



**Mayors for
Economic Growth**

Local Economic Development Plan for 2019-2020

APPROVED BY THE DECISION OF THE CITY COUNCIL
CIMIȘLIA NO. 2/3 OF 22 MARCH 2019

**City of Cimișlia
Republic of Moldova**



Cimișlia 2018

The Local Economic Development Plan of Cimisia city has been developed in a participatory and transparent way lead by the Local Economic Development Partnership.

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**Mayors for
Economic Growth**

1. Executory Summary.....	3
2. The list of graphs and charts	4
3. Abbreviations.....	4
4. Introduction.....	5
5. 5. The process of creation of the Local Economic Development Plan	5
6. Local economic analysis	6
6.1. Analysis of the structure of the local economy	6
6.2. Local cooperation and networking.....	8
6.3. Friendly business administration transparent and uncorrupted.....	8
6.4. Access to finance	9
6.5. Land and infrastructure	10
6.6. Regulatory and Institutional Framework	122
6.7. Skills and Human Capital, Inclusion.....	132
6.8. External positioning and marketing	144
7. The SWOT analysis	166
8. Vision and objectives.....	166
9. Action Plan.....	177
ANNEXES	199

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1. Executory Summary.

Geographical positioning and business infrastructure are the most important advantages of the locality. At the same time, inefficient local cooperation does not allow for sustainable economic development. LEDP development will bring economic issues to the attention of local actors and help create an attractive and friendly economic environment.

LEDP was elaborated with the assurance of the participatory principle. The working group for the plan includes representatives of the business environment, business associations, NGOs, LAP, Vocational School, Employment Agency. The role of the group is not limited to the planning stage, it will also participate in its implementation and monitoring.

Following the diagnosis of the local economy situation, the SWOT analysis was carried out. The main conclusions drawn from this exercise point to the need to exploit the benefits of road connectivity and geographic positioning by using and refreshing business infrastructure. In order to ensure sustainable economic development, there is a need for a close collaboration between LAP, Business Environment and other actors in the field. The promotion of local products and the investment of our potential are necessary to capitalize on the benefits of the city.

Strategic vision: Stimulating the economic growth of Cimislia by developing business support infrastructure, human capital and promoting local products to increase investment attractiveness and boost economic association

objectives:

1. Development of business infrastructure to stimulate association of the small producers and local economic growth;
2. Increasing the skills of the labor force by adapting to the requirements of the business environment;
3. Encourage the development of small and medium-sized enterprises

The main activity to boost economic development by supporting agricultural producers and increasing local value chains is the creation of Cimislia Regional Agro-Food Market. A multifunctional commercial and exhibition space, a business consultancy center, a headquarters for local agricultural producer associations and a laboratory for quality control of agricultural products will be set up.

The main actions planned to ensure sustainable economic development are directed towards encouraging local cooperation and engagement, promoting investment potential and local products. In addition to this activity, business training will be carried out to encourage their association. To improve the cooperation between the business environment and other actors in the field, Cimişlia City Hall will provide a regular dialogue, setting up a business club. Solving the problems of lack of qualified workforce will be done by improving communication between the business environment and the vocational school. The local agricultural products and the investment potential of the city were promoted by developing promotional materials and organizing fairs and exhibitions.

2. The list of graph and charts

- Graph 1.** Developing entrepreneurship in the Cimislia district, the city vs. the villages
Graph 2. Evolution of the number of employees in the real sector of the economy, %
- Chart 1.** Number of enterprises in Cimislia and the share of registered sales revenues, broken down by size and types of economic activities
Chart 2. The rhythm of growth of no. population calculated on the basis of the 2004 and 2014 censuses, %
Chart 3. Evaluation of Local Co-operation
Chart 4. Friendly Business Administration
Chart 5. Access to finance
Chart 6. Land and Infrastructure
Chart 7. Regulatory and Institutional Framework
Chart 8. Situation at Competence Level:
Chart 9. Assessment of external positioning
Chart 10. The SWOT analysis
Chart 11. Action Plan
- ANNEXES 1.** Financing schedule
ANNEXES 2. Questionnaire Answers "Local Economic Development Plan"

3. Abbreviations

RDA	Regional Development Agency
AE	Economical Agents
TOEA	The Territorial Office of the Employment Agency
LAP	Local Administrative Power
PSA	Public Services Agency
NBS	National Bureau of Statistics
LC	Local Council
PH	Peasant House
BI	Business Incubator
IFAD	International Fund for Agricultural Development
SME	Small and Medium Enterprises.
IP	Industrial Park
UNDP	United Nations Development Program
SDR	South Development Region
VS	Vocational School
SWOT	Strengths, Weaknesses, Opportunities and Threats
EU	European Union
USAID	United States Agency for International Development

4. Introduction

The city of Cimislia is located in the Southern Zone of the Republic of Moldova (Bugeac steppe), on the banks of the Cogâlnic River. The favorable position of Cimislia at the intersection of the roads, opens the prospect of transforming the city into a development center.

