



## **ANNEX C1: Twinning Fiche**

**Project title:**

**Twinning**

- Strengthening the institutional capacities of the State Labour Inspectorate to enforce the labour standards in the Republic of Moldova in line with the EU best practices”

**Beneficiary administration:**

**State Labour Inspectorate** of the Republic of Moldova as the central beneficiary

**Twining Reference:** MD 23 NDICI SO 01 24 (MD/41)

**Publication notice reference:** EuropeAid/181624/DD/ACT/MD

**EU funded project**

***TWINNING TOOL***

## List of abbreviations

<i>Acronyms Term</i>	<i>Explanation</i>
<b>AA</b>	Association Agreement
<b>DCFTA</b>	Deep and Comprehensive Free Trade Area Agreement
<b>EC</b>	The European Commission
<b>GD</b>	Government Decision
<b>ICT</b>	Information and Communication Technology
<b>MEDD</b>	Ministry of Economic Development and Digitalisation
<b>MIP</b>	Multiannual Indicative Programme
<b>Moldova</b>	The Republic of Moldova
<b>MLSP</b>	Ministry of Labour and Social Protection
<b>MS</b>	Member State (EU)
<b>NDS</b>	National Development Strategy “European Moldova 2030”
<b>PSC</b>	Project Steering Committee
<b>UDW</b>	Undeclared work
<b>SDGs</b>	Sustainable Development Goals
<b>SND</b>	National Development Strategy ‘Moldova 2030’
<b>SLI</b>	State Labour Inspectorate

## 1. Basic Information

- 1.1 Programme: NDICI Moldova/ACT-61828/EU4 Moldova Integration and Stability - (JAD.1166320)
- 1.2 Twinning Sector: Social affairs and Employment (Labour rights)
- 1.3 EU funded budget: EUR 1.500,000.00
- 1.4 Sustainable Development Goals (SDGs): 8 Decent work and economic growth, 16 Peace, justice and strong institutions, 17 Partnership for the goals

## 2. Objectives

### 2.1 Overall Objective

The overall objective is to support the implementation of labour standards in employment relationship and working conditions in Moldova in line with the EU-Republic of Moldova Association Agreement, the EU Integration process, and international labour standards.

### 2.2 Specific objective

The specific objective of the Twinning project is to strengthen the capacities of the State Labour Inspectorate to enforce the labour standards in line with commitments taken by the Republic of Moldova in the framework of the EU integration process.

### 2.3 The elements targeted in strategic documents (such as the National Development Strategy “European Moldova 2030”, , Association Agreement, Sector reform strategy and related Action Plans).

The proposed project will support the State Labour Inspectorate and the Government of the Republic of Moldova (hereinafter ‘Moldova’) to build their institutional capacities to harmonize legislation and implement it in line with the *acquis communautaire* and international labour standards.

The EU, its Member States, and the Republic of Moldova signed an Association Agreement, including a Deep and Comprehensive Free Trade Area, in 2014 and fully applied it from 2016 after its ratification. An Association Agenda sets out a list of priorities for joint work on implementing the Association Agreement. The proposed twinning is aligned to the priorities included in the Multiannual Indicative Programme covering 2021-2027. During the European Council on 23 June 2022, Moldova was granted EU candidate status<sup>42</sup>. Ahead of this decision, the country submitted the ‘Information requested by the European Commission to the Government of the Republic of Moldova for the preparation of the Opinion on the application of the Republic of Moldova for membership of the European Union’<sup>43</sup>. Chapter 19 outlines the status of areas to be addressed by this Twinning project. The relevant European Commission assessments are included in the analytical report of February 2023 accompanying the European Commission Opinion of June 2022<sup>44</sup> and in the Moldova’s country report part of the 2023 Enlargement Package.<sup>45</sup>

This Twinning is also coherent with the national priorities set in the main strategic planning document of the country, the National Development Strategy (NDS) “European Moldova 2030”

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<sup>42</sup> <https://www.consilium.europa.eu/en/policies/eastern-partnership/moldova/>

<sup>43</sup> Part I: (general part): <https://gov.md/ro/content/informatii-solicitate-de-comisia-europeana-catre-guvernul-republicii-moldova-pentru-0> and Part II (specific part, with single chapters): <https://gov.md/ro/content/informatii-solicitate-de-comisia-europeana-catre-guvernul-republicii-moldova-pentru>

<sup>44</sup> [SWD\\_2023\\_32\\_Moldova.pdf \(europa.eu\)](#)

<sup>45</sup> [d8ef3ca9-2191-46e7-b9b8-946363f6db91\\_en \(europa.eu\)](#)

(approved by the Parliament in November 2022<sup>46</sup>). The National Development Strategy "Moldova 2030" indicates the priority areas and directions for the long-term sustainable development of the Republic of Moldova. It represents the strategic reference document for all national, regional, and local policy documents.

The National Employment Programme, approved by the Moldovan Government in 2023, contributes to the implementation of pillar 1 of the National Development Strategy "Moldova 2030" related to the labour sector and ensures the performance of the provisions of Title V Trade and trade related matters, Chapter 13 – Trade and sustainable development, and Chapter 4 Employment, Social Policy and Equal Opportunities of Title IV Economic and other sectoral cooperation of the Association Agreement.

