



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 Straseni and Ialoveni Districts and Chisinau Municipality**

**Lot no. 4**

**(km 61+750 – km 85+460)**

## **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. 4 to be engaged 10 registered unemployed young people from the Straseni and Ialoveni Districts and the Chisinau Municipality 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 Certificate for Design issued by the Straseni District Council
2. The Planning Town Urbanism Certificate for Design issued by the Ialoveni District Council
3. The Planning Town Urbanism Certificate for Design issued by the Durlesti Local Council
4. The Environmental Permit<sup>1</sup> no. 24 of August 12<sup>th</sup> 2025 issued by the Environmental Agency for the Moldova Road Project V
5. Environmental and Social Action Plan for the Moldova Road Project V
6. The Project's specific ESMP for rehabilitation process of the Lot no. 4
7. The Project's specific Labour Management Procedure for rehabilitation process of the Lot no.4
8. The Project's specific Code of Conduct for rehabilitation process of the Lot no.4
9. The Project's specific Consultation and Participation Procedure for rehabilitation process of the Lot no.4
10. The Project's specific Complaint Mechanism for rehabilitation process of the Lot no.4
11. The Project's Stakeholder Engagement Plan for rehabilitation process of the Lot no.4
12. Approved Technical Design specific for rehabilitation process of the Lot no.4

## 3.0 TERMS, DEFINITIONS AND ACRONYMS

<sup>1</sup> Source: <https://www.andsa.md/acorduri-de-mediu/>

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### 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:

**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.

|                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                          |
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**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.

**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 favourable 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.

|                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                          |
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**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.

### 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 22<sup>nd</sup> 2024, the European Bank for Reconstruction and Development (EBRD)<sup>2</sup> and the Government of the Republic of Moldova<sup>3</sup> (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

<sup>2</sup> Source: <https://www.ebrd.com/home/work-with-us/projects/psd/54423.html>

<sup>3</sup> 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 Moldova<sup>4</sup>;
- The Ministry of Finance<sup>5</sup>;
- The Public Property Agency<sup>6</sup>;
- The Ministry of Infrastructure and Regional Development<sup>7</sup>;
- The Hincesti District Council, the Nisporeni District Council, the Straseni District Council, the Ialoveni District Council the Chisinau Municipal 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.

<sup>4</sup> Source: <https://gov.md/ro/autoritati-administrative-centrale>

<sup>5</sup> Source: <https://mf.gov.md/ro>

<sup>6</sup> Source: <https://app.gov.md/>

<sup>7</sup> Source: <https://midr.gov.md/portofoliu/transport>

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## 4.2 Needs and expectation of stakeholders and other interested parties

### 4.2.1 Needs and expectation of the Employer

Needs and expectation of the Employer is to be performed the training of selected young people from the Nisporeni & Straseni Districts 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 education<sup>8</sup>.

### 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 General 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.

<sup>8</sup> In compliance with the national legislation for duration of internship.

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#### **4.2.3 Needs and expectation of Education Institutions from the Straseni and Ialoveni Districts and Chisinau Municipality**

Needs and expectation of the community affected by the rehabilitation process of the express road M1, Lot no.4 located in the Straseni and Ialoveni Districts and the Chisinau Municipality, shall be promoted by the General Contractor in order to identify, assess and manage health, safety and security risks to project-affected communities (PACs) and 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.

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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.

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

- 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 the 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.

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## 5.3 Organizational roles, responsibilities and authorities

### 5.3.1 The Project Management Unit (PMU)

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)<sup>9</sup> 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 ESAP<sup>10</sup>.

The Employer JSC National Road Administration 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.

<sup>9</sup> Source: <https://www.andsa.md/en/>

<sup>10</sup> Source: <https://www.andsa.md/>

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- Payments to the General 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 General 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.
- 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 Ialoveni<sup>11</sup> 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.

<sup>11</sup> Source: [https://sadrumuriialoveni.md/?page\\_id=21](https://sadrumuriialoveni.md/?page_id=21)

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- 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.
- 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.

