANOFM)

The National Employment Agency¹⁴ is the administrative authority under the Ministry of Labour and Social Protection, empowered to ensure the implementation of policy in the field of employment promotion, labour migration, and unemployment insurance.

The mission of the ANOFM is to increase employment opportunities for job seekers and support

¹⁴ Source: <https://www.anofm.md/>

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employers in identifying skilled labour and creating new jobs.

The National Employment Agency carries out its responsibilities in the following areas: (i) Implementation of employment promotion policy, (ii) Labour migration and (iii) Unemployment insurance.

The National Employment Agency provides services for: (i) economic agents looking for employees, (ii) job seekers, (iii) citizens of the Republic of Moldova who go abroad to work and (iv) foreign citizens employed in the Republic of Moldova.

5.3.5.1 Roles, responsibilities of the territorial divisions of the ANOFM Hincesti

In this regard, the National Employment Agency Hincesti District intend to promote the sustainable economic development of the Hincesti District by helping young people who are neither in employment nor education (NEETs) to find jobs in the Republic of Moldova and also support vulnerable groups, especially young women living in rural areas.

The specific responsibilities of the ANOFM Hincesti for the Moldova Road Project V are the following:

- Establish cooperation and engage with the General Contractor;
- Provide baseline information on the pool of available candidates (education, experience, and, locations);
- Prepare and execute promotion activities, as required, to ensure a suitable pool of candidates for project training (internships);
- In particular, implement active steps to identify relevant job portals, sectoral associations, and undertake similar diagnostic activities so as to promote the available internships to female candidates;
- Post gender-sensitive language in postings for the Project internships;
- Screen and preselect 20 available registered unemployed young people for the Contractor to choose candidates from. The Employer will implement this in a gender sensitive manner and shall deploy its best efforts to pre-select as many young female candidates for training as it is possible;
- In case of unexpected and high turnover of selected candidates, provide replacements from the pool of available candidates;
- Screen and preselect 20 available registered unemployed young people for the Contractor to choose candidates from. The Employer will implement this in a gender sensitive manner and shall deploy its best efforts to pre-select as many young female candidates for training as it is possible.
- In case of unexpected and high turnover of selected candidates, provide replacements from the pool of available candidates;
- Support to review and verification of the inclusion element to the Technical Assistance (“TA”) provided by the EBRD.

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6 PLANNING

6.1 Actions to address risks and opportunities

6.1.1 Social baseline specific for the Hincesti District

According to the data provided by the National Bureau of Statistics 2024 census data¹⁵, the population of the Hincesti district is 69462 people, of which 48.6 % - men and 51.4 % - women.