### 3. Description

#### 3.1 Background and justification:

EU-Moldova relations are strengthened through the Association Agreement (AA)<sup>47</sup>, signed on 27 June 2014 and fully applied after ratification in 2016), as well as the Deep and Comprehensive Free Trade Area Agreement (DCFTA)<sup>48</sup>. During the European Council on 23 June 2022, Moldova was granted EU candidate status<sup>49</sup>. Ahead of this decision, the country submitted the ‘Information requested by the European Commission to the Government of the Republic of Moldova for the preparation of the Opinion on the application of the Republic of Moldova for membership of the European Union’<sup>50</sup>. Chapter 19 Social policy and employment outlines the status in areas to be addressed by this Twinning project.<sup>51</sup> In the 2023 Enlargement Package, the European Commission concluded that ‘the country has some level of preparation in the area of social policy and employment.

In the coming year, the country should in particular: further develop, adopt and implement the measures set out in the concept paper on reforming the National Employment Agency, ensuring adequate capacity and setting up a monitoring and evaluation system; reform social assistance, with stronger links to employment; take concrete steps to strengthen the mandate and administrative and institutional capacity of the State Labour Inspectorate.’ An annual assessment of progress under Chapter 19 will be part of the annual Enlargement Packages.

The Twinning is aligned with the National Development Strategy “European Moldova 2030<sup>52</sup>” and the Multiannual Indicative Programme (MIP) 2021-2027 for the Republic of Moldova<sup>53</sup>, agreed in 2022. The MIP 2021-27 supports resilience, recovery, and reform in the Republic of Moldova in line with the Association Agenda 2021-2027. Under the Priority Area Resilient, sustainable and integrated economies, it is clearly stated that Moldova has to complete approximation of Moldovan legislation to EU labour and Occupational Safety and Health (OSH) law in line with timelines of the Association Agreement and ensure compliance with the International Labour Organisation (ILO) standards; Establish an effective labour inspection system for OSH and labour rights and conditions

<sup>46</sup> <https://www.moldpres.md/en/news/2022/11/17/22008740> and for the entire text use

[https://imf.md/press/SND2030\\_377.2022.ro\\_ENG\\_google.docx](https://imf.md/press/SND2030_377.2022.ro_ENG_google.docx)

<sup>47</sup> [https://eur-lex.europa.eu/legal-content/hr/ALL/?uri=uriserv%3AAOJ.L\\_2014.260.01.0004.01.ENG](https://eur-lex.europa.eu/legal-content/hr/ALL/?uri=uriserv%3AAOJ.L_2014.260.01.0004.01.ENG),

[https://eeas.europa.eu/archives/docs/moldova/pdf/eu-md\\_aa-dcfta\\_en.pdf](https://eeas.europa.eu/archives/docs/moldova/pdf/eu-md_aa-dcfta_en.pdf),

[https://gov.md/sites/default/files/document/attachments/7048451\\_en\\_acord\\_asociere.pdf](https://gov.md/sites/default/files/document/attachments/7048451_en_acord_asociere.pdf), <https://eur-lex.europa.eu/EN/legal-content/summary/association-agreement-with-moldova.html>

<sup>48</sup> [http://eeas.europa.eu/archives/docs/moldova/pdf/eu-md\\_aa-dcfta\\_en.pdf](http://eeas.europa.eu/archives/docs/moldova/pdf/eu-md_aa-dcfta_en.pdf)

<sup>49</sup> <https://www.consilium.europa.eu/en/policies/eastern-partnership/moldova/>

<sup>50</sup> Part I: (general part): <https://gov.md/ro/content/informatii-solicitate-de-comisia-europeana-catre-guvernul-republicii-moldova-pentru-0> and Part II (specific part, with single chapters): <https://gov.md/ro/content/informatii-solicitate-de-comisia-europeana-catre-guvernul-republicii-moldova-pentru>

<sup>51</sup> [https://neighbourhood-enlargement.ec.europa.eu/system/files/2023-02/SWD\\_2023\\_32\\_%20Moldova.pdf](https://neighbourhood-enlargement.ec.europa.eu/system/files/2023-02/SWD_2023_32_%20Moldova.pdf)

<sup>52</sup> [https://www.legis.md/cautare/getResults?doc\\_id=134582&lang=ro](https://www.legis.md/cautare/getResults?doc_id=134582&lang=ro)

<sup>53</sup> C(2022) 4323 final of 29.6.2022 - ANNEX of the Commission Implementing Decision on the annual action plan in favour of the Republic of Moldova for 2022 Action Document for EU4 Resilience and Governance, C(2022) 4323 final of 29.6.2022 on adopting a multiannual indicative programme for the Republic of Moldova for the period 2021-2027

and bring it into line with ILO standards (legal framework and capacity); devise an approach to address undeclared work and informal employment; strengthening administrative and enforcement capacity, notably the labour inspectorate and relevant judiciary bodies.

The quality of employment and job security is a matter of great concern in Moldova. In 2022, one in four workers had an informal job. Moreover, 6.9 % of waged workers receive (partial) salaries "in envelope". The unreported wages are estimated at more than 7 % of GDP. The prevalence of undeclared work entails significant losses of state revenues and leaves workers out of the umbrella of health and social protection systems. Informal workers are overrepresented by own-account employment, micro-enterprises and in activities such as agriculture, forestry, fishing, and construction, with the highest informality rate in the country found in the construction sector at 65.1%. Wage employees in informal employment usually hold less than secondary education, work in unskilled occupations, have temporary or part-time jobs, work fewer hours, and want to change the workplace.

Also, Moldova encounters severe decent work deficits related to high incidence of work accidents and occupational diseases.