The population of Cimislia according to the population census in 2014 is about 12 thousand inhabitants decreasing compared to the 2004 census data. The population of Cimislia accounts for about 24% the population of the main district. The share of the able-bodied population is 74.2%, this being one of the highest recorded shares, the national average being 71.9%. At the same time, there is a decrease of the number of employees in the real sector of the economy by about 29% in Cimislia in the years 2012-2016 (Graph 2). One of the most important factors influencing this phenomenon is migration, Cimislia district registers one of the highest rates of population that went abroad.

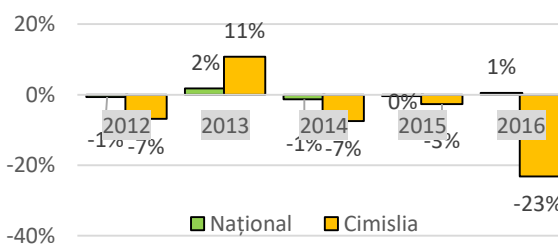


Chart 2. The rhythm of growth of no. of the population calculated on the census of 2004/2014,%

Source: National Bureau of Statistics

	Total	Urban	Rural
National average	-11,4%	-12,3%	-10,8%
SDR	-13,2%	-11,9%	-13,6%
Cimișlia	-19,1%	-18,5%	-19,2%

Graph 2. Evolution of the number of employees in the real sector of the economy,%



The City Hall of Cimislia joined the "Mayors for Economic Growth" on September 1, 2017. The role of partnership is not limited to the drafting phase of the document, which is also included in the implementation and monitoring phase of the plan.

LEDP was elaborated in accordance with the local strategy for integrated socio-economic development of Cimislia for the years 2015-2020. The elaboration of this document took into account the development objectives already established in various documents drawn up at the district, regional and national level and took into account all the conditions and internal and external factors that influence or can influence the development of the city.

5. The process of creation of the Local Economic Development Plan

LEDPs strongly focused on growth in the private sector to support local development and employment. More than that while we were working on implementation and monitoring of the LEDP we took into account participatory principle of all concerned actors.

A broad partnership with the business environment, business associations, vocational school, South RDA, Local Council, NGO, TOEA, field experts, etc. has been established for the development of the LEDP.

During the elaboration of the PDEL, 2 meetings of the working group, 2 focus groups were organized at all stages of elaboration: diagnosis of the current situation, SWOT analysis, identification of the vision and objectives of the development, establishment of the action plan. At the stage of diagnosing and pointing the vision, 15 people were questioned to ensure the community's broadest involvement

6. Local economic analysis

6.1. Analysis of the structure of the local economy

The city has a high level of economic influence on the localities of Cimislia town (Graph 1), as well as Basarabeasca, concentrating the main economic agents in the area (over 56%).

The most important economic activities in the city by number of enterprises are the trade with 95 enterprises, followed by industry and agriculture with 25 and 13 enterprises (Chart 1). About 99% of the total number of enterprises are SMEs.

The high rate of migration and the remittances have stimulated the growth of the trade. However, the latest data show that a large proportion of migrants are leaving definitively, in recent years also seeing a stagnation of the trade sector. It is therefore necessary to redefine the local business, to develop high value added sectors such as agriculture and industry, and to increase purchasing power.

The economic structure of the city changed in the post-Soviet era, with trade overtaking agriculture and industry. The large number of businesses does not guarantee sustainable economic growth, this type of activity generates less value added compared to industry or agriculture.

Chart 1. The number of enterprises in Cimislia and the share of registered sales revenues, broken down by size and types of economic activities

	# of enterprises	# of enterprises						Revenue					# of workers				
		Total	Inclusive %				Total k lei	Inclusive %				total	Inclusive %				
			big	med	lit	micr		big	med	lit	micr		big	med	lit	micr	
Total Cimislia	428	197	1%	4%	17%	78%	1.155.034	47%	23%	18%	12%	2791	17%	36%	27%	19%	
Agriculture	24	13	-	-	38%	62%	57.885	-	-	82%	18%	107	-	-	79%	21%	
Industry	40	25	4%	4%	16%	76%	216.049	79%	5%	7%	8%	537	54%	11%	21%	14%	
Commerce	189	95	1%	1%	16%	82%	659.170	53%	17%	18%	12%	901	21%	10%	39%	31%	
Energy supply	1	1	-	100	-	-	43.281	-	100	-	-	197	-	100	-	-	
Construction	40	12	-	8%	42%	50%	42.464	-	70%	26%	4%	260	-	57%	35%	9%	
Finances and insurance	10	5	-	-	-	100	50.258	-	-	-	1	12	-	-	-	100	
Other services	124	46	-	7%	13%	80%	85.568	-	15%	43%	2,0%	777	-	67%	16%	17%	
Source	Agency for Public Services	District Statistics Section from Cimislia															

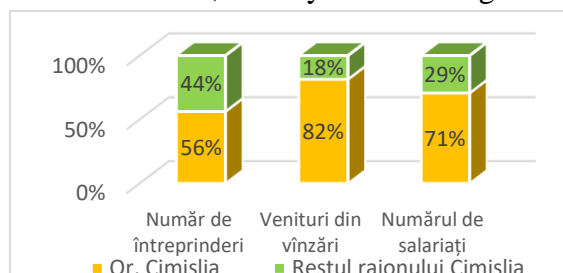
Source: Author's calculation based on data provided by the District Statistics Section

Although commerce accounts for the most important share of local revenue, the industry's biggest growth is 41%, followed by agriculture by 31%. These areas are very important, being the sectors that ensure the development of local value chains.