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- 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.
- 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 (Engineer) 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**

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The National Employment Agency<sup>12</sup> 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 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 ANOFM Nisporeni and Straseni**

In this regard, the National Employment Agency from Straseni and Ialoveni Districts and the Chisinau Municipality intend to promote the sustainable economic development of Straseni and Ialoveni Districts and the Chisinau Municipality Districts 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 territorial offices ANOFM Straseni and Ialoveni Districts and the Chisinau Municipality 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;

<sup>12</sup> Source: <https://www.anofm.md/>

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- 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 Durlești City from the Chisinau Municipality

##### 6.1.1.1 Administrative and settlement context

Durlești is an urban locality within Chișinău Municipality, situated immediately to the north-west/west of the built-up area of Chișinău and directly adjoining the Buiucani area. Although functionally integrated into the metropolitan area of the capital, Durlești is a separate first-level administrative-territorial unit, with its own mayor, Local Council and local public administration. The close physical relationship with Chișinău has resulted in an increasingly peri-urban character, with residential development, commuting and strong dependence on the capital for employment and higher-level services.

##### 6.1.1.2 Population and demographic profile

According to the final results of the 2024 Population and Housing Census, Durlești had a usually resident population of 26,308 persons as of 8 April 2024. This makes Durlești one of the largest urban localities in Moldova outside Chișinău and Bălți; nationally, it follows Chișinău, Bălți and Ungheni in population size among cities reported by the census.

Table 6-1: The sex structure is relatively balanced, with a slight predominance of women:

| no. | Indicator                    | 2024 Census    |
|-----|------------------------------|----------------|
| 1   | Total population             | 26,308         |
| 2   | Women                        | 13,814 (52.5%) |
| 3   | Men                          | 12,494 (47.5%) |
| 4   | Population below working age | 6,561 (24.9%)  |
| 5   | Population of working age    | 15,600 (59.3%) |
| 6   | Population above working age | 4,147 (15.8%)  |

More recent BNS estimates based on the 2024 Census indicate a relatively young age structure. At 1 January 2025, approximately 29.3% of Durlești's population was aged 0–18 years, 55.5% was in the 19–60/62 age category, and approximately 15.2% was above the relevant retirement-age threshold. This distinguishes Durlești from some ageing rural communities and increases demand for kindergartens, schools, recreational facilities, safe pedestrian infrastructure and public transport.

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### **6.1.1.3 Urban growth and housing development**

Durlești has undergone substantial peri-urban residential development, including expansion of individual residential areas and construction of multi-storey apartment complexes. Current technical-supervision registers continue to identify new residential developments in Durlești, including apartment complexes with commercial, social and underground parking components.

This development pattern has important social implications. Population and housing growth increase demand for road capacity, public transport, schools, kindergartens, utilities, pedestrian infrastructure, parking, health care and public open space. Consequently, traffic congestion, road safety and accessibility to Chișinău are particularly relevant issues in the social environment of Durlești.

### **6.1.1.4 Employment and livelihoods**

Durlești's economic profile is strongly influenced by its immediate proximity to Chișinău, Moldova's principal employment and economic centre. The city itself contains numerous small and medium-sized businesses, including retail outlets, workshops, warehouses, construction-related businesses, services and other commercial activities. The local authority maintains a register of economic operators covering retail, services, automotive activities, storage and other businesses.

At the same time, Durlești functions to a significant extent as a residential and commuter suburb. Its direct public-transport connections with central Chișinău reinforce the functional integration of the two urban areas. Accordingly, access to the road network and public transport is important for employment, education, health care and other livelihood activities.

A city-specific labour-force participation or unemployment rate should not be inferred from the municipality-wide statistics unless it is clearly identified as a proxy. For detailed ESIA assessment, employment conditions can be supplemented through information from Durlești City Hall, employment authorities and stakeholder consultations.

### **6.1.1.5 Education infrastructure**

Durlești has a comparatively significant education network reflecting its large child and youth population. The local institutional register identifies the “Hyperion” Theoretical Lyceum, Durlești Theoretical Lyceum, early-childhood institutions No. 2, No. 201 and No. 3, as well as cultural and library facilities. Durlești Gymnasium also operates in the city.

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For 2025, the three-municipal early-childhood education institutions were expected to accommodate approximately 1,080 children in 34 groups. The local budget allocated approximately MDL 35.9 million to education, illustrating the significance of the sector in municipal expenditure.

Demand for school capacity is substantial. The “Hyperion” Theoretical Lyceum accommodates almost 1,800 pupils, and a new three-storey educational block was commissioned in 2024 to improve capacity and enable teaching in a single shift. Durlești Gymnasium serves more than 400 children and has undergone energy-efficiency and infrastructure improvements.