As many as 550 work accidents were reported in Moldova in 2022, an increasing trend when compared with 460 cases reported in 2021.

Inclusive economic growth and sound labour market governance is key to addressing present and future labour market challenges in Moldova. Reforming important institutions, namely the Ministry of Labour and Social Protection, and two public agencies under its purview - the National Employment Agency, and the State Labour Inspectorate - is essential for the government to be able to pursue coherent labour, employment and social protection policies, ensure labour market inclusiveness, safe working conditions and productive employment.

The Ministry of Labour and Social Protection in Moldova is currently undertaking a reform of the SLI with the aim to improve its effectiveness and productivity and bring it in compliance with the ILO Labour Inspection Convention, 1947 (No. 81) and the ILO Labour Inspection (Agriculture) Convention, 1969 (No. 129) both ratified by Moldova<sup>54</sup>. Recent improvements include the implementation of new risk criteria to select companies for inspection and the conduct of unannounced visits in some cases. The ongoing reform aims at: (i) restoring the possibility by labour inspectors to carry out unannounced checks to identify un/under-declared work, human trafficking or labour exploitation by an employer and apply sanctions; (ii) improving risk analysis when planning controls; (iii) reorganization of the SLI with improved governance and powers to prevent and sanction illegal labour practices. The Government has already approved a new structure of the SLI. Full implementation of the SLI reform requires, among others, financial support and technical expertise and guidance in the areas such as the strategic planning and new inspection methods, set-up of modern training systems, and the adoption of new technologies.

The central beneficiary for this Twinning project is the State Labour Inspectorate of the Republic of Moldova (SLI). The SLI plays a vital role in fostering and enforcing labour rights in the country. In the context of the Republic of Moldova's economic situation and its aspiration to become a member of the EU, among the various chapters of negotiation that must be addressed on its path to EU membership, the social policy and employment chapter (Chapter 19) holds particular importance. By implementing regulations that promote the observance of social and labour rights in line with international standards and facilitating the access to the labour market, Moldova aims to enhance its economic efficiency, ensure decent work, attract foreign investments, and ensure that its businesses

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<sup>54</sup> The latest comments of the ILO Committee of Experts on the Application of Conventions and Recommendations (CEACR) on Moldova in relation to ILO Conventions 81 and 129 were adopted in 2021: [Comments \(ilo.org\)](https://www.ilo.org/public/libdoc/ceacr/2021/2021001.pdf).

can effectively compete in the European market.

The SLI is an independent authority, subordinated to the Ministry of Labour and Social Protection. It coordinates at the national level the observance of normative acts in the field of labour relations and occupational safety and health; exercises state control over compliance with legislative acts and other normative acts in the field of labour relations at enterprises, institutions and organizations, with any type of ownership and legal form of organization, at natural persons who employ employees, as well as in central and local public administration authorities. Under the State Labour Inspectorate are territorial labour inspectorates, without legal personality, operating in each administrative-territorial unit of the second level.

Over the last year Moldova adopted several changes in the area of labour law. In July 2022, Parliament approved amendments to the Labour Code. The adopted legislation introduced flexible working arrangements offering employees the chance to adapt their work schedule. In July 2022, the government unified the minimum wage for the private and public sectors. On 1 January 2024, the minimum wage increased from MDL 4 000 to MDL 5 000 (EUR 200-250). In June 2023, Moldova also adopted a Declaration on improving social policy and on adhesion to the European Pillar of Social Rights.

To reduce the rate of undeclared work, amendments were introduced to the Law on the status of occasional workers. The amendments shifted the obligation to pay social contributions for occasional workers from the worker to the employer and extended the maximum number of days that day labourers can work in a year, from 90 to 120. They also allow day labourers to simultaneously be registered as unemployed to encourage formal work and lay down that day labourers may not earn less than the legal minimum wage for one day of work (8 hours).

On health and safety at work there have been no legislative developments in the last years.

In 2022, the State Labour Inspectorate only detected 82 cases of undeclared work (80 in 2021), the lowest numbers in the last 12 years. As of March 2023, the State Labour Inspectorate has been given additional powers including the right to conduct unannounced visits, although only limited to cases of undeclared work, under-declared work, human trafficking and labour exploitation. As of July 2023, the law also gave the Inspectorate back the right to impose penalties directly (without the need to transfer cases to court) for cases of undeclared work and under-declared work.

In the period 30 October 2023 – 8 December 2023 the SLI conducted a campaign on unannounced inspections on undeclared work. In this period 268 companies have been controlled, as a result 136 persons without an employment contract were identified. By the end of the year 63% of the persons identified were officially employed.

Through the Government Decision No. 788/2013, regarding the approval of the organizational structure and staffing limit of the SLI, a total of 84 positions were approved for the SLI. However, as of February 25, 2024, only 68 individuals were actually employed at SLI, constituting 81% of the total available positions.

In order to achieve a more competitive and harmonized market, further efforts are required to strengthen the SLI's enforcement tools, clarify procedures, allocate sufficient resources (human resources and financial resources), improve public awareness about labour rights and the activities conducted by SLI.