The climatic conditions of the area are favorable for growing multiannual plantations, grapes and sweet fruits (peaches, apricots, plums, etc.). However, agricultural crops still predominate in the structure of agriculture - wheat, corn, sunflower, which is conditioned by a faster recovery of investments. Animal farming is poorly developed, with only a medium-sized poultry farm, the branch especially being represented by small farms.

The development of agriculture also influences the structure of industrial production, the agro-food industry being the most important branch. In town, we produce wine, bakery products, meat products, beer and

Grafic1. Developing entrepreneurship in the Cimislia district, the city vs. the villages



Source: Author's calculation based on data provided by the District Statistics Section from Cimislia

soft drinks, dried fruit. There are also two companies with foreign capital in the production of agricultural machinery and textiles, but also a furniture manufacturing company.

Most of the peasant households are small (over 500 GTS), with land of up to 5 hectares, with limited incomes and resources. The biggest problems they face are obsolete techniques and equipment, lack of workforce, lack of financial resources and subsidies, lack of skills. In order to remedy the situation, it is necessary to stimulate the creation of associations of branch farmers, as well as the markets for the sale and promotion of local products.

At the same time, a large part of the agri-food industry companies now do not work, such as the canned, dairy or meat factory. To increase the investment attractiveness of industrial companies, it is necessary to capitalize on the potential of the industrial park and free economic zones.

In conclusion we can say that Cimislia is an economic center of SDR, which concentrates the entrepreneurial potential of the Cimislia district. Taking into account the geographical location and other economic factors, it can be predicted that the city of Cimislia could assume the role of a regional growth center. Trade is the predominant sector, as a significant part of the population's income comes from remittances. The potential for development of the processing industry based on local agricultural products is not exploited, which does not contribute to a sustainable development of the economy, as industry is one of the sectors generating high added value.

Excellent geographic positioning at the intersection of the road routes (CIT-Giurgiulești, Tiraspol-Leova, Hincesti-Basarabasca), traditions rich in trade, , can develop several value chains that will generate new jobs and increase the welfare of the population. In this respect, it is necessary to focus efforts on the maximum efficiency of existing production facilities for industrial food production and on the creation of new structures that would facilitate wholesale and retail direct from the producer.

6.2 Local cooperation and networking

Local business associations are involved in the process of strategic planning and meetings with representatives of the LPA or other public institutions. At the same time, the members of the associations are not fully aware of the possibilities of cooperation, which have only a formal role.

The greatest need to develop local co-operation is in the agricultural field. In order to increase the competitiveness of local agriculture, it is necessary to stimulate the creation of branch associations in order to increase the competitiveness of the farmers. For this it is necessary to increase the awareness of the advantages of the associations among the farmers.

Diversifying cooperation and dialogue platforms both between the public and private business and business sectors through regular meetings, joint working spaces, organized joint activities will lead to the creation of new associations and partnerships.

Chart3. Evaluation of Local Co-operation

Title and / or Function (the domain / subject in which it works)	Institutions / Persons involved	Achievements (Indicate also how they work - eg from "plans", project implementation, providing services, is permanent or occasional / ad hoc)	Rating: Useful or useless / useless
Raising sheep and goats	Association of sheep and goat breeders from Cimislia	With the involvement of the association is organized, the "Miorița" festival, which aim is to promote the products.	USEFUL
Beekeeping	"Albinuța" Association	Association members frequently attend exhibitions and fairs. At the same time, the cooperation between the members of the association is a formal one, but no joint projects.	USEFUL
Horse breeders	"Cal Bălan de Bugeac" Association	Annual organization of horse races and participation in various events promoting horses culture.	USEFUL
Business environment	Employer Association	At the moment the association is in the process of reorganization.	USEFUL

STRONG POINTS	WEAK POINTS
The variety of types of economic activities practiced by local entrepreneurs	Insufficient knowledge of association
Existence of premises for association - branch and employers' public associations, local raw material processors	Mentality: lack of democratic practice, mistrust, tax aversion, lack of vision
Existence of funding programs for associations	Reduced affiliation to national and international organizations
Subsidizing the associations from the state	The average age of farmers