From an ESIA perspective, children and pupils represent an important sensitive receptor group, particularly in relation to construction traffic, pedestrian crossings, road safety, noise, dust and temporary changes to public transport or school access.

#### **6.1.1.6 Health-care infrastructure**

Primary health care is provided principally through the Durlești Health Centre (IMSP Centrul de Sănătate Durlești). At the beginning of 2024, 16,830 persons were registered on family-doctor lists, increasing to 17,337 persons by the end of the year. The Health Centre had an approved staffing structure of 63.5 positions, of which 60.25 were occupied by 56 persons, including family doctors, other physicians, nurses and support personnel.

The Health Centre provides family medicine as well as diagnostic, laboratory, gynaecological, paediatric, rehabilitation and other primary-care services. Because Durlești is directly connected to Chișinău, residents also have relatively good geographical access to specialised municipal and national hospitals in the capital.

The difference between the approximately 17,337 persons registered with the Durlești Health Centre and the Census population of 26,308 persons should not be interpreted as a service deficit by itself, since residents may be registered with other medical providers.

#### **6.1.1.7 Social protection and vulnerable groups**

Durlești City Hall maintains a Community Social Assistance Service and specialists responsible for social assistance and protection of children's rights. For 2025, approximately MDL 1.12 million was budgeted under social protection for community social-assistance services.

Potentially vulnerable or disadvantaged groups in Durlești include the following category of people older persons, persons with disabilities or reduced mobility, low-income households, single-parent and large families, children, households without private vehicles, persons dependent on public

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transport, and residents requiring regular access to medical or social services. Vulnerability should be confirmed through project-level stakeholder engagement rather than estimated solely from municipality-wide poverty statistics.

### **6.1.1.8 Transport and accessibility**

Transport connectivity is a particularly important component of Durlești's social baseline. The city is integrated into the Chișinău public transport system. Trolleybus route No. 33, connecting Durlești with the Medical University/central part of Chișinău, has operated since 2022. Bus route No. 12 was introduced in 2023 to improve accessibility in previously underserved areas of Durlești; municipal information indicates that it provided improved public-transport access for more than 3,000 residents.

This high degree of transport integration means that road conditions directly affect residents' ability to reach jobs, universities, schools, medical institutions, markets and administrative services in Chișinău.

## **6.1.2 The social baseline of the Straseni District**

### **6.1.2.1 Population and settlement pattern**

Strășeni District is located in the Central Development Region of the Republic of Moldova, immediately west and north-west of Chișinău Municipality. According to the final results of the 2024 Population and Housing Census, the district had a usually resident population of 61,362 persons as of 8 April 2024. Of these, approximately 14,722 persons (24.0%) lived in urban settlements, while 46,640 persons (76.0%) lived in rural areas. The population density was approximately 84.2 inhabitants/km<sup>2</sup>, making Strășeni one of the more densely populated districts outside Chișinău Municipality.

The district comprises 39 localities, including the towns of Strășeni and Bucovăț and a predominantly rural network of villages and communes. Bucovăț is one of the smallest towns in Moldova, with 1,064 inhabitants recorded by the 2024 Census. The predominantly rural settlement structure is particularly relevant to infrastructure projects because access to employment, education, health care, markets and administrative services depends considerably on road connectivity.

### **6.1.2.2 Gender and demographic characteristics**

The 2024 Census recorded approximately 31,602 women and 29,760 men in Strășeni District, corresponding to approximately 51.5% women and 48.5% men. The slight predominance of women corresponds to the broader demographic pattern observed throughout Moldova.

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Like many predominantly rural parts of Moldova, Strășeni is affected by demographic ageing and population decline. These trends increase the importance of maintaining access to health care, public transport, social assistance and other essential services, particularly for older residents and persons with reduced mobility. The rural character of the district means that accessibility constraints can be more pronounced in smaller settlements.

### 6.1.2.3 Employment and livelihoods

The 2024 Census indicates a relatively favourable labour-market position compared with many other Moldovan districts. The labour-force participation rate of persons aged 15 years and over was 45.2% in Strășeni District, slightly above the national average of 44.3%. Among districts, higher participation rates were also recorded in neighbouring Ialoveni and Criuleni, illustrating the employment influence of proximity to Chișinău.