### 3.2 Ongoing reforms:

The State Labour Inspectorate has a new management starting from November 2023, which aims to ensure the development of the labour inspection system in the Republic of Moldova, in accordance with international standards and the European perspective. Internal organisation's systems, work procedures, inspection tools and practices are in the process of being reviewed, updated and improved. Human resources management aims to increase the workforce and professionalize those

who have recently entered the profession of labour inspector, including by adapting the performance management system and developing human capital. The system for analysing the risk of non-compliance and identifying information and clues to identify undeclared work, under-declared wages, or hidden work accidents, is undergoing an evaluation and redesign process. Enrichment of the quantity and quality of available data, the use of modern methods of analysis (including the use of artificial intelligence) and the revision of the criteria currently used are envisaged. The regulatory framework restricts the rights and control possibilities of labour inspectors, especially for private employers, compared to international standards and best European practices. The Ministry of Labour and Social Protection is in discussions with the European Labour Authority for the formalization of cooperation relations, which will also include the labour inspection activity in the Republic of Moldova.

### 3.3 Linked activities:

Labour Sector is supported by several partners, EU member state organizations, Council of Europe, International Labour Organisation, Swiss Cooperation Office, Civil Society and (sub)sector organizations.

The below listed projects are an extract of the most relevant interventions for institutional capacity building of the Twinning project. Synergies shall be enhanced with other development partner's interventions, whenever possible and as appropriate.

- EU Support to Inclusive Labour Markets in the Republic of Moldova, funded by EU and implemented by ILO. The project with a total budget of EUR 2 mln started on 01/11/2023. Within this project two institutions will benefit of support, the National Employment Agency and the State Labour Inspectorate. The following activities are envisaged for the SLI: Labour inspection implements strategic planning and applies new inspection methods; A comprehensive capacity building programme for SLI staff is designed; Modernization of SLI procedures and information system is supported (training platform and new website); A culture of labour law compliance and OSH is promoted through active collaboration with social partners; Material support is provided for the SLI to carry out its mandate efficiently (support for refurbishing the new office of the SLI).
- During 15 December 2022 – 31 December 2025 the Council of Europe will implement the project “Enhancing employment rights in the Republic of Moldova” (hereinafter – the project) within the framework of the Council of Europe Action Plan for the Republic of Moldova 2021-2024. The Project is co-funded by the Austrian Development Agency and the Council of Europe. The aim of the project is to enhance the observance of social labour rights in line with international standards and facilitate the access of persons from vulnerable groups to vocational education and training and subsequent employment.

### 3.4 List of applicable *Union* acquis/standards/norms:

- ILO Labour Inspection Convention, 1947 (No. 81)
- ILO Labour Inspection (Agriculture) Convention, 1969 (No. 129)
- ILO Convention No. 150. Labour Administration Convention, 1978 (No. 150)
- European Platform tackling undeclared work | European Labour Authority (europa.eu)

*Domestic Legal Framework relevant to the Twinning project (extract, not exhaustive)*

- Law no. 136/2017 ‘About the Government’ and Government Decision no. 386 of 17.06.2020 regarding the planning, development, approval, implementation, monitoring and evaluation of public policy documents
- LAW No. 131 of 08.06.2012. on State Control of Entrepreneurial Activities.
- ILO Convention no. 81 - on labour inspection in industry and commerce, Geneva, 11.07.1947, ratified by the Parliament of the Republic of Moldova by Law no. 593-XIII of 26.09.1995
- ILO Convention no. 129 – on labour inspection in agriculture, Geneva, 25.06.1969, ratified by the Parliament of the Republic of Moldova by Law no. 1330-XIII of 26.09.1997
- Law no. 140-XV of 10.05.2001 regarding the State Labour Inspectorate, M.O. of R.M., 2001, no. 68-71, art. 505

### 3.5 Components and results per component

#### **Mandatory result/Component 1: Strengthened institutional and administrative capacity of the State Labour Inspectorate to implement the ILO standards and the EU acquis and best practice**

Twinning component 1 shall focus on improving the internal organisation and operations of the SLI, so that the SLI implements the relevant labour legislation using the methods and tools like national labour inspectorates in the EU. Under this component, the SLI will benefit of support for defining profession status framework of labour inspector, in terms of: recruitment, mandatory apprenticeship and initial training, career steps, minimal tenure for managerial positions, special rights and obligations, code of conduct, training system. Additionally, support will be provided for creating the linkage between institutional objectives, and individual performance indicators, inspection quality control system; territorial organisation and efficient management of resources for better mobility: digital platforms, communication, equipment and transportation; electronic management system – global ISM, development of internal procedures for planning, programming, organising, documenting and reporting inspections. Special focus will be on creating an effective mechanism for involving social partners in SLI’s compliance strategy.

#### **Mandatory result/Component 2. Improved compliance with EU and ILO occupational safety and health regulations**

Twinning activities under this component shall focus on streamlining the work in the areas of occupational safety and health by developing institutional capacities of the State Labour Inspectorate, in particular the implementation of actions geared towards the implementation of the EU acquis and ILO standards. The SLI will benefit of support for creating a system for identification of imminent danger situation for safety and health, investigation of the work related accidents (events), identification of undeclared work accidents through information and data analysis and within inspection, work accidents in European/international environment. Additionally, SLI will be guided to implement measures in line with the EU acquis on OSH and develop internal capacity for information management for providing reliable statistics regarding work related accidents, in line with Eurostat and ILO methodologies.