6.3. Friendly business administration transparent and uncorrupted

Chart 4. Friendly Business Administration

(Growth) Sector (Sub-sectors)	The main challenges that would require business support assistance
All domains (horizontally)	<ul style="list-style-type: none"> • The shortage of skilled labor and high staff turnover; • Insufficient levers for fiscal stimulus from LPA; • • Reduced communication between public institutions and the business environment;
Agriculture	<ul style="list-style-type: none"> • • Underdevelopment of the processing sector and the agro-processing industry; • • Lack of a regulation on the use of pastures; • • Reduced promotion of local products; • • Lack of retail space for small producers.
Industry	<ul style="list-style-type: none"> • • Reduced promotion of local products; • • Insufficient raw materials in industrial quantities.
Services	<ul style="list-style-type: none"> • • Widening the spectrum of services to support entrepreneurship, especially in the agricultural field;

STRONG POINTS	WEAK POINTS
1Cimișlia City Hall is one of the most transparent LPAs according to the IDIS Viitorul study "Transparency of Local Governance"	1. There is no communication platform between public institutions, including the Cimislia City Hall, and the local business environment
2. Existence of exemptions for the payment of local fees for newly created businesses and GTAs	2.The Town Hall does not have a business compartment
3Existence of the one-stop shop	3.Lack of software for the development of one-stop-shop services

Actions to improve co-ordination between LPAs and the business environment would be the organization of regular meetings, the development of communication through electronic means, such as by developing a section of the City Hall website. Also within the framework of the working group was identified the need to develop the services provided by the one-stop shop within the mayor's office. Accessing technical support for various

domains to improve the APL-Business relationship. A systemic problem that limits the possibilities of LPA I to support the local economy is that this area does not fall within their legal competencies.

6.4. Access to finance

This chapter analyzed the financial resources available for the development of local business, focusing on sources with a grant or preferential component. There are several commercial banks in the city that can credit the business environment.

The main problem identified in this compartment was the lack of information on financial sources with a grant component. One solution for this would be to develop the site of cimisia.md, where a local business environment could get information about existing funding.

Chart 5. Access to finance

Institution / Donor (including banks and other lending institutions)	Eligible customers / beneficiaries	Favorite economic sectors / activities	Min and max amount offered	Requirements (guarantees, etc.)
Commercial banks	Legal and physical people engaged in entrepreneurial activities	All sectors	5.000-50.000 lei	Guarantee
			10.000-700.000 lei	
Microfinance companies	Individuals and companies	All sectors	0-500.000 lei	Guarantee
			500.000-2.100.000 lei	
World Global Bank of the Environment Fund through AIPA	Agricultural producers with individual activity for at least 3 years	Agriculture	Max. 20.000 USD, Grant 50%	
USAID	LPA	Industry		
IFAD	LPA, Producer Associations	Agriculture		Contribution – 10- 50%
PNUD – Biomass	LPA	Production of briquettes, pellets		Contribution 10%
National funding programs	Legal and physical persons engaged in entrepreneurial activities	All sectors		

STRONG POINTS	WEAK POINTS
1. The existence of several financial institutions with different preferential lending programs	1. Interest rate for high credit
2. Access to European funds with a grant component	2. The business environment does not know the existing lending options and funding programs
3. Regular organization of information sessions on business incubator financing opportunities	3. Bureaucratic procedure for accessing funding

6.5. Land and infrastructure

In Cimislia we can find several types of business infrastructure such as Industrial Park, Business Incubator, Agro-Food Market, Free Economic Zone. In order to ensure the attractiveness of the industrial park, the free economic zone and the agri-food market, it is necessary to develop their infrastructure. Taking into account that the PDEL reference period is 2019-2020, in line with the needs identified in the working group, but also the strategic priorities, the primary objective for ensuring the development of the local economy is the Agro-Food Market. It will have the role of supporting the association of farms and the increase in the volume of marketed agricultural goods.

Chart 6. Land and infrastructure

The needs of the private sector expressed by type of infrastructure	Existing provisions on this segment	Indicative future needs (for the next 6 years)	Public properties / places that could potentially be developed
Micro-company or workspace for traders (workshops) - (with / without) facilities / common infrastructure	Commercial market of Cimislia, Private shopping centers	Increase the number of traders in agricultural products by 50 EA, following the active association of farmers	The construction of the Regional Agricultural Market in Cimișlia (2,5 ha)
Office spaces - (with / without) shared use of facilities / infrastructure	Business incubator and private and public office buildings	Increase the number of start-ups by 12 units annually	Renovation of free public buildings to the requirements of micro-enterprises
Business Incubator (> 10 start-up / micro-companies)	Business Incubator, 12 start-ups in the services and industry	Full use of business incubator area (20 incubators)	Develop the services provided by the business incubator and expand the number of its beneficiaries
Industrial / Business Park/ Free Economic Zone	Land with an industrial park status of 40 ha	Increasing the volume of agricultural production following	Creating IP networks and connecting to the city network

		the association of producers, will create premises for the appearance of the processors-residents of the park	
Hotel rooms	In the city there is only a hotel with 10 places.	The need to have about 100 accommodation places	The City Hall is in the process of conveying an area of 275 m2 for the development of the existing hotel. Construction of the "Wine Center" with a hotel of 80 places in partnership with the local investors
Agri-food Market	There is a commercial market in the city with a few places of trade arranged for agricultural producers. However, the surface is insufficient.	The need to set up 30 trading venues for agricultural producers	City Hall has technical documentation to create an agro-food market in the city's central area.