The proximity of the district to Chișinău creates opportunities for commuting and access to a larger labour market, while local livelihoods remain associated with agriculture, public services, trade, small businesses, transport, food processing and other local economic activities. Census household data also indicate that 10.0% of households in Strășeni District contained three or more economically active persons, one of the highest shares among Moldova's districts.

Agriculture continues to have particular importance in rural communities. Consequently, access to agricultural land, local roads, regional markets and Chișinău is an important livelihood consideration. Improvements to strategic roads can facilitate the movement of agricultural products, access to input suppliers and markets, commuting and access to employment opportunities outside individual villages.

### 6.1.2.4 Education

Educational infrastructure is distributed across the district's rural settlements and Strășeni town. The district education network included 41 early-childhood education institutions, serving 3,631 children in 194 groups in 2025. The enrolment rate among children aged 1–7 years was approximately 52%.

Following restructuring of the school network, 25 public general education institutions were operating in the district by May 2026. The consolidation of smaller rural schools illustrates an important social issue for rural communities: some pupils increasingly depend on school transportation and good road connectivity to reach schools located outside their immediate settlement.

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#### **6.1.2.5 Health-care infrastructure and access**

The district health-care system is centred on Strășeni District Hospital and a network of primary health-care facilities distributed throughout the district. District information identifies a hospital with approximately 182 beds, together with health centres, family-doctor offices and health offices serving both urban and rural communities.

Access to specialised medical services remains an important social consideration. CNAM has specifically identified the need to improve access of the Strășeni population to medical services, including high-performance services. Residents requiring specialised treatment may therefore depend on connections with Strășeni town and Chișinău, making reliable road access especially important for older people, persons with disabilities, emergency cases and households without locally available specialist services.

#### **6.1.2.6 Social protection and vulnerable groups**

The social protection system includes services for older persons, persons with disabilities, children and families experiencing social vulnerability. The district maintains specialised facilities and services, including residential and day-care services for elderly persons and adults, services for persons with disabilities and community services for children and young people.

For an ESIA, the groups potentially requiring particular consideration include older persons living alone, persons with disabilities or reduced mobility, low-income households, children, households without private transport, rural households dependent on agriculture, unemployed or economically inactive persons, and households whose members commute to Strășeni or Chișinău for employment and services. Their vulnerability may be influenced not only by income but also by physical accessibility, availability of public transport and distance to health, educational and administrative services.

A single recent and methodologically comparable district-specific poverty rate should not be inferred from national poverty statistics. For project-level assessment, vulnerability should therefore be supplemented through stakeholder consultations and data from the territorial social-assistance authorities and affected local public administrations.

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### **6.1.2.7 Ethnicity and social inclusion**

The population of Strășeni District is relatively homogeneous ethnically. According to the 2024 Census, the population predominantly identified as Moldovan, while approximately 11.3% identified as Romanian; Russian, Ukrainian and other ethnic groups represent comparatively small minorities.

No major ethnic or linguistic barrier is expected to substantially restrict access to project information at district level; nevertheless, stakeholder engagement should remain inclusive and accessible and should consider the needs of vulnerable residents, persons with disabilities, elderly persons and people with limited access to digital information.

### **6.1.3 The social baseline of the Ialoveni District**

#### **6.1.3.1 Population and settlement pattern**

Ialoveni District is located in the Central Development Region of the Republic of Moldova, immediately south and south-west of Chișinău Municipality. Its proximity to the capital strongly influences settlement patterns, employment, commuting, access to services and residential development.

According to the final results of the 2024 Population and Housing Census, Ialoveni District had a usually resident population of approximately 74,500 persons as of 8 April 2024. It was therefore the third most populated district in Moldova, after Orhei and Ungheni. The population density was approximately 95.1 inhabitants/km<sup>2</sup>, the highest among Moldova's districts.

The district comprises 25 local public administrations and 34 localities, including Ialoveni town, which is the district administrative centre. The remaining settlements are predominantly rural.

Despite its advantageous location close to Chișinău, Ialoveni has experienced demographic decline. Between the 2014 and 2024 censuses, its population decreased by approximately 12.9%. Nevertheless, this was one of the smallest population declines recorded among Moldova's districts, indicating the comparatively strong demographic position of Ialoveni relative to many rural districts.