#### **Mandatory result/Component 3: Improved legal framework and SLI capacities on fighting undeclared work, child labour, labour exploitation**

Twinning support under component 3 is aimed at further strengthening the capacities of the SLI on monitoring and conducting inspections targeting undeclared work (registries, complaints management, data and information, risk assessment), tackling undeclared work in specific domains: construction, agriculture, hospitality, services. The focus should be also on mobility of workers and



the role of ISM and labour inspectors (trans border cooperation, employment agencies, posting of workers, third country nationals), enforcement procedures and administrative measures for the core EU acquis on labour and social rights. In addition, under this component the SLI will benefit of support in improving the work of labour inspectors in child labour prevention and monitoring, understanding their role, aims and the framework under which they operate. Special focus should be also on prevention of labour exploitation in terms of adjusting the legal framework governing the labour inspections system This might include setting policies, planning as well as working with key stakeholders.

### 3.6 Means/input from the EU Member State Partner Administration(s)\*:

The project will be implemented in the form of a Twinning contract between the Beneficiary Country and EU Member State(s). The implementation of the project requires one Project Leader (PL) with responsibility for the overall coordination of project activities and one Resident Twinning Adviser (RTA) to manage the implementation of project activities, Component Leaders (CL), and a pool of short-term experts to cover each sub-result to be achieved.

Member State(s) inputs shall be concise and focused on the strategy and methodology and an indicative timetable, the quality of the expertise to be mobilized to clearly show the administrative structure and capacity of the Member State entities to ensure the achievement of overall and specific objectives and mandatory results/outputs. The set of proposed activities will be further developed when drafting the initial work plan and successive rolling work plans, keeping in mind that the final list of activities will be decided in cooperation with the Twinning beneficiaries.

The Twinning project will be implemented by close cooperation between the partners aiming to achieve the mandatory results in a sustainable manner. Interaction between beneficiary institution's staff and the Twinning experts shall be based on 'expert-to-expert' cooperation through joint working sessions for review and elaboration of documents and mentoring and backstopping focussing on 'on-the-job' knowledge transfer rather than single short-term expert missions and participation in training.

Several study visits shall be organized, that cover a variety of Twinning areas of intervention, with a clear focus on practical application, for the exchange of good practices and experience for the representatives of the institutions involved in the project from the beneficiary country. Traineeships or internships can be proposed.

It is important to note that this Twinning project extends not only on transposition (of legal texts) but is focused on implementation (i.e., real-life practice).

The interested Member State(s) shall include in their proposal the CVs of the designated Project Leader (PL) and the Resident Twinning Advisor (RTA), as well as the CVs of the potentially designated Component Leaders (CLs).

#### 3.6.1 Profile and tasks of the PL:

- Master's degree in a relevant field to this Twinning Project (law, economics, etc.) or equivalent professional experience of 8 years in the absence of the required degree;
- At least 3 (three) years of professional experience as a high-ranking or middle management official in the labour inspection sector of an EU member state administration (required);
- Previous practical experience in project management;
- Experience in leading or managing a team is considered an asset;
- Professional work experience in EU accession countries, the western Balkans or neighbourhood east is an asset;
- Excellent communication skills in written and spoken English (minimum C1 level);

- Computer literacy;
- Proven contractual relation to a public administration or mandated body, as defined under Twinning Manual 4.1.3;
- Experience in an EU-funded Twinning Project is an asset;

The Project Leader should attend the Steering Committee meetings with at least a quarterly visit to the Beneficiary Country. The Project Leader is responsible to coordinate the activities, disseminate project information among all stakeholders, take part in discussions with high level officials, present and defend project input and expected outputs, manage the project team, prepare project management reports, help overcome project related obstacles, and assist the RTA for continuous development of project initiatives. In addition, he/she will coordinate, from the MS side, the Project Steering Committee (PSC), which will meet in Moldova every three months. He/she will involve other relevant entities, taking into account on-going horizontal public administration reform efforts and sectorial activities that could have an impact on the project, and bear – together with the Beneficiary Country Project Leader – the final responsibility for an efficient and effective implementation of the Twinning project.

#### Project Leader Tasks:

- Design, supervision, and coordination of overall project preparation;
- Overall coordination and management of the implementation of the project in cooperation with the Beneficiary Country's Project Leader;
- Timely achievement of the project results;
- Ensuring sound implementation of the envisaged activities;
- Monitoring and evaluating the needs and priorities in the respective sector, project risks, progress against the project budget, benchmarks, and outputs, and taking any necessary remedial actions if needed;
- Coordinate the work of the RTA;
- Ensure effective use of project resources and inputs to achieve the expected results;
- Liaise with the Beneficiary Country's Project Leader, particularly with respect to making any changes to the project work plan that are necessary during the life of the project;
- Together with the Beneficiary Country's Project Leader (and relevant EU Delegations), co-chair the regular meetings of the Project Steering Committee;
- Take responsibility for interim and final reports together with the PL of the Beneficiary country;
- Provision of legal and technical advice and analysis whenever needed.

#### 3.6.2 Profile and tasks of the RTA:

One RTA is foreseen to work in this Twinning project based at the State Labour Inspectorate of the Republic of Moldova.

In order to reach the planned strengthened institutional development and cooperation among the beneficiary institution, the RTA and involved institutions need to align project activities and cooperate closely together. Therefore, RTA will have the overall coordination, responsibility for the reporting and ensuring EU visibility of activities.

**RTA** will provide full-time input and advice to the project for the entire duration of the project, as main liaison partner for the Beneficiary Project leader with the responsibility to coordinate in the field and on a day-to-day basis all the activities planned in the Twinning.