STRONG POINTS	WEAK POINTS
1. The existence of the updated General Urban Plan of Cimișlia	1. Insufficient policies to promote investment opportunities
2. In the city there is a land with the status of an industrial park (40.0 ha) and a land (3.0 ha) of the regional agro-food market, with the technical documentation elaborated and approved.	2. Existing industrial infrastructure is obsolete
3. The existence of agricultural land and buildings in the town hall reserve (about 1000ha)	

6.6. Regulatory and Institutional Framework

The regulatory framework is largely made up of national documents. However, Cimișlia City Hall strives to ensure an efficient and transparent local institutional and regulatory framework. Within the City Hall, it operates the one-stop shop, which has the role of facilitating the access of business to public services.

Chart7. Regulatory and Institutional Framework

Regulatory and Institutional Framework	The negative impact High / Low	The main public agency involved	Domain for attenuation / improvement at local level (details)
Authorizations and building certificates	High	One-stop shop; State Inspection in Construction; Ecologic inspection.	Developing software to diversify single window services and training operators to enhance service quality
State registration of legal persons Licensing regulation of entrepreneurial activity Cadastral services	High	Public Services Agency Cimislia (ASP)	Promote the services provided by the ASP and train future entrepreneurs on the existing regulatory and institutional framework

STRONG POINTS	WEAK POINTS
1. There is a one-stop shop in the town hall	1. Single window services are underdeveloped, lack of software
2. Within the City Hall there are specialists responsible for the development of the business environment	2.The high turnover of the specialists in the City Hall

6.7. Skills and Human Capital, Inclusion

Even if more than 74% of the working population is registered in the city, there is an acute need for labor, especially with technical skills. According to AOFM data, there is an excess of job offers on the labor market in the district, about 330 vacant jobs in October 2018.

A challenge for city hall is to keep young people in the city. Graduates of high schools and then of universities or vocational schools do not choose a job in the city. In order to halt the exodus, it is necessary to create discussion platforms and raise entrepreneurial skills, such as co-working spaces.

An important emphasis is placed on the social inclusion of the disadvantaged categories of the population in the workplace.

Chart8. Situation at Competence Level:

Section (according to the support information)	Situation of competencies at the moment (for ex. significant missing / mild / inappropriate / excess demand)	Projected Situation in the Future (for ex. significant missing / mild / inappropriate / excess demand)	Possible Directions for Action

Agriculture	Significant lack of competent workforce	Mild lack of competent workforce	<ul style="list-style-type: none"> - Developing the curricula of the Cimisia Professional School, promoting dual education and adapting to the needs of the business environment - Improving partnership and communication between the Agency's territorial office on employment, the Cimisia vocational school and the local business environment; - Stimulate the employment of vulnerable people and social entrepreneurship by raising awareness of the business environment and granting tax incentives; - Teaching entrepreneurship education and professional orientation in educational institutions.
Agro-Food Industry	Significant lack of competent workforce	Mild lack of competent workforce	
Textile industry	Significant lack of competent workforce	Mild lack of competent workforce	
Services	Significant lack of competent workforce	Mild lack of competent workforce	
Trade	Significant lack of competent workforce	Inappropriate	

The employment opportunities in Cimisia are more advantageous for the labor force in Basarabeasca, the road connection is an advantage; in Cimisia, the city can concentrate the labor force from the neighboring districts (Hincesti, Causeni, Basarabeasca, AT Gagauzia, Leova).

Strengths in Current Work Methods	Assessment of Importance (1-5)	Weaknesses in Current Work Methods	Assessment of Importance (1-5)
Promotion of job offers by the TOEA	4	Insufficient communication between TOEA PS and the business environment	5
Free re-qualification programs for the unemployed provided by the TOEA	3	Lack of retraining programs for adults	5
The existence of the Regulation on the organization of technical training programs through dual education	5	Duration - 2 years of professional studies	4
Possible ways to improve work			
Create a regular dialogue between the TOEA, PS and the business community for a match between labor supply and demand on the local market			
Promoting dual education within local businesses			
Organization of professional competitions for the promotion of certain professional qualifications			
Developing workforce re-qualification programs in PS			
Raising awareness of the need to disseminate successful practices to the entrepreneurship education course			

6.8. External positioning and marketing

Chart 9. Assessment of external positioning

In the town of Cimislia was developed the food industry, especially winemaking, bakery, sausage production, cooling drinks production, but also the creation of agricultural machinery and equipment, the growth of grapes and wild fruits. The above-mentioned economic sectors are the most representative of the local economy, and can be the basis for developing a marketing policy and external positioning, according to the results of population surveys (Annex 2)