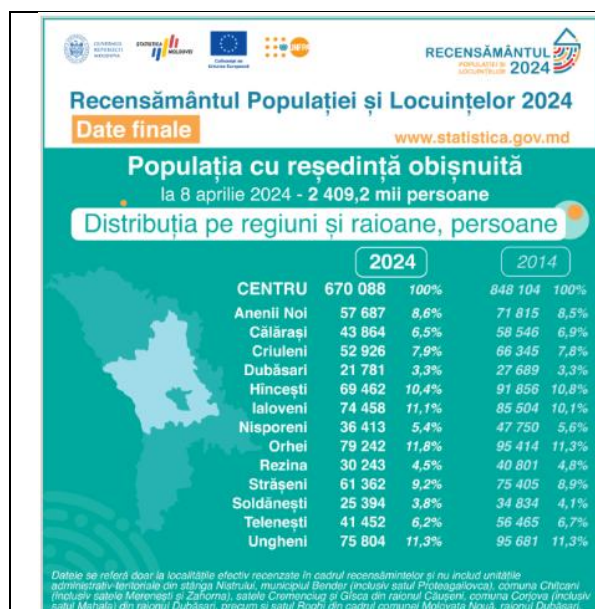


Fig. 1: The population of the Hincesti District

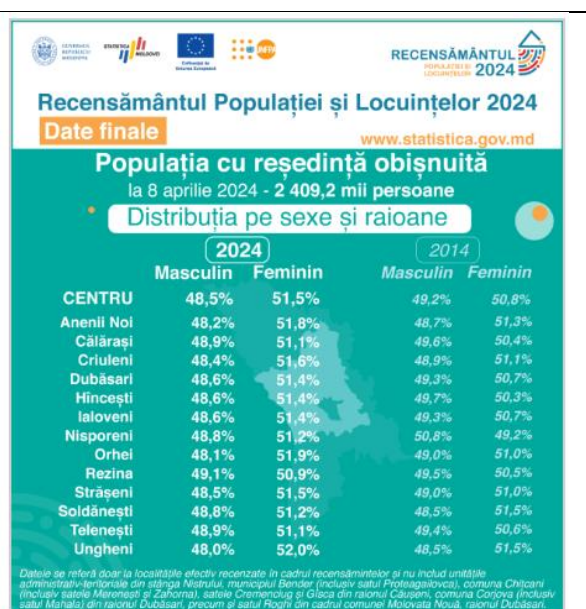


Fig. 2: The distribution of the population by sex

The ethnic structure of the Republic of Moldova population looks like this:

- Citizenship of the Republic of Moldova – 2383072 or 98.9 %;
- Citizenship of the Ukraine – 18877 or 0.8 %;
- Citizenship of the Russian Federation – 2040 or 0.1 %;
- Citizenship of the Republic of India – 1055 or 0.05 %;
- Citizenship of the Republic of Romania – 945 or 0.04 %;
- Citizenship of other countries – 3218 or 0.14 %.

¹⁵ National Bureau of Statistics: https://statistica.gov.md/ro/rezultatele-finale-ale-rpl2024-caracteristici-geografice-10123_61875.html

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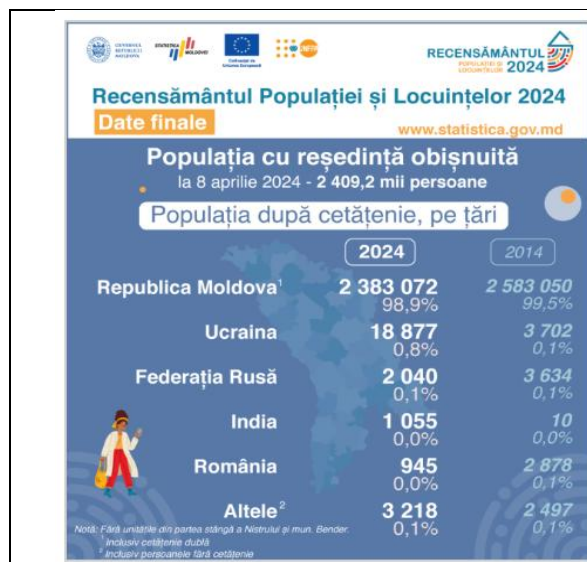


Fig. 3: The population of Republic of Moldova with citizenship



Fig. 4: Distribution of population by working age



Fig. 5: Distribution of the population on urban & rural area



Fig. 6: The distribution of population by development regions of the Republic of Moldova

The population on urban and rural distribution in the Hincesti district is: (i) 16.4 % and (ii) 83.6 %.

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6.1.2 The National Unemployment Statistic

6.1.2.1 The National Unemployment Rate

According to the International Labour Office (ILO)'s definition, the number of unemployed¹⁶ persons was estimated at 31,000, which is 1,800 fewer than in the second quarter of 2025 (32,800).

Unemployment affected men more than women, accounting for 56.9% of the total number of unemployed people, and people in urban areas accounted for 58.2%.

The distribution of employed persons by economic activity shows that 15.6% worked in agriculture and 84.4% worked in other sectors. Of those employed in industry, 9.5% worked in manufacturing and 10.2% in construction (ODD indicator 9.2.2). The service sector accounted for 61.8% of all employed persons.

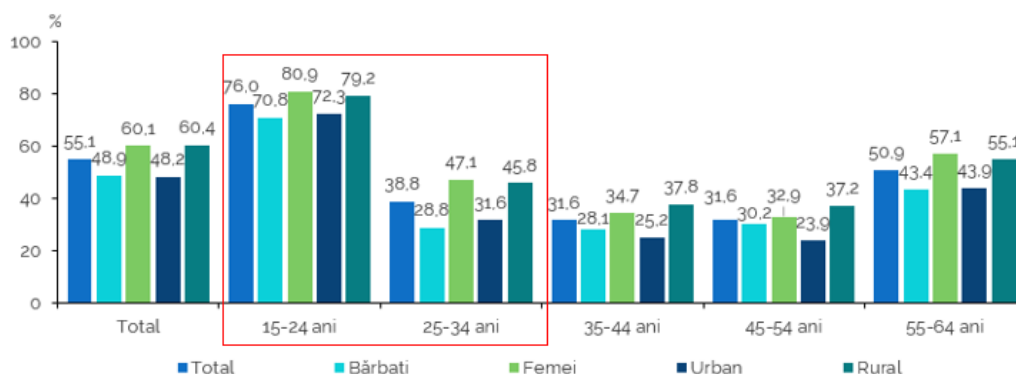


Fig. 1: Unemployment rates by age group, gender and working environment in the third quarter of 2025 (%).