#### **6.1.3.2 Demographic characteristics**

Ialoveni has a comparatively young population structure. According to the 2024 Census, approximately 22% of the population was below working age, placing Ialoveni among the districts with the highest proportions of children and young people in Moldova. This demographic

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characteristic increases the importance of access to schools, kindergartens, health care, safe transport and recreational infrastructure.

The district also has a relatively high proportion of married persons. Approximately 60.4% of the relevant population was married, the highest proportion recorded among Moldova's districts and municipalities in the 2024 Census.

The population structure therefore reflects both traditional rural-family characteristics and increasing peri-urbanisation associated with proximity to Chişinău.

#### **6.1.3.3 Migration and peri-urban development**

Internal migration is particularly relevant to the social profile of Ialoveni District. The 2024 Census indicates that more than 15% of the population had previously had their usual residence in another district or municipality, placing Ialoveni among the administrative units with the highest levels of internal residential mobility.

This pattern is closely associated with the district's proximity to Chişinău. Settlements located near the capital increasingly function as peri-urban residential communities, while a significant proportion of residents commute to Chişinău for employment, education, health care, administrative services, shopping and other activities.

Consequently, road accessibility and reliable transport connections are particularly important social determinants for the population of Ialoveni District.

#### **6.1.3.4 Employment and livelihoods**

The economic position of Ialoveni District is relatively favourable compared with many other predominantly rural districts of Moldova.

According to the final 2024 Census results, the labour-force participation rate of the population aged 15 years and over was 46.2%, exceeding the national average of **44.3%**. Among Moldova's districts, only a small number recorded similarly high levels of labour-market participation.

Household-level census indicators also demonstrate comparatively strong economic participation. Approximately 62.9% of households contained at least one economically active person, one of the highest proportions outside Chişinău Municipality and Bălţi. Furthermore, 8.9% of households

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contained three or more economically active persons, compared with a national average of approximately 6.0%.

Employment and livelihoods are influenced strongly by daily and periodic commuting to Chișinău, while local employment is associated with agriculture, viticulture and wine production, food processing, construction, trade, transport, public services and small and medium-sized enterprises.

Agriculture remains particularly important in rural communities. Agricultural land includes arable land, vineyards, orchards and pasture, while the district has a well-established wine-growing and wine-processing tradition. Access to regional and national roads is therefore important not only for passenger mobility but also for transporting agricultural products and accessing markets.

#### **6.1.3.5 Education**

The education system represents an important component of social infrastructure in Ialoveni District. In 2025, the district had 30 primary, gymnasium and lyceum-level public education institutions.

The district also maintains a network of early-childhood education institutions. Some rural pupils depend on organised school transport or daily travel between settlements, making the condition and safety of the road network relevant to access to education.

Investment in educational infrastructure is continuing. Three institutions in the district have been included in the national Model School programme: (i) “Grigore Vieru” Gymnasium in Ialoveni; (ii) “Ion Pelivan” Theoretical Lyceum in Răzeni and (iii) “Olimp” Theoretical Lyceum in Costești. These investments are intended to improve school infrastructure, equipment, digital facilities and learning conditions.

The relatively high proportion of children and young people in the district means that school accessibility, road safety, pedestrian crossings, public transport and protection of children during construction activities are particularly important considerations for infrastructure projects.

#### **6.1.3.6 Health-care infrastructure**

Health services within the district are centred on the Ialoveni District Hospital, complemented by a network of primary health-care centres, family-doctor services and health facilities located throughout the district.

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Current health facilities include primary health-care centres serving communities such as Costești, Horești and Țipala, in addition to the district-level medical infrastructure in Ialoveni town. Recent health-sector investment proposals demonstrate continuing demand for improved diagnostic capacity, rehabilitation services and physical accessibility to primary health care.

For specialised treatment and higher-level medical services, residents also benefit from the relatively short distance to Chișinău, which contains Moldova's principal specialised and tertiary health-care institutions.

Accordingly, reliable road connectivity is especially important for emergency transport, older persons, persons with disabilities, pregnant women, children and residents of rural settlements requiring specialist medical care.

#### **6.1.3.7 Social protection and vulnerable groups**

Social assistance in Ialoveni District is provided within Moldova's reformed social assistance system. Since 2024, territorial social assistance structures have operated under the coordination of the Territorial Social Assistance Agencies established through the RESTART social assistance reform.