Strong/ appreciated points in the image we are projecting outward	Assessment of Importance (1-5)	Weaknesses perceived in the image we are projecting outward	Assessment of Importance (1-5)
The existence of several local products that have a good image	5	Lack of a policy to promote local products	5
In the city there are written press, local radio and television, which can be used as platforms to promote the city	4	Lack of cooperation between local governments and businesses to promote local products	5
Possible actions that could easily be considered			Led by
Developing local marketing strategy			Cimislia City Hall
Registration of trademarks with geographical indication			Wine, beer, bakery, sausage and pastry factory.a.
Editing the city's tourist guide			Cimislia City Hall

STRONG POINTS	WEAK POINTS
1. There are specific local products that can become city cards	1. There is no local marketing strategy
2. Annually, are organized events to promote local products at the national scale.	2. Lack of tourist attractions of national importance

7. The SWOT analysis

Chart10.The analysis SWOT

STRONG POINTS	WEAK POINTS
<ul style="list-style-type: none"> • Different economic structures • The existence of enterprises with foreign capital • The existence of public associations for specific economic sectors of the area (beekeeping, sheep and horses) • City Hall of Cimislia is one of the most transparent LPAs in the country • Tax incentives for newly created businesses and GTAs • The existence of the Industrial Park, Free Economic Zone, the Agro-Food Market and the Business Incubator • There is a one-stop shop within the town hall • There are specialists responsible for developing the business environment within the City Hall • Traditions in processing agricultural production • There are specific local products that can become city cards • High quality soil 	<ul style="list-style-type: none"> • Low development of local value chains • Poor cooperation among members of existing associations, • Lack of permanent dialogue between public institutions, including Cimişlia City Hall, and the local business environment; • Own incomes modest to the city's public budget • The business environment is unaware of existing lending options and funding programs; • Industrial infrastructure is obsolete; • Lack of one-stop-shop software and access to databases to enhance service quality; • High fluctuation of public institution specialists; • There is no local marketing strategy; • Crisis of qualified labor force and high fluctuation of employees; • Low competitiveness of local products on the EU market. • Underdeveloped entrepreneurial culture.
OPPORTUNITIES	RISKS
<ul style="list-style-type: none"> • Transfer of local capital accumulated in trade to other branches; • Attracting migrant capital to the local economy; • Geographic location at the intersection of communication paths; • Access to EU funds and to the European market; • Collaboration with South RDA; • The existence of the technical vocational school; • The favorable climate for horticulture; • Access to national support programs for SMEs. 	<ul style="list-style-type: none"> • Politicization of public institutions and political instability; • High interest rate on loans; • Climate change and desertification of land; • Emigration of the population, especially skilled labor and aging population; • The uncertain geopolitical situation; • Selective Justice; • Excessive corruption and bureaucratization;

8. Vision and Objectives

Strategic vision: Stimulating the economic growth of Cimislia by developing business support infrastructure, human capital and promoting local products to increase investment attractiveness and boost economic association

Objectives:

1. Development of business infrastructure to stimulate association of the small producers and local economic growth;
2. Increasing the skills of the workforce by adapting to the requirements of the business environment;
3. Encourage the development of small and medium-sized enterprises

9. Action Plan

Chart11. Action Plan

Constituents	The main objectives	Actions / Project Ideas	Duration (start / finish)	Involved Partners	The estimated cost (thousand lei)	Results	Monitoring indicators
LAND AND INFRASTRUCTURE	1. Creating the agri-food market in Cimisia - a catalyst for the association of local producers	Construction of the commercial and exhibition agricultural center;	I 2019- II 2020	Cimisia City Hall Producer Associations	7.500,0	Increasing the volume of agro-food production	Number of commercial places created
		Facilitating Associations of Entrepreneurs	II 2019, II 2020	Cities with close relations	30,0	Improved market conditions for agricultural producers	Number of events
		Arrangement of the livestock sector in the agri-food market	I 2019, II 2019	Cimisia City Hall	800,0	Improved marketing conditions for livestock farmers	Number of commercial places created
		Connecting the Industrial Park to the public utilities	II 2019-II 2020	Cimisia City Hall	1.000,0	Increasing the volume of investments in the local economy	Number of the new residents
ABILITIES AND HUMAN CAPITAL, INCLUSION	2 Increasing the workforce skills according to the requirements of the business;	Promoting Social Entrepreneurship to Ensure Social Inclusion	I 2020	Cimisia City Hall	300,0	Social inclusion of people with social needs and other vulnerable categories	Nr. Socially-vulnerable people employed
		Elaboration of the Study on the needs of qualified labor force in the city of Cimisia.	I-II 2019	Cimisia City Hall	10,0	qualified labor force needs identified	1 study developed
				AOFM Business environment			
Facilitating dialogue between the private sector and the	III 2019 – I 2020	SP AOFM	10,0	Development of the dual education system			