In the third quarter of 2025, the Republic of Moldova's total labour force was approximately 887,100 people. The total labour force is approximately 887,100 people.

Of these, approximately 856,000 are employed — meaning that around 43.4% of the population aged 15 and over are in work. The unemployment rate, as measured by the Labour Force Survey, is 3.5% at the national level.

¹⁶ Source: https://statistica.gov.md/ro/forta-de-munca-ocuparea-si-somajul-in-trimestrul-iii-2025-9430_62125.html

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6.1.2.2 The Employment Rate in the Hincesti District

In 2023, the Employment Agency of the Hîncești district registered 746 unemployed persons. At the beginning of 2024, this figure had decreased to 417, indicating a fall in the number of unemployed persons compared to the previous year.

The Hîncești District implemented a Local Employment Partnership (LEP) with the support of the International Labour Organization (ILO) and the Swiss State Secretariat for Economic Affairs in order to (i) Create and formalise jobs, (ii) Support entrepreneurship and small businesses and (iii) Identify inactive people and support them in the employment process.

6.1.3 The Local Employment Partnership Hincesti (LEP)

The Local Employment Partnership¹⁷ (LEP) was launched in the Hincesti district in 2024 with the support of the Ministry¹⁸ of Labour and Social Protection. It provides for the creation and formalisation of jobs, as well as increased business opportunities at the local level. This contributes to economic growth and the well-being of the population in the Hincesti district.

The LEP Hincesti was developed by the Ministry of Labour and Social Protection, social dialogue partners and the Hincesti District Council, with assistance from the International Labour Organization (ILO) as part of the "Inclusive and Productive Employment in Moldova" project, which is funded by the Swiss State Secretariat for Economic Affairs (SECO).

The LEP Hîncești will contribute to identifying challenges in the local labour market and proposing solutions to address barriers to job creation and transition to formalisation, through local employment partnerships and relevant local labour market actors.

Local employment partnerships respond more effectively to the needs of the local labour market through local actors. They identify key sectors and opportunities for job creation and develop the necessary training programmes. Most importantly, they help people acquire the skills and qualifications needed to find a job locally.

It is estimated that the implementation of the LEP in the Hîncești District will create and formalise approximately 226 jobs. The LEP will also contribute to the expansion of 141 small and micro enterprises, the establishment of a cooperative and the launch of around 19 start-ups in sectors with job creation

¹⁷ Source: <https://hincesti.md/2024/07/26/la-hincesti-a-fost-lansat-cel-de-al-saselea-parteneriat-local-de-ocupare-din-moldova/>

¹⁸ Source: <https://social.gov.md/comunicare/comunicate/la-hincesti-a-fost-lansat-cel-de-al-saselea-parteneriat-local-de-ocupare-din-moldova/>

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potential, such as beekeeping and processing agricultural products. Around 1,100 Hincești district residents, including those at risk of social exclusion, will benefit directly from the LEP's opportunities.

6.1.4 The National Employment Agency (ANOFM)

The National Employment Agency¹⁹ is the administrative authority under the Ministry²⁰ of Labor and Social Protection, empowered to ensure the implementation of policies in the field of employment promotion, labor migration, and unemployment insurance.

ANOFM's mission is to increase the employment opportunities of job seekers and support employers in identifying skilled labor and creating new jobs.

The National Employment Agency (ANOFM) carries out its responsibilities in the following areas: (i) implementation of employment promotion policy, (ii) labor migration and (iii) unemployment insurance.

6.1.5 The National Technical University and Colleges

6.1.5.1 The Technical University of Moldova

The Technical University of Moldova's and the Mechanical, Industrial and Transport Engineering Department Transport Department²¹ (FIMIT) has a history of over 60 years: it was founded on April 30, 1964 together with the Polytechnic Institute of Chisinau, under the initial name of the Faculty of Mechanics. In 1993 it was divided into two distinct faculties, and in 2014 they were reunited, forming the faculty with the current name. Today, over 1100 students follow bachelor's and master's programs, both full-time and part-time.