The principal social and vulnerable groups are the following:

- low-income and socially vulnerable households;
- older people, particularly those living alone;
- persons with disabilities and persons with reduced mobility;
- children and young people;
- single-parent households;
- large families;
- unemployed and economically inactive persons;
- households without access to private vehicles;
- households dependent on agriculture and small-scale farming; and
- residents dependent on regular travel to Chișinău for employment, education, health care or social services.

#### **6.1.3.8 Ethnicity and social inclusion**

Ialoveni District has a relatively homogeneous ethnic structure. Most residents identify as Moldovan, while the 2024 Census recorded a comparatively high proportion identifying as Romanian – approximately 15.6%, one of the highest proportions among Moldova's districts. Other ethnic groups account for considerably smaller proportions of the population.

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No major ethnic or linguistic barriers are expected to constrain access to project information at district level. Nevertheless, stakeholder engagement should be designed to ensure access for older persons, persons with disabilities, socially vulnerable families and residents with limited digital access.

## 6.2 The National Unemployment Statistic

### 6.2.1 The National Unemployment Rate

According to the International Labour Office (ILO)'s definition, the number of unemployed<sup>13</sup> 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.

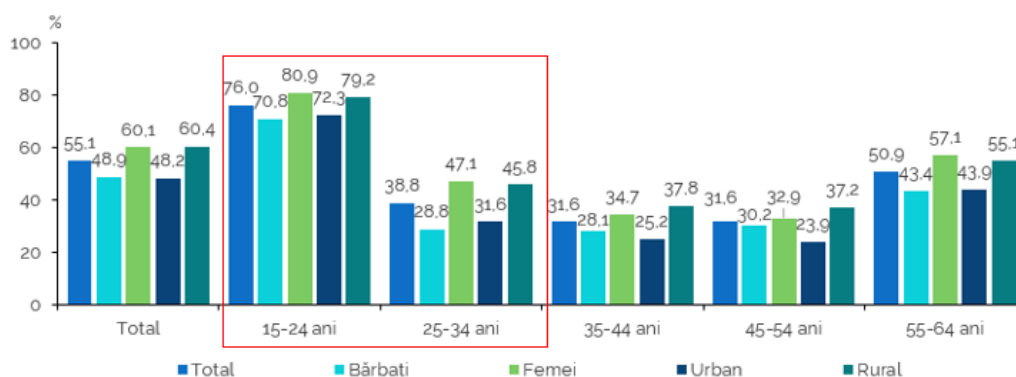


Fig. 1: Unemployment rates by age group, gender and working environment in the third quarter of 2025 (%).

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.

<sup>13</sup> Source: [https://statistica.gov.md/ro/forta-de-munca-ocuparea-si-somajul-in-trimestrul-iii-2025-9430\\_62125.html](https://statistica.gov.md/ro/forta-de-munca-ocuparea-si-somajul-in-trimestrul-iii-2025-9430_62125.html)

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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.

## 6.2.2 The Employment Rate in the Durlești City

Locality-specific data on the employment rate of the population of Durlești City are not separately reported in the published final results of the 2024 Population and Housing Census. Therefore, the employment rate for Chișinău Municipality or the national urban population should not be presented as an exact employment rate for Durlești.

As part of Chișinău Municipality, Durlești benefits from access to the country's largest and most diversified labour market. According to the 2024 Population and Housing Census, the labour-force participation rate among persons aged 15 years and over in Chișinău Municipality was 56.1%, the highest among Moldova's districts and municipalities and substantially above the national average of 44.3%.

Durlești functions largely as a peri-urban residential and commuter settlement, with a significant proportion of its economically active population having access to employment opportunities in Chișinău. Local employment is also generated by retail and commercial activities, construction, transport, automotive services, public services, education, health care and other small and medium-sized businesses.

The close physical and functional integration of Durlești with Chișinău makes road connectivity and public transport particularly important for access to employment. Improvements to the M1 corridor may therefore generate positive social effects by improving commuting conditions, reducing travel constraints and facilitating access to employment and business opportunities within Chișinău Municipality and the wider metropolitan area.