		vocational school with a view to moving to dual education		Business environment Cimislia City Hall		Reducing unemployment	20 trained specialists in dual education
		Organization of career fairs and professional orientation sessions	II 2019	PS Cimislia City Hall	20,0	Increasing the number of students in the professional school of Cimislia	1 organized contest;
				AOFM			20 participants in the contest
				Business environment			
OPEN ANFD FRIENDLY ADMINISTRATION FOR BUSINESS, TRANSPARENT AND UNCORRUPTED	3. Supporting the development of small and medium-sized enterprises	Establishment of the "Business Club of Cimislia"	I 2019 / trimestral sessions	Cimislia City Hall Business environment	10,0	Formation of a permanent link PLA - business environment	1 club meeting per quarter
		Development of the online communication platform within local authority, local business and investors.	I 2019	Cimislia City Hall	40,0	Increasing the volume of attracted investments	The number of site access.
		Establishment of fund for support of young entrepreneurs;	I 2020	Cimislia City Hall	500,0	Increasing the capacities of young people to start business	Number of fund recipients
		Creative Hub	II 2020	Cimislia City Hall	400,0	Create a collaborative and non-formal workspace for entrepreneurs and start-ups	Nr. Start-ups created
		Organization of "Miorița Laie" Festival	IV 2019 - 2020	Cimislia City Hall	120,0	Promoting local products at regional level	2 organized festivals
				Association "Miorița"			Number of participants
EXTERNAL POSITION AND MARKETING	Organization of the fair "Product in Cimislia" .	III 2019-2020	Cimislia City Hall	30,0	Promoting local products at regional level	2 organized fairs	
			Business environment			Number of participants	

		Elaborating the investment guide of the city with the inclusion of the investment map;	I 2019	Cimislia City Hall	15,0	Promoting the investment potential	Elaborate 1 guide for investment.
				Business environment			No. of enterprises with open foreign capital

ANNEXES

ANNEX 1 : Monitoring Plan

Activity/ project idea	Period (start/end) trim.	Expected results			
		semester I january 2019	semester II	semester III	semester IV december 2020
Construction of 2 halls for the marketing of agricultural products;	III 2019-IV 2020			20 commercial spaces created	2 organized fairs / exhibitions
				an exhibition space created	
				a business consulting center	50 entrepreneurs benefiting from the services of the center
Arrangement of the livestock sector in the agri-food market	I-II 2019		10 commercial places created		
Connecting the Industrial Park to the public utilities	II 2019-II 2020		IP conected to the public utilities		2 new residents
Facilitating the Association of the Entrepreneurs	II 2019-II 2020	Training program on "Local economic clustering and clustering"	Study visit to organized twin cities	2 registered entrepreneurs' associations,	

Connecting the Industrial Park to the public utilities	II 2019- II 2020		the IP connected to the public utilities		2 new residents
Elaboration of the Study on the needs of qualified labor force in the city of Cimislia.	I-II 2019	a study developed and presented to the business environment and SP representatives			reducing unemployment by 10%
Facilitating dialogue between the private sector and the vocational school with a view to moving to dual education	II 2019- I 2020	Cooperation agreement between SP and economic agents signed for the organization of dual education			
Organizing career fairs and professional orientation sessions	II 2019,2020		1 career fairs and 2 professional orientation organized		1 career fairs and 2 professional orientation organized
Establishment of the "Business Club of Cimislia"	I 2019-II 2020	30 representatives of the participating business environment		the number of projects and activities implemented with the involvement of the business environment	
Promoting Social Entrepreneurship to Ensure Social Inclusion	II 2019- 2020	Promoting Social Entrepreneurship to Ensure Social Inclusion			3 socially responsible startups
Development of the online communication platform within local authority, local business and investors.	II 2019		100 Online Business Addresses		increasing the transparency and confidence of the business community in the town hall
Establishment of fund for support of young entrepreneurs;	II 2019		500 thousand lei allocated by the city council for the creation of the fund	10 start-ups launched with fund support	30 jobs created
Organization of "Miorița Laie" Festival	II 2019,2020		25 participating sheep and goat breeders		The production volume of members of Miorița Association increased by 20% compared to the previous year
Organization of the fair "Product in Cimislia" .	III 2019,2020		15 local producers participated at the fair	the association of Cimislia producers created	Brand "Produced in Cimislia" registered

Elaborating the investment guide of the city with the inclusion of the investment map;	I-III 2019		the elaborate and printed investment guide	promoting investment potential in thematic themed events
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ANNEX 2 : Financing scheme

Actions / Project Ideas	The estimated cost, thousands of lei	Sources of funding				remarks
		Local Budget	State budgets	Business	Donor	
Construction of 2 halls for the marketing of agricultural products;	7.500,0	20%			80%	
Arrangement of the livestock sector in the agri-food market	800,0	100%				
Facilitating the Association of the Entrepreneurs	30,0	50%			50%	
Connecting the Industrial Park to the public utilities	1 000,0	50%	0%	0%	50%	
Elaboration of the Study on the needs of qualified labor force in the city of Cimislia.	10,0	100%				
Facilitating dialogue between the private sector and the vocational school with a view to moving to dual education	10,0	100%				
Organizing career fairs and professional orientation sessions	20,0	50%	30%	20%		
Establishment of the "Business Club of Cimislia"	10,0	100%				
Promoting Social Entrepreneurship to Ensure Social Inclusion	300,0	20%		10%	70%	
Development of the online communication platform within local authority, local business and investors.	40,0	50%			50%	
Establishment of fund for support of young entrepreneurs;	500,0	20%			80%	
Organization of "Miorița Laie" Festival	120,0	50%	25%	25%		
Organization of the fair "Product in Cimislia" .	30,0	50%		50%		
Elaborating the investment guide of the city with the inclusion of the investment map;	15,0	50%		50%		