The mission of the Department is to (i) train highly qualified specialists in the fields of mechanical engineering, agricultural engineering, machine building and transport – at university and postgraduate level and (ii) promote scientific research, technical creativity, innovation and technology transfer to industry.

The Department is constantly modernizing study programs so that graduates are not only competitive on the job market, but also able to find a job that brings them satisfaction and real prospects for professional development.

¹⁹ Source: <https://www.anofm.md/>

²⁰ Source: <https://social.gov.md/wp-content/uploads/2024/11/Lista-autoritatilor-administrative-din-subordinea-MMPS-1.pdf>

²¹ Source: <https://fimit.utm.md/>

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The Department constantly invest in laboratories and classrooms equipped to European standards, so that theoretical knowledge is immediately consolidated through practical activities. Internships can be carried out both in the Republic of Moldova and in universities or companies abroad. In addition, students learn foreign languages intensively and have the opportunity to spend 1–2 semesters in academic mobility (Erasmus+, etc.) or to continue their master's or doctoral studies abroad.

FIMIT graduates are prepared to (i) design and manufacture state-of-the-art industrial machinery and equipment and (ii) ensure the operation and maintenance of modern equipment in the food industry and other sectors and (iii) manage complex transport processes and technically operate road vehicles.

6.1.5.2 The Public Institutions Excellence Centre in Transports Chisinau

The Center of Excellence in Transport²² (College) is a space dedicated to training tomorrow's professionals, who will meet the demands of the labor market and actively contribute to the development of the transport sector. Through the modern study programs and strategic partnerships with leading employers, PI ECT ensures that students benefit from the best conditions to reach their potential. Every student has the chance to learn from specialists, experience innovative practices and contribute to a sustainable future.

6.1.5.3 The Public Institution Technical College from the Chisinau

The Technical College of Moldova²³ is to cultivate excellence, value tradition and promote innovation. The college aims to provide a high-performance educational environment that is tailored to the demands of the labour market and the needs of its students. Through a modern approach and a focus on national and European standards, the college ensures that students receive solid professional training which stimulates their personal and professional development. The institution's vision is to contribute actively to training tomorrow's specialists who are capable of facing challenges and successfully integrating into various technical and professional fields.

Starting in 2022, the college introduced eight new programmes to its curriculum: Computers, Web Application Administration, Programming and Software Analysis, Telecommunications Technologies and Networks, Technical Diagnosis of Motor Transport, Public Food Technology and Motor Traffic. These programmes are owned by the college, which is the best institution in this field in the Republic of Moldova.

²² Source: <https://cetauto.md/ro/cursuri-de-formare-continua/>

²³ Source: <https://colegiu.utm.md/despre-noi/>

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6.1.5.4 The Excellence Centre in Construction (College)

The Centre²⁴ of Excellence in Construction's (college) mission is to train construction professionals, as well as those specialising in road construction and operation.

The College is a vocational technical education institution in Chisinau. Its main mission is to train qualified construction specialists by providing high-quality professional and technical education that meets labour market requirements. It offers initial and continuing vocational training programmes, as well as the validation of professional skills acquired by adults through lifelong learning. In this way, the Centre contributes to the development of a specialised construction workforce adapted to the requirements of the national economy and employers.

In short, the institution's mission includes:

- vocational training for young people in various construction specialties;
- continuing education and retraining of adults to update their professional skills;
- validation and recognition of professional skills acquired in different work contexts;
- Close ties to the labour market are maintained through collaboration with partners in the construction sector, ensuring the relevance of the education provided.

6.1.6 The educational technical institutions in the Hincesti District

6.1.6.1 The Hincesti Construction College

The PI Hincesti College of Construction²⁵ is the only college that trains technical specialists in the following specialties: (i) Construction and operation of buildings and edifices, (ii) Heat, gas and ventilation supply systems, (iii) Cadastre and territorial organization, (iv) Property valuation and (v) accounting.

Approximately 450 students graduate annually in the technical field.

6.1.6.2 The Public Institutions Professional School Hincesti

Vocational secondary education is oriented towards the training and development of skills, competences and professional aptitudes specific to qualified workers for the branches of the national economy.