The RTA will be responsible for the selection and supervision of a RTA Assistant and RTA language assistant/secretary and the management of the short-term experts' input. She/he will brief, guide and support the STEs seconded to the project and participants of study visits. She/he will provide guidance and support in the organisation of workshops and roundtable discussions.

The RTA can come from a Member State administration or mandated bodies (full or ad hoc).

Profile RTA:

- University degree in a relevant field for this Twinning Project (i.e. law, economics), or at least eight years of equivalent professional experience ;
- At least 3 years of specific professional experience in the labour inspection sector related to the implementation of the Union acquis and labour objectives. Having at least six years of experience is an asset;
- At least 2 years of experience in project management; in the labour sector will be an asset;
- Good knowledge of labour related EU legislation and regulations is desirable;
- Professional work experience in EU accession countries, the western Balkans or neighbourhood east is an asset;
- Excellent communication skills in written and spoken English (verbal and written, minimum C1 level);
- Excellent analytical and report writing skills;
- Cultural and interpersonal sensitivity in working with diverse stakeholders and interest groups;
- Computer literacy;
- Knowledge of Romanian or Russian language is an asset;
- Proven contractual relation to a public administration or mandated body, as defined under Twinning Manual 4.1.6.

RTA tasks:

- Coordination of all Twinning project activities and experts' inputs in the country.
- Ensuring smooth correlation between the activities, deadlines and the envisaged results in the Work Plan.
- Provision of technical advice and assistance to the administration or other public sector bodies in the BC in the context of a predetermined work plan to ensure timely completion of project outputs.
- Guiding and coordinating assistants to the RTA.
- Coordination, facilitation and monitoring of the STEs work during their missions (organize briefings and debriefings, sharing of mission report and recommendations).
- Document and knowledge management allowing an appropriate record of the delivered outputs.
- Liaison with MS, BC Project Leaders, EU Delegation Sector/Programme manager; daily contact with the RTA counterpart.
- Monitor and follow up on implementation of expert mission findings.
- (co-)Drafting of project progress reports with the Project Leader.
- Ensure visibility of EU support provided through the Twinning and establish the communication strategy.

RTA shall be supported by a full-time project and a full-time language assistant, therefore two full-time assistants.

RTA assistants will cooperate on the organisational matters under the direction of the RTA and will be recruited and funded by the project for the duration of the respective RTA assignment. The RTA assistants will provide logistical and administrative support, technical translation and interpretation services for the RTA to facilitate the implementation of the Twinning project activities and assist in the preparation of working documents, organisation of seminars, training and study tours. The profile of the RTA assistants will be specified by the RTA who will proceed to their recruitment following

the provisions of the Twinning Manual.

### 3.6.3 Profile and Tasks of Component Leaders:

For each of the three mandatory results, the Member State(s) will identify and assign a Component Leader with appropriate skills and knowledge. These Component Leaders will ensure continuity and consistency within each of the fields concerned as well as monitor progress and the implementation of recommendations. While Component Leaders will not be resident in Chişinău, they are expected to visit Chişinău and work locally (for extended periods) with the beneficiary institutions at least 4 times per working year. CVs and proposed activities of each Component Leader shall be an integral part of the MS proposal. Detailed expert input shall be established when drawing up the Twinning Work Plan. The Component Leaders of each Mandatory Result will work in close collaboration with the RTA. They will report to the Project Leader and cooperate with their counterparts and other beneficiaries at the PSC meetings. The main task of the Component Leaders is to coordinate the activities under the area of responsibility in liaison with the partner institutions.

The Components Leaders shall comply with the following minimum requirements:

- Be a civil servant or a staff member in a Member State public administration or mandated body responsible for the labour sector;
- University degree in a field relevant to this assignment or equivalent professional experience of 8 years in the absence of the required degree;
- At least 3 years of experience specifically in the field covered by the project component for which the Component leader will be responsible;
- Good knowledge of related EU legislation and regulations;
- Excellent communication skills in written and spoken English (minimum C1 level);
- Excellent analytical skills;
- Cultural and interpersonal sensitivity in working with diverse stakeholders and interest groups;
- Computer literacy;
- Previous experience in IPA or ENI countries is an asset;
- Knowledge of Romanian or Russian language is an asset.

Tasks:

- Coordination and implementation of the project activities related to their component in close cooperation with the Beneficiary Country's Component Leader, RTA, and RTA Counterpart;
- Preparation of Terms of Reference (ToR) for short-term expert (STE) missions relevant to their component and overseeing the implementation of STEs' missions;
- Continuing monitoring of objective achievements related to their component and comparing current progress with the specified benchmarks and time frame;
- Support RTA in preparation of the interim, quarterly, and final reports related to their component;

### 3.6.4 Profile and tasks of other short-term experts:

The project will require specialist expertise from a number of short-term experts (STE) in order to cover the full range of specialized expertise required, providing the necessary skills and experience according to the expected results mentioned above.

STE profiles (general requirements)

- University degree in a field relevant to this assignment or equivalent professional experience of 8 years in the absence of the required degree.

- At least 3 years of specific experience in the specific field of expertise;
- Good knowledge of related EU legislation and regulations.
- Experience in knowledge transfer and/or training of employees of supervisory and/or regulatory bodies in EU Member State.
- Institutional Strengthening, Strategic Planning, Good Governance and Business Planning expertise.
- IT/e-Government / Training and capacity building / Communication / Reporting expertise.
- Excellent analytical skills.
- Excellent communication skills in written and spoken English (verbal and written, minimum C1 level).
- Cultural and interpersonal sensitivity in working with diverse stakeholders and interest groups.
- Computer literacy.
- Moldova Country experience is an asset.
- Knowledge of Romanian or Russian language is an asset.

