



Strategic Development Program of

the Organization for the Development of

Small and Medium Sized Enterprises

for 2016-2018

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ODIMM Strategic Development Program for 2016-2018
SUMMARY

ABBREVIATION LIST.....	3
INTRODUCTION.....	4
STATE OF PLAY	5
ODIMM Mission	5
ODIMM FINANCIAL RESOURCES	10
ODIMM HUMAN RESOURCES	10
SWOT analysis	12
PUBLIC POLICY FRAMEWORK.....	14
STRATEGIC ACTIVITY DIRECTIONS.....	17
ODIMM OBJECTIVES	19
CAPACITY ASSESSMENT AND DEVELOPMENT	29
RECOMMENDATIONS FOR CAPACITY BUILDING	34
MECHANISM FOR MONITORING AND EVALUATION	40
.....	42
.....	42
.....	42

ABBREVIATION LIST

LPA	Local public authorities
MTBF	Medium Term Budget Framework
BAAC	Business Advice and Assistance Center
CCI	Chamber of Commerce and Industry
EEN	Enterprise European Network
GIS	Geographic Information System
BI	Business Incubator
SME	Small and Medium Enterprise
JICA	Japan International Cooperation Agency
ME	Ministry of Economy
MIEPO	Organization of Investment and Export Promotion in Moldova
ODIMM	Organization for Development of Small and Medium Sized Enterprises
IOM	International Organization for Migration
SDP	Strategic Development Program
NPYEE	National Programme for Youth Economic Empowerment
BSP	Business service providers
PUM	Netherlands Senior Experts Program
MBIN	Moldova Business Incubators Network
SES	Senior Experten Service Program
EU	European Union

INTRODUCTION

Moldovan SMEs hold a major share of 97.4% of the total number of enterprises with a significant contribution to job creation, measured in 56.2% of the total number of employees in the country. Of the total number of SME's, the biggest share is held by micro enterprises - 75.6%, and the average number of employees per enterprise is only 6 people. At the same time, the economic efficiency of the sector is relatively low as compared with other countries, generating sales of just 31.8% of total revenues on economy. In the last 5 years the number of SME's is in a constant growth, however has been attested a slight decrease in their share in total enterprises, in the number of employees hired and sales revenue.

Based on these circumstances, we conclude that this sector remains a vulnerable one to economic and political environment uncertainties, needing support for increased performance and competitiveness.

Therefore, the Organization for Development of Small and Medium Enterprises (ODIMM), via its strategic goal and objectives, is empowered to develop and implement programs and tools to support the development of the SME sector in line with market requirements.

Strategic Development Program (hereinafter SDP) is the ODIMM underlying document that complements the strategic planning system in the central public administration authorities (CPAA), ensuring the priority for various objectives reflected in policy documents, as well as identifying gaps in capacity and tools/methods that ODIMM will use to achieve its strategic objectives.

SDP includes other ODIMM commitments and obligations stipulated in various international treaties, but which are not to be found in sectoral policy documents.

SDP is developed for 2016-2018 and will succeed the one for 2013-2015. For purposes of operational planning of ODIMM activities, annual plans that will provide concrete measures to achieve the SDP will be developed, thereby constituting a tool for its monitoring and evaluation.

To align the ODIMM business planning with the budget planning, has been used the budget classification for programs and the draft sector expenditure strategic program (MTBF), indicating the role and responsibilities of the Organization for the achievement thereof.

SDP is the core ODIMM document, which gives rise to all the Organization's actions over the next three years and therefore represents: (i) the strategic planning tool, (ii) the methods and tools for implementing the objectives and (iii) the internal and external communication tool.

The document focuses on current and potential sector needs and is based on the recommendations of international and local experts. All the divisions of ODIMM and the responsible division under the Ministry of Economy have been involved in drafting the SDP.

STATE OF PLAY

ODIMM Mission

Organization for the Development of Small and Medium Enterprises (hereinafter ODIMM or organization) is a public, non-profit institution, founded by Government Decision no. 538 of 17 May 2007, which operates under the Ministry of Economy, in cooperation with other central and local authorities, business associations, business support providers and SMEs.

The Mission: *ODIMM is a public institution that develops and implements programs and tools to support the SME sector with the aim to increase the performance and the competitiveness thereof, thus contributing to the country's sustainable economic development and to creating new jobs.*

In carrying out the proposed mission, ODIMM observes with the following **values**:

- Honesty;
- Correctness;
- Care and respect for customers and partners;
- Professionalism;
- Teamwork;
- Integrity.