The PI Professional School in Hincesti offers professional training programmes for the following specialties:

²⁴ Source: <http://ccc.md/specialitati-si-taxe-de-studii/>

²⁵ Source: <https://ipcch.md/admiterea/>

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- (i) Electro gas welder and gas cutter (3 years);
- (ii) Tile layer, with a duration of study of three years;
- (iii) stonemason, mason, plate veneer, baker and leather goods maker, with a duration of studies of two years;
- (iv) The Sewing operator and Baker, with a duration of studies of one year.

6.1.6.3 The list of high schools from the Hincesti District

The following high school (lyceums) are present on the Hincesti District

- Public Institutions theoretic lyceum “M. Sadoveanu”
- Public Institutions theoretic lyceum “M. Eminescu”
- Public Institutions theoretic lyceum “M. Lomonosov”
- Public Institutions theoretic lyceum “Stefan Holban” Carpineni village
- Public Institutions theoretic lyceum “D. Cantemir” Krasnoarmeyskoe village
- Public Institutions theoretic Lapusna village
- Public Institutions theoretic lyceum “Universum”, Sarata Galbena village.

6.2 Objectives and actions to achieve them

6.2.1 Capacity Building and Economic Inclusion Objectives

The objective of the Training and Economic Inclusion Plan is to provide, during the implementation of the present document during the construction stage, a suitable on-site training (internship) opportunities on the Lot no.1 for 10 (ten) registered unemployed young people from the Hincesti District by:

1. Identification of the training (internship) scope and schedule;
2. Screening and selection of candidates;
3. Provision of training (internship);
4. Monitoring and verification of implementation aspects.

The EBRD will provide separate technical assistance to monitor implementation of the inclusion scope.

6.2.2 Actions to achieve Objectives

The Training and Economic Inclusion objectives are consistent with The Project's Environmental and Social Management Policy, measurable, monitored, and communicated to the European Bank for

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Reconstruction and Development, Ministry of Infrastructure and Regional Development and interested parties.

At the Construction stage, the General Contractor shall implement the present document by developing the Contractor's Training and Inclusion Plan, submit to the Supervision Consultant/Employer for review and approval and apply on construction site the Project's specific ESMP, LMP, CoC, Consultation and Participation Procedure, Complaint Mechanism, etc. The training performances shall be incorporated in the Monthly Progress Reports by Contractor and submit documents for revision and approval to the Engineer.

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Table 6-1: Actions to achieve capacity building and economic inclusion Objectives specific for construction stage

No.	Objectives	Actions (What shall be done)	Resources	Responsibility	Timeline	How to evaluate results	How to achieve objectives (KPIs)
1	Identification of the training needs (internship) scope & schedule	The Contractor's Training & Inclusion Plan will propose the following specific themes: (i) Survey works, (ii) Earthworks, (iii) Road engineering, (iv) Structures (tunnels, bridges) design & construction, (v) OHS management, (vi) Quality assurance management, (vii) Mechanical & electrical engineering, (viii) Project management, and (ix) others	85000 Euros	Contractor Engineer Employer	4 months for candidates with education levels III and IV ("high school degree") and below; and 12 months for candidates with education levels VI and VII ("university degree")	Formal assessment of trainee's performance	Records of completed internal tests and examinations
2	Identification of scope and schedule	The Contractor's Training and Inclusion Plan shall include the planning for implementing the Plan with specific training groups	Contractor	Contractor Engineer Employer ANOFM	The list with approved personnel for trainings by categories and themes	Formal assessment of trainee's performance	Records of completed internal tests and examinations
3	Screening & selection of candidates	The Contractor shall identify, with support of ANOFM and LEP, 20 unemployed registered young people with relevant skills from the Hincesti District	Contractor	ANOFM Contractor Engineer Employer	Develop the list of 10 unemployed registered candidates (young people under the age of 35) and coordinate with the List of young personnel	Approve the proposed List (50+50)	Approved List
4	Promote participation & ensure 50% of the candidates taking up are young women	The identified young people (with age under of 35) shall have ration of 50 % men and 50% women	Contractor	Contractor ANOFM	During selection process of young unemployed peoples (under age of 35)	Minute of training	The list of selected candidates
5	Select trainers for performing trainings on construction site	Develop ToRs Develop tender documents Sign the contract with trainers	Contractor	Engineer Employer	During construction stage	Coordinate tender documents with EBRD	Signed the contracts