#### STE Tasks:

- To provide technical inputs in specific areas of project implementation in order to achieve mandatory results listed in the Twinning fiche, including organisation of workshops, training, coaching, drafting of methodological and relevant handout materials, as per the terms of reference provided by the RTA prior to each mission.
- Facilitating workshops and delivering training sessions.
- Cooperate closely with all beneficiaries' experts in undertaking all activities.
- Advance preparation and familiarisation with relevant documentation.
- Report to the project team.

## 4. Budget

The maximum budget available for the Grant is EUR 1,500, 000.00.

## 5. Implementation Arrangements

### 5.1 Implementing Agency responsible for tendering, contracting, and accounting:

The European Union Delegation to Moldova (EUD) will be responsible for operational management, payments and financial reporting, and will work in close cooperation with the Beneficiary.

Contact person for Twinning: Ms Natalia Burciu  
 Address: 10 Str. Mitropolit Petru Movilă, Chisinau, MD-2004  
 Tel.: +373-22-505210  
 E-mail: Natalia.BURCIU@eeas.europa.eu

### 5.2 Institutional framework

The State Labour Inspectorate (SLI) is the leading beneficiary institution.

### 5.3 Counterparts in the Beneficiary Administration:

The Project leader (PLs), Resident Twinning advisor (RTA) and Component leader (CL) counterparts will be staff of the Beneficiary administration(s) and will be actively involved

in the management and coordination of the project.

#### 5.3.1 Contact person:

Mr Cătălin Țacu, Director of the State Labour Inspectorate of the Republic of Moldova  
Chișinău mun, 17/2, Miron Costin street, MD-2068

#### 5.3.2 PL counterpart:

Mr. Cătălin Țacu, Director of the State Labour Inspectorate of the Republic of Moldova  
Chișinău mun, 17/2, Miron Costin street, MD-2068

5.3.3 RTA counterparts will be identified before the signature of the twinning contract.

## 6. Duration of the project

The overall execution period of the Twinning project is 33 months, with 30 months of implementation.

## 7. Management and reporting<sup>55</sup>

### 7.1 Language

The official language of the project is the one used as contract language under the instrument (English). All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

### 7.2 Project Steering Committee

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements in line with the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalizing the interim reports, and discussing the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

### 7.3 Reporting

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in sections 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and input. Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and a final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements in line with the mandatory results and provide precise recommendations and corrective measures to be decided by to ensure further progress.

## 8. Sustainability

With the Twinning, the delivery of the long-term benefits from acquiring additional expert knowledge and skills, strengthening administrative capacities, improving regulatory framework, and harmonizing legislation with the EU shall be ensured – alongside ongoing reforms.

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<sup>55</sup> Sections 7.1-7.3 are to be kept without changes in all Twinning fiches.

Expert recommendations must be reviewed according to their feasibility in the context of Moldova, its legal and regulatory framework, political will, and institutional and other stakeholder capacities. Joint monitoring of project progress and achievement of results will be conducted, fostering commitment and leadership by the beneficiary administration.

The project approach will focus on supporting beneficiaries by providing them with tools and approaches to analysis and by facilitating the development of policy options instead of offering solutions and delivering final outputs. The acquired expertise and skills of the staff and increased capability will continue to be used for further alignment with EU standards and best international practice after the project ends. The development and practical use of these skills during the project will also ensure sustainability in the future operations of the beneficiaries. Where relevant, the Twinning will explore to which extent training foreseen under it might be included or expanded upon in relevant training curricula of national training institutions.

The project will serve as a significant opportunity to further develop existing partnerships with EU institutions aiming at harmonization of the legislation with the EU Acquis.

## **9. Crosscutting issues**

The principle of equal opportunity will be integrated into all stages of the project implementation, including equal opportunities in training, study visits, and participation in all the Projects' missions and events, contributing thus to the promotion of gender equality. The principle of equal opportunity shall apply both to the staff involved in the project and to other parties participating in the project activities. Every effort will be made to ensure broad gender representation at all stages of the project implementation.

The activities envisaged under the project will not negatively affect the environment. During the implementation of the project, the production of printed material will be minimized to have a positive influence on the environment.

## **10. Conditionality and sequencing**

There is no general precondition set for this twinning project.

The project will ensure a well-coordinated legal approximation process involving all responsible parties in compliance with the recognized standards and good practices.

The twinning beneficiary commits to provide the contributions stated in the Fiche. They include such as:

- Strong commitment and support of management throughout the project implementation period;
- Strong involvement of assigned staff at all levels;
- Assigning dedicated staff according to the project components;
- Ensuring coordination between departments and institutions connected with the Project;
- Ensuring access to necessary information and documents, especially concerning the national regulatory framework.

The project-specific activities will be defined and prioritized in close coordination between the Twinning partners, Member states and Beneficiary partner country, based on the Logical Framework.

## **11. Indicators for performance measurement**

The specific objective of the Twinning project is to strengthen the capacities of the State Labour Inspectorate to enforce the labour policy in line with commitments taken by the Republic of Moldova in the framework of the EU integration process. Therefore, a key performance indicator will be the

progress reported in the Enlargement progress report chapter 19 ‘Social policy and employment’ as per the improved level of preparedness.