ODIMM mission is carried out by the following **strategic objectives**:

- Creating opportunities for launching and developing successful businesses, particularly in rural areas;
- Formation and amplification of entrepreneurial skills and culture;
- Facilitating the SMEs access to advantageous and diversified financial resources;
- Facilitating the SMEs access to information resources and innovations;
- Stimulating public-private dialogue;
- Promoting the development of business support infrastructure;
- Facilitating access to business advisory services for the purposes of development/growth;
- Developing businesses with high growth potential or those prepared for export;
- Facilitating business linkages for SMEs with large national and international companies.

ODIMM Mandate: the main intervention areas of ODIMM:

- support for the qualitative growth of the SME sector;
- creating and providing support services for SMEs at all stages of development;
- developing new instruments to accelerate the rate of creation of new enterprises, especially in rural areas;
- supporting SMEs with growth potential to access foreign markets;
- facilitating the creation of business partnerships.

ODIMM areas of intervention are diversified, with the possibility of extension, depending on the needs of SMEs.

ORGANIZATIONPROFILE

The Organization is a legal person, has an autonomous balance, bank accounts, including foreign currency accounts, stamp with the State Coat of Arms and the name in the official language of the Republic of Moldova.

The Organization operates combining funding from the state budget and other sources not contradicting the current legislation.

In its work, ODIMM actively collaborates with development partners, such as ministries, public authorities at central and local levels, business support organizations, business associations, business service providers, economic operators from Moldova, organizations representing civil society, international donors and organizations, media outlets.

The functions for the coordination and control of the ODIMM activities reside with the **Coordination Council of the Organization**. The Coordination Council is composed of seven members: three representatives of the Government (Ministry of Economy - 2 people, Ministry of Finance), two representatives of NGOs representing the interests of small and medium enterprises, one representative of donors and the Director General of ODIMM.

The Coordination Council has the following responsibilities:

- a. approves the organizational structure and the employment scheme of the Organization;
- b. approves the strategy, annual work programs and annual spending estimate of the Organization;
- c. oversees the use of funds by the Organization, according to established destinations and estimate of expenses;
- d. approves opening branches and representative offices of the Organization, the estimate of expenses, organizational structure and the plans for the employment of the scriptic staff thereof;
- e. approves the establishment of special funds for the purpose of accumulating financial resources to finance the support and development of small and medium enterprises sector.

Organization's activities are managed by the **General Director**, who is appointed on a competitive basis, by the Minister of Economy. The General Director shall exercise the following **powers**:

- a) represents the Organization in courts, in relation to public authorities, individuals and legal entities both resident and foreign ones;
- b) concludes contracts, agreements, issues proxies, opens accounts with the banks;
- c) develops the strategy and work program for the Organization, as well as the annual estimate of expenditure;
- d) develops the organizational structure of the Organization;
- e) develops and approves of the internal regulation on the functioning of the Organization;
- f) submits proposals to the Coordination Council on opening branches and representative organization in the country and abroad, the estimate of expenses, organizational structure and the plans for the employment of the scriptic staff thereof;
- g) submits proposals to the Coordination Council on the establishment of special funds;
- h) nominates and dismisses the staff of the Organization;
- i) establishes, within the approved annual budget and staffing scheme, the salaries for the staff of the Organization;