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No.	Objectives	Actions (What shall be done)	Resources	Responsibility	Timeline	How to evaluate results	How to achieve objectives (KPIs)
6	Develop methodology by trainers	Submit methodology to the Contractor and Engineer	Contractor	Engineer Employer	During construction stage	Coordinate methodology with EBRD	Approve methodology
7	Perform training on construction site (internship)	Develop the draft Training Plan by trainers	Trainers Contractor	Trainers Contractor	During construction stage	Coordinate the draft Plan with Employer	Evidence of completed internal tests & examinations
8	Monitor & verification of implementation	The Contractor's Project Manager ensures that the Training Plan is implemented on the construction site by the trainers	Contractor	Contractor Engineer	During construction stage	Minute of training	Evidence of completed internal tests & examinations
9	Compliance with relevant Project's ES Plans	The Contractor shall comply with approved Training and Inclusion Plan and the Project's ES Plans during training process on site	Contractor	Engineer Employer Contractor	During construction stage	Minute of training	Evidence of completed internal tests & examinations

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7 SUPPORT

7.1 Resource

The Contractor's Human Resources process shall comply with the Project's Labour Management Procedure and the Labour Code of Republic of Moldova and other applicable social Law for keeping under control labour & human resource process by taking into account the following principles:

- Working Condition and Terms of Employment
- Non-Discrimination and Equal Opportunity
- Retrenchment
- Protecting the Work Force
- Child Labour
- Forced Labour
- Workers Engaged by Third Parties
- Etc.

The General Contractor shall carry out their activities in conformity with the Republic of Moldova's other legal requirements and hire young unemployed people (under the age of 35), on the basis of appropriate education, training and experience, for executing site specific construction tasks by not affecting the training and labour performances and breaching the Labour Management Policy.

The General Contractor shall ensure that terms of employment and responsibilities of the hired personnel are established and documented in employment contract signed individually with each employee and the specific responsibilities to be part of Job Description.

The General Contractor shall ensure that personnel hired for performing tasks on the construction site knows Job Description's (JD) provisions and JDs are signed by employees for complying with provision set in the Employer's Labour Management Policy and Procedure.

The General Contractor shall ensure that an organizational structure specific for construction stage is developed in conformity with requirements of the present the Project's Labour Management Procedure and new workforce is informed and know their roles and responsibilities.

The following actual costs incurred as a result of on-site training (internship) will be reimbursed to the General Contractor:

- Contractor's part-time "mentoring" resource;
- Personal Protective Equipment;
- Short term insurance for the duration of candidates' on-site training;
- Medical check-up costs;

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- Where applicable, transport expenses and meals for the trainees;
- Other costs, as required by the national legislation;
- Implementing a community-outreach program in at least 3 university or high schools in the Project region with a view to promote employment in the road construction and maintenance in Moldova.

7.2 Competence

In order to ensure the safe operation during the training process on construction site specific for the Lot no.1, the General Contractor shall engage competent specialists for performing the training process on construction site.

7.3 Awareness

The implementation of the present document on the construction site require specific knowledge and competence for the new hired employees.

The General Contractor shall ensure that each new hired worker receives adequate social and health and safety training, in particular in the form of information and instructions specific to his workstation or job: (i) on recruitment, (ii) in the event of a transfer or a change of job, (iii) in the event of the introduction of new work equipment or a change in equipment, and (iv) in the event of the introduction of any new technology or changes in the technical documents, laws, design, etc..

The training and awareness process shall be adapted to take account of new or changed risks, and repeated periodically if necessary, by ES and OHS representatives of the General Contractor and Employer.

7.4 Communication

The General Contractor shall communicate their environmental and social performances internally, externally and for any emergency situations to the Engineer/Employer and to the Central and Local Public Authorities, stakeholders and other interested parties.

The General Contractor shall communicate with stakeholders using the revised SEP and the Consultation and Participation Procedure and the Complaint Mechanism Procedure in order to ensure an open and transparent communication channel and have a safety and secure implementation process.

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7.5 Documented information

The Contractor shall keep and maintain detailed inclusion documents and records throughout the duration of the construction contract. The records will include the following information in English:

- List of candidates trained and their record of attendance;
- Chronological details of activities the trainees performed;
- Formal assessment of trainee's performance;
- Copy of any training materials provided;
- Evidence of any completed internal tests and examinations;
- All cost related information (insurance, meals, medical check-ups, transport, subcontractors', invoices, etc.).