## 6.2.3 The Employment Rate in the Straseni and Ialoveni Districts

According to the final results of the 2024 Population and Housing Census, the labour-force participation rate among persons aged 15 years and over was 45.2% in Strășeni District and 46.2% in Ialoveni District, both exceeding the national average of 44.3%. Ialoveni therefore recorded a slightly higher level of participation in economic activity than Strășeni.

The comparatively favourable labour-market position of the two districts is influenced by their proximity and transport connectivity to Chișinău Municipality, which represents the country's

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principal employment centre. A proportion of residents commute to Chişinău and other nearby settlements for employment, while local employment is generated by agriculture, industry, construction, trade, transport, public services and other service-sector activities.

The importance of economically active households is also evident from the 2024 Census household data. Approximately 10.0% of households in Străşeni District and 8.9% in Ialoveni District contained three or more economically active persons, compared with a national average of approximately 6.0%. Improved road connectivity, including rehabilitation of the M1 corridor, is therefore expected to facilitate access to employment centres, reduce commuting constraints and improve labour mobility for residents of both districts.

## **6.2.4 The National Employment Agency (ANOFM)**

### **6.2.4.1 General data**

The National Employment Agency (Agenţia Naţională pentru Ocuparea Forţei de Muncă – ANOFM) is the administrative authority subordinated to the Ministry of Labour and Social Protection of the Republic of Moldova responsible for implementing national policies in the fields of employment promotion, labour migration and unemployment insurance.

ANOFM's principal mission is to increase employment opportunities for jobseekers and support employers in identifying qualified labour and creating new jobs. The Agency operates throughout the Republic of Moldova through 35 territorial employment subdivisions, thereby providing employment-related services at local level.

The main employment services provided by ANOFM and its territorial subdivisions include:

- labour-market information and counselling;
- career guidance;
- job matching and placement;
- pre-redundancy services;
- professional rehabilitation services for persons with disabilities;
- vocational training and other active employment measures;
- support to employers in recruiting workers and creating employment opportunities; and
- administration of unemployment-related measures in accordance with national legislation.

ANOFM also performs an important labour-market monitoring function, collecting and analysing information on jobseekers, registered unemployed persons, vacancies and employer demand. Employers are required to inform the relevant territorial employment subdivision about vacant

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positions, which contributes to the Agency's understanding of labour demand at local and national levels.

#### **6.2.4.2 ANOFM Territorial Subdivision from the Straseni and Ialoveni Districts**

For the M1 Road Rehabilitation Project, the ANOFM territorial subdivisions serving Strășeni, Ialoveni and Chișinău Municipality are relevant institutional stakeholders. They can provide information on local unemployment, registered jobseekers, available labour, occupational profiles and skills shortages and can facilitate communication between the Contractor and persons seeking employment.

During the construction phase, cooperation with ANOFM may support the implementation of local employment and labour-management measures, including dissemination of vacancies, transparent recruitment, access to employment opportunities for local residents and vulnerable jobseekers, and identification of candidates with the required skills.

Where feasible and consistent with the Contractor's recruitment requirements, employment opportunities generated by the Project should be communicated through the relevant ANOFM territorial subdivisions and local public authorities. This approach may contribute to maximising the Project's positive socio-economic effects while ensuring that recruitment is conducted on a transparent, non-discriminatory and equal-opportunity basis.

#### **6.2.5 The National Technical University and Colleges**

##### **6.2.5.1 The Technical University of Moldova**

The Technical University of Moldova's and the Mechanical, Industrial and Transport Engineering Department Transport Department<sup>14</sup> (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.

<sup>14</sup> Source: <https://fimit.utm.md/>

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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.

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.

#### **6.2.5.2 The Public Institutions Excellence Centre in Transports Chisinau**

The Center of Excellence in Transport<sup>15</sup> (College) is a space dedicated to training tomorrow's professionals, who will meet the demands of the labour 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.

#### **6.2.5.3 The Public Institution Technical College from the Chisinau**

The Technical College of Moldova<sup>16</sup> 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.

<sup>15</sup> Source: <https://cetauto.md/ro/cursuri-de-formare-continua/>

<sup>16</sup> Source: <https://colegiu.utm.md/despre-noi/>

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These programmes are owned by the college, which is the best institution in this field in the Republic of Moldova.

#### 6.2.5.4 The Excellence Centre in Construction (College)

The Centre<sup>17</sup> 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.