Overall, Twinning performance measurement will be based on the quality and timeliness of expert inputs (reports, mappings, training manuals, presentations etc.) provided as well as beneficiary satisfaction with the collaboration in response to the expressed needs for human resource and institutional capacity development.

<b>Result:</b>		<b>Indicator:</b>
1	- Strengthened institutional and administrative capacity of the State Labour Inspectorate to implement the ILO standards and the EU acquis and best practice	- Enhanced staff skills for conducting effective controls on different aspects: No. of trainings, events, study tours; participants satisfaction and progress evaluations - Increased level of harmonization with the European labour legal framework.
2	- Improved compliance with EU and ILO occupational safety and health regulations	- Enhanced staff skills for conducting effective documentation of work accidents:
3	Improved legal framework and SLI capacities on fighting undeclared work, child labour, labour exploitation	- Increased level of preparedness and compliance with EU legal framework and best practices

Annex 1 Logical framework includes a more detailed overview of project specific targets and indicators for performance measurement, complementing the mandatory results and sub-results enumerated in Chapter 3.5.

## 12. Facilities available

Office space for the RTA and two assistants as well as for (on average) two short-term experts will be at SLI.

These offices will be equipped with all necessary equipment (computer, printer, internet access). Training and presentations will take place in conference rooms provided by the beneficiary, equipped with a projector and computer for presentations, flipcharts, and stationary items. STEs may also work with involved beneficiary experts in their offices and will be provided with the necessary equipment (computer, internet access, specific software).

Security-related issues will be assured according to the standards and practices applicable to all Moldovan public institutions.

## ANNEXES TO PROJECT FICHE

### 1. Annex C1a: Simplified Logical Framework



SIMPLIFIED LOGICAL FRAMEWORK

<b>Twinning Labour - Strengthening the institutional capacities of the State Labour Inspectorate to enforce the labour standards in the Republic of Moldova in line with the EU best practices</b>					
	<b>Description</b>	<b>Indicators (with relevant baseline and target data)</b>	<b>Sources of verification</b>	<b>Risks</b>	<b>Assumptions (external to project)</b>
<b>Overall Objective</b>	Support the implementation of labour standards in employment relationship and working conditions in Moldova in line with the EU-Republic of Moldova Association Agreement, the EU Integration process, and international labour standards.	<p>Progress on Enlargement Chapter 19 Social Policy and Employment/improved level of preparedness</p> <p>-</p> <p>Baseline: Enlargement report 2023 - Moldova has some level of preparation in the area of social policy and employment. Some progress was made during the reporting period</p> <p>Target: Enlargement report 2026 - Moldova has some level of preparation in the area of social policy and employment. Some progress was made during the reporting period, in particular in the areas supported by the Twinning project.</p>	Project documents Enlargement reports	Unclear responsibilities, conflicting staff assignments, high staff turnover, vacancies, overall workload; lack of sufficient information cause delays in effective preparation of activities/ STEs inputs	<p>Continuation of Moldova’s path of cooperation with the EU.</p> <p>The beneficiary institution is properly staffed and provided with necessary absorption capacity to receive and benefit from the proposed actions.</p> <p>Development of the labour sector continues to be a Government priority and vested interests do not hamper reform processes.</p> <p>Human resources are reinforced to actively engage in Twinning activities and assimilate provided expertise.</p>

<p><b>Specific (Project) Objective(s)</b></p>	<p>Strengthen the capacities of the State Labour Inspectorate to enforce the labour standards in line with commitments taken by the Republic of Moldova in the framework of the EU integration process.</p>	<p>- Number of internal regulations and administrative procedures formulated / revised with EU support</p> <p>Baseline: N/A</p> <p>Target: minimum 10 internal regulations and administrative procedures revised with the support of the project</p>	<p>Project documents, Training, event, study tour reports, participants satisfaction and progress evaluations</p> <p>Publications, event agendas and participant lists</p>		
<p><b>Mandatory results/outputs by component 1</b></p>	<p>Strengthened institutional and administrative capacity of the State Labour Inspectorate to implement the ILO standards and the EU acquis and best practice towards an EU-like labour inspection authority</p>	<p>Increased level of capacities to implement the ILO standards and EU best practises</p> <p>Baseline: N/A</p> <p>Target: 70% of SLI staff benefited of training on ILO standards and EU best practices with the support of EU project</p>	<p>Project documents, Training, event, study tour reports, participants satisfaction and progress evaluations</p> <p>Publications, event agendas and participant lists</p>		
<p><b>Mandatory results/outputs by component 2</b></p>	<p>Improved compliance with EU and ILO occupational safety and health regulations</p>	<p>Enhanced staff skills for conducting effective documentation of work accidents:</p> <p>Baseline: N/A</p> <p>Target: 100 % of inspectors covering OSH trained</p>	<p>Project documents, Training, event, study tour reports, participants satisfaction and progress evaluations</p> <p>Publications, event agendas and participant lists</p>		
<p><b>Mandatory results/outputs by component 3</b></p>	<p>Improved legal framework and SLI capacities on fighting undeclared work, child labour, labour</p>	<p>Increased level of capacities to implement ILO standards and EU best practices on fighting undeclared work, child labour, labour exploitation</p>	<p>Project documents, Training, event, study tour reports, participants satisfaction and progress evaluations</p> <p>Publications, event agendas</p>		

	exploitation	Baseline: N/A  Target: 100 % of staff dealing with undeclared work, child labour, labour exploitation trained	and participant lists		
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