8 OPERATION

8.1 Operational planning and control

8.1.1 General

The Contractor shall implement and maintain the training process on construction site to meet operating criterion (requirements) of the Project's ESMP, Labour Management Procedure, Code of Conduct, Consultation and Participation Procedure, Complaint Mechanism taking into consideration the principles for direct, subcontracted workers, community workers, new hired young peoples and other staff present on construction site:

- (a) Respect for fundamental human rights and freedoms.
- (b) Respect for the best interests of the child;
- (c) The confidentiality of information regarding the private lives of victims and presumed victims of human trafficking must be respected.
- (d) Legality;
- (e) Free access to justice;
- (f) Non-discrimination;
- (g) A multidisciplinary and cross-sectoral approach;
- (h) Unconditional access to protection and assistance for victims of human trafficking;
- (i) Equal treatment of all forms and types of national or transnational human trafficking, whether or not they are linked to organised crime;
- (j) International cooperation.

8.1.2 Training Duration

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The duration of the on-site training (internship) will differ based on the candidate's level of education²⁶:

- (i) 4 months for candidates with education levels III and IV ("high school degree") and below; and
- (ii) 12 months for candidates with education levels VI and VII ("university degree").

8.1.3 Selection of the Consultant (trainers)

The implementation of the General Contractor's Training and Inclusion Plan will commence after Contractor's Training and Inclusion Plan is completed and approved, and will include the selection of trainers for performing specific trainings on site:

- (i) Survey process,
- (ii) Earthworks process,
- (iii) Road engineering process,
- (iv) Structures (tunnels, bridges) design & construction process,
- (v) OHS Management,
- (vi) Quality assurance management,
- (vii) Mechanical & electrical engineering process,
- (viii) Project management, and (ix) others activities.

The General Contractor shall monitor the implementation of the internship contracts signed with the Consultants (trainers), including the training process on site by developing of trainings plans, execution of training sessions, and final evaluation of training outcomes.

8.1.4 Compliance with the Project's ES Requirements

Execution of employment contract between the General Contractor and the candidates for the duration of internships for the unemployed graduates and other candidates. This also includes provision of health and safety equipment, medical check-up prior to the start of training, and suitable insurance for the duration of training.

In order to promote gender inclusion through the Project, the General Contractor will engage in the promotion of the internship program to young female graduates in order to mobilize their participation and ensure 50% of the graduates taking up internship placements are young women.

In support of gender diversity, the General Contractor will also provide adequate gender-separated restroom facilities on each one of its work sites and ensure that all staff have properly fitting personal protective equipment (PPE).

²⁶ In compliance with the national legislation for duration of internship.

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The General Contractor will execute tangible actions to promote a culture of gender equality and a zero-tolerance policy towards gender-based discrimination and harassment.

The General Contractor shall comply during the internship training process with the Project's ESMP, Labour Management Procedure, Code of Conduct, Consultation and Participation Procedure, Complaint Procedure, etc., keep training records and report monthly performances to the Supervision Consultant (Engineer).

8.2 Emergency preparedness and response

The General Contractor shall ensure that new hired candidates are trained and knows the potential site-specific risks and are prepared for and respond to potential emergency situations based on identified Contractor's hazards and risks, including:

- a) Response to emergency situations, including social incidents;
- b) Provide training for the planned response;
- c) Periodically testing and exercising the planned response capability;
- d) Evaluate performance and, as necessary revising the planned response, including after testing and, in particular, after the occurrence of emergency situations;
- e) Communicate and provide relevant information to all workers on their duties and responsibilities;
- f) Communicate relevant information to the Engineer/Employer, subcontractors, visitors, emergency response services, state government authorities and, as appropriate, the local community;
- g) Take into account the needs and capabilities of all relevant interested parties and ensuring their involvement, as appropriate, in the development of the planned response.

The General Contractor shall maintain and retain documented information on the plans for responding to potential emergency situations.

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9 PERFORMANCE EVALUATION

9.1 Monitoring, measurement, analysis and performance evaluation

9.1.1 General

The General Contractor shall monitor, measure, analysis and evaluate their performances during the implementation of the internship training plan.

The General Contractor shall monitor and measure the implementation of the operating criterion implementation on construction site by using methods for monitoring and measurement to ensure valid results.