#### 6.2.6 The educational technical institutions in the Straseni District

Vocational and technical education in **Strășeni District** has been provided primarily through the Public Institution Engineering College of Strășeni (Colegiul de Inginerie din Strășeni), located in Strășeni town. The College is part of the national vocational and technical education system coordinated by the Ministry of Education and Research of the Republic of Moldova.

The institution is located at:

**Public Institution Engineering College of Strășeni**

1 V. Crăsescu Street, Strășeni, Republic of Moldova

Tel.: +373 60 286 086

E-mail: [colegiul.inginerie@gmail.com](mailto:colegiul.inginerie@gmail.com) / [secretariat@colegiu-inginerie.md](mailto:secretariat@colegiu-inginerie.md).

The College has provided technical vocational training particularly in the fields of Mechatronics and Industrial Technological Equipment. According to the Ministry of Education and Research, as of 1

<sup>17</sup> Source: <http://ccc.md/specialitati-si-taxe-de-studii/>

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October 2025, the institution had 40 students enrolled in these two programmes, with 35 employees, including 12 teaching staff.

In 2026, the Ministry of Education and Research initiated a reorganisation of the vocational education network. Under this process, the Engineering College of Strășeni is to be absorbed by the Centre of Excellence in Energy and Electronics of Chișinău. The measure is intended to consolidate institutional capacity, improve the efficient use of resources and ensure the sustainability of the technical training programmes. The Ministry indicated that the existing programmes, students and relevant training equipment would be transferred to the Centre of Excellence.

Consequently, for socioeconomic and labour-market assessment purposes, the Engineering College of Strășeni should be regarded as the principal local institution providing vocational and technical skills relevant to sectors such as industrial maintenance, mechatronics, electrical and mechanical works and related technical occupations. Such institutions are potentially important partners for vocational training, apprenticeships and recruitment of locally available skilled and semi-skilled labour.

### **6.2.7 The vocational school from the Ialoveni District**

Vocational and technical education in Ialoveni District contributes to the development of practical skills and supports the integration of young people into the labour market. The Ministry of Education and Research lists the School of Trades No. 11 in Dănceni (Școala de Meserii nr. 11, Dănceni) among the vocational education institutions located in Ialoveni District. The institution is located in Dănceni village and provides vocational training aimed at preparing young people for practical occupations and employment.

Historically, the district also hosted the Vocational School of Răzeni. This institution provided training in occupations including telecommunications-line installation, postal and telecommunications operations, light-industry sewing and carpentry. However, the Răzeni Vocational School ceased to operate as an independent institution in 2015, when it was reorganised through absorption into Vocational School No. 6 of Chișinău. It should therefore not be presented as a separate currently operating vocational school in the present social baseline.

The proximity of Ialoveni District to Chișinău Municipality also provides young people from the district with access to a much wider network of vocational schools and centres of excellence located in the capital. In June 2026, for example, young people from Ialoveni participated in the national Dual Vocational Education Day, where 18 vocational and technical education institutions from Chișinău and their partner employers presented training and employment opportunities.

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## 6.3 Objectives and actions to achieve them

### 6.3.1 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.4 for 10 (ten) registered unemployed young people from the Straseni and Ialoveni Districts and the Durlisti City 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.

### 6.3.2 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 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:<br>(i) Survey works,<br>(ii) Earthworks,<br>(iii) Road engineering,<br>(iv) Structures (tunnels, bridges) design & construction,<br>(v) OHS management,<br>(vi) Quality assurance management,<br>(vii) Mechanical & electrical engineering,<br>(viii) Project management, and (ix) others | 85000 Euros | Contractor<br>Engineer<br>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<br>Engineer<br>Employer<br>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 Straseni and Ialoveni Districts and Durlisti City                                                                                                                                                                                              | Contractor  | ANOFM<br>Contractor<br>Engineer<br>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<br>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<br>Develop tender documents<br>Sign the contract with trainers                                                                                                                                                                                                                                                                                                      | Contractor  | Engineer<br>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<br>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<br>Contractor | Trainers<br>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<br>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<br>Employer<br>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;

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- Medical check-up costs;
- 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. 4, 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 General 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 education<sup>18</sup>:

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

<sup>18</sup> 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

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 Lot no.4**

| 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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## 9.2 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.

## 9.3 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

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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.

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.