Annex 3: Questionnaire Answers "Local Economic Development Plan"

From what age category are you?	35-59 years old	16-34 years old	16-34 years old	35-59 years old	16-34 years old	16-34 years old	35-59 years old	35-59 years old	16-34 years old	35-59 years old	Over 60 years old	16-34 years old	35-59 years old		16-34 years old
Sexul	F	M	M	M	F	F	M	M	M	F	M	M	M		F
What is your area of activity?	Employed in the public domain	Employed in the private sector	Entrepreneur	Entrepreneur	Emigrant	Employed in the public domain	Employed in the public domain	Employed in the private sector	Employed in the private sector	Employed in the public domain	Retirees	Employed in the public domain	Employed in the private sector	Retirees	Entrepreneur
Would you like to start a business or develop your existing business?	I do not want to start a business	I do not want to start a business	I would like to develop the existing business	I would like to develop the existing business	I would like to start a business	I would like to start a business	I do not want to start a business	I would like to develop the existing business	I would like to start a business	I do not want to start a business	I do not want to start a business	I do not want to start a business	I do not want to start a business	I do not want to start a business	I would like to develop the existing business
What is the business sector of your existing business or where would you like to start a business?			Taiwan	services	Agriculture	Entertainment services		agricultural	Providing services						Services
Why would you choose Cimislia to start and develop a business?			Hometown	I am an inhabitant of the city	Hometown I	Good geographic location		Here I am working at the moment	Here I was born						Motherland
Which economic sector needs to be supported by PDED?			Services	Tourism	Agriculture	Services		Agriculture	Services						Industry
What are the main barriers that prevent the initiation and / or development of a business in the city of Cimislia:			Very important	Important	Very important	Important		Very important	Very important						Very important

Access to finance															
Gaps in the regulatory framework			Less important	Very important	Very important	Very important		Important	Very important						Very important
Lack of skilled labor			Important	Important	Important	Important		Very important	Very important						Very important
Corruption			Important	Important	Very important	Important		Very important	Very important						Very important
Low transparency of public institutions			Less important	Very important	Very important	Less important		Very important	Very important						Very important
Lack of land and infrastructure			Important	Very important	Important	Less important		Important	Very important						Very important
Insufficient cooperation and association of entrepreneurs			Important	Very important	Very important	Very important		Important	Very important						Very important
Low attractiveness compared to other localities in the area			Less important	Very important	Less important	Important		Less important	Very important						Very important
In your opinion, what are the best known products / services produced / provided by the companies in the city of Cimislia?	Water and Cogilnic beer; Wines; Public Services	Beer ,	Bread, beer, wine	Beer, bakery products Pleşca Elena	winemaking	Beer Cimislia	holes and dirty streets	beer, salami, potable and sweet bottled water, bakery products, trailers, media	Sales	Beer from Cimişlia	Wine Factory	Trade	Beer, water, bread	water, bread	Colonile Aurie

How do you see the town of Cimisia over 5 years from the perspective of economic development?	We want to see a developed city	with very few inhabitants	Not to the same level	poorly developed	We hope for better.	A city with a growing potential for growth.	with 2-3 monopoly businessmen who have all the businesses in their hands	economic stagnation or even regression, injustice, continuous exodus of young people	For better	underdeveloped	Strongly economic	He has been stagnant for more than 12 years	With industrial park	With beautifully landscaped streets and sewers	I do not know
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ANEXX : 4 List of Participants at workshops, members of commission for elaboration LEDP Cimisia

#	Name	Institution Name	Domain
1	Buțan Nicolae	Gospodărie țărănească	Business-Agriculture
2	Baban Ion	Basan Agro	Business-Agriculture
3	Rusu Vasile	Rumobi Prestigiu	Business-Furniture producer
4	Ciobanu Ion	Căsuța Noastră	Business-Trade
5	Zadorojnii Eduard	Comorschi Grup	Business-Construction
6	Casapu Andrei	Ecocomplex Grup	Business-Restaurant & Leisure
7	Ciobanu Vasile	Venilux Cim	Business-Restaurant, trade
8	Raileanu Natalia	Pro Cimisia	NGO
9	Prisacaru Pavel	Asociation ”Miorița”	NGO/ Agriculture
10	Hristov Nicolae	LDA Moldova	NGO
11	Tatiana Aramă	South RDA	Public Institution
12	Sîrbu Anastasia	TOEA	Public Institution

13	Bulat Vasile	Vocational Scholl	Public Institution
14	Şalopa Anastasia	Cimişlia District Council	Public Institution
15	Berejan Florin	Cimişlia city Hall	Public Institution
16	Sidor Vasile	Cimişlia city Hall	Public Institution