The General Contractor shall evaluate their internship training activities performances resulting from the monitoring and measurement process and report to the Engineer in the MPRs specific for construction stage.

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Table 9-1: Monitoring the construction and operational processes

WHAT to monitor	WHERE to monitor	HOW to monitor	WHEN to monitor	Responsible	Key Performance Indicators	Report to
Identification of the training needs (internship) scope & schedule	Construction site	Approved Contractor's Training and Inclusion Plan	Before starting & during construction works	Contractor	Training needs	Engineer
Identification of scope and schedule	Construction site	Approved Contractor's Training and Inclusion Plan	Before starting & during construction works	Contractor	Schedule of implementation	Engineer
Screening & selection of candidates	Construction site	Approved Contractor's Training and Inclusion Plan	Before starting & during construction works	Contractor	The list of approved candidates	Engineer
Promote participation & ensure 50% of the candidates taking up are young women	Construction site	Approved Contractor's Training and Inclusion Plan	Before starting & during construction works	Contractor	The approved list with 50% of females	Engineer
Select trainers for performing trainings on construction site	Construction site	Approved Contractor's Training and Inclusion Plan	Before starting & during construction works	Contractor	Select suitable trainers based on ToR	Engineer
Develop methodology by trainers	Construction site	Approved Contractor's Training and Inclusion Plan	Before starting & during construction works	Contractor	Approved training methodology	Engineer
Perform training on construction site (internship)	Construction site	Approved Contractor's Training and Inclusion Plan	Before starting & during construction works	Contractor	Approved training plan	Engineer
Monitor & verification of implementation	Construction site	Approved Contractor's Training and Inclusion Plan	Before starting & during construction works	Contractor	Monitoring and measurement of the training plan	Engineer
Compliance with relevant Project's ES Plans	Construction site	Approved Contractor's Training and Inclusion Plan	Before starting & during construction works	Contractor	Monitoring the compliance with the Project's ES requirements	Engineer

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9.1.2 Evaluation of compliance

The Engineer shall ensure that the present document is implemented diligently by the General Contractor on sites and also shall ensure that the Project's specific environmental and social requirements are met by the General Contractor during the internship training process.

9.2 Internal audit

The Engineer shall conduct site inspections and internal audits at planned intervals to provide information on whether the requirements of the present document conform to: (i) the Project's specific ES Plans and Procedures and (ii) is effectively implemented on construction sites. Audit records shall be reported on monthly basis to the Employer.

10 IMPROVEMENT

10.1 General

Non-conformity represents non-fulfilment of requirements of the present document or occurrence arising out of, or in the course of, work that could or does result in injury and ill health. Non-conformity represents also incidents and accidents.

The provisions of the present document shall be implemented **during construction phase** by the General Contractor and the Engineer shall monitor the training process on site in an open and transparent manner and monitoring and measurement performances shall be reported monthly to the Employer.

10.2 Nonconformity and corrective action

Nonconformity means non-fulfilment of a requirement established in the present document. Nonconformity relates to requirements established in this document for construction stage shall be kept under control and corrective actions shall be implemented on site.

The nonconformity and corrective action process are a reactive process, in that it is triggered after a noncompliance with requirements established in the present document. In essence, the process uses the principles of root cause analysis. A basic approach to problem solving is "cause" and "effect", and it is the cause that needs to be eliminated. Action taken shall be appropriate and proportionate to the impact of the nonconformity. As part of the corrective action process, the effectiveness of action taken must be checked to ensure it is effective.

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Corrective action means to eliminate the cause(s) of a nonconformity or an incident and to prevent recurrence. The main aim of the corrective action process, described in the present document, is to eliminate the noncompliance causes of actual problems so as to avoid recurrence of those problems.

The General Contractor shall report, investigate and take actions, to determine and manage identified nonconformities on construction site by establishing corrective actions in order to eliminate the non-conformity.

10.3 Continual improvement

The General Contractor shall continually improve the suitability, adequacy and effectiveness of their Contractor's Training and Inclusion Plan by reviewing documents and ensure (i) enhancing training and inclusion performances; (ii) promoting a social and OHS culture among the hired young peoples, direct and contracted workers, (iii) promoting the participation of workers in implementing actions for the continual improvement of the present plan; (iv) communicating the relevant results of continual improvement to workers, and, where they exist, workers' representatives and (v) report training performances to the stakeholders and other interested parties.