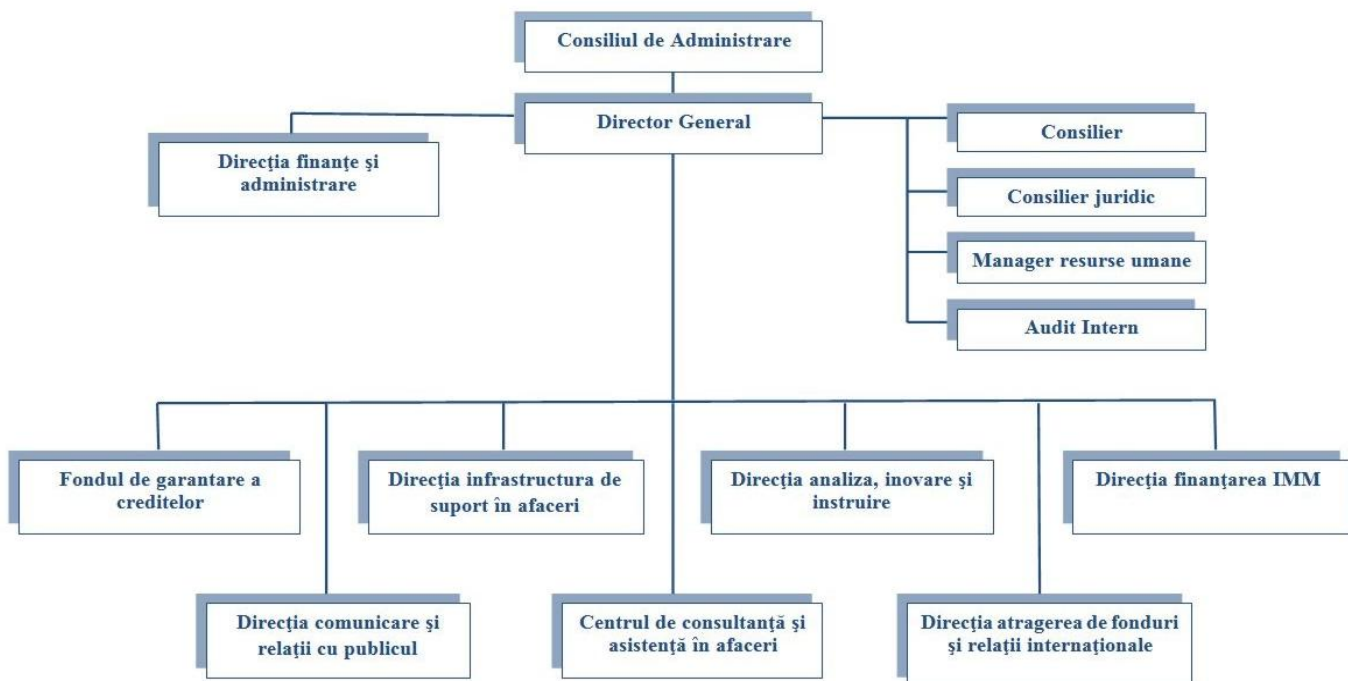
- j) ensures the achievement decisions of the Coordination Council;
- k) issues orders that are binding for all staff.

According to the Regulation of the Organization, ODIMM has the following core functions:

- analysis of the SME sector and its evolution;
- evaluating the effectiveness of government support of the sector, preparing proposals for the improvement of forms and methods of stimulating entrepreneurship;
- preparing proposals for the improvement of the legislation;
- implementing programs to support SME development;
- facilitating public-private dialogue;
- granting financial guarantees;
- creating information infrastructure;
- contributing to the development of supporting infrastructure for the sector development;
- facilitating the participation in national and international exhibitions and fairs;
- production and distribution of informative material about business opportunities;
- organizing themed events to encourage entrepreneurship and increase their competitiveness;
- provision of consultancy, information and training services for micro-, small and medium enterprises and business service providers;
- attracting and managing donor financial and technical assistance to implement activities in the SME sector, etc..

For purposes to improve the institution, the ODIMM Coordination Council has approved the new **organizational structure** of the institution visits Decision of 19/06/2015.

Structura organizatorică ODIMM



The functions and activities of the Organization are distributed into **eight strategic Divisions** that carry out the following **basic tasks**:

▪ Finance and administration Division:

- Provides bookkeeping for the Organization;
- Ensures the planning and management process of the ODIMM annual estimate;
- Provides financial planning and management for the state programs carried out by the Organization;
- Ensures the financial control of the implementation of assistance programs and of the budget;
- Secretariat;
- Manages the IT network;
- Provides logistical functions.

▪ Division of business support infrastructure:

- Manages the MBIN;
- Contributes to the creation of business incubators, clusters and i-hubs;
- Assists local authorities with planning and development of the area and with the implementation of projects;
- Supports and conciliates SME representatives to develop and strengthen their business;
- Develops new tools for the development of business support infrastructure.

▪ Analysis, innovation and training Division:

- Analysis the impact of SMEs policy and strategy;
- Collects and processes information on the SME sector;
- Develops studies and launches researches for the SME development;
- Conducts entrepreneurial training courses;
- Searches, detects and selects innovations, ensures transfer towards mobilizing the innovation potential of SMEs;
- Develops new programs and mechanisms to promote and support the SME sector;
- Examines international best practices for SME support.

▪ Division for SME funding:

- Identifies solutions and opportunities for SMEs to access non-refundable/refundable finance to develop thereof;
- Provides support SMEs in accessing nonrefundable financial resources;
- Support SMEs during the start-up period;
- Monitors the SMEs and gives advice on their economic growth;
- Identifies and supports SMEs to participate in exhibitions by subsidizing part of the costs.

▪ Communication and public relations Division:

- Develops and implements the external communication strategy;
- Promotes the image of the institution;
- Conducts promotion and media campaigns for ODIMM programs and activities;
- Maintains close contact with mass media and updates the websites of the institution.

▪ Fundraising and international relations Division:

- Accesses and attracts grants to strengthen and develop SMEs and ODIMM;

- Contributes to expanding institution's relations by establishing sustainable international partnerships;
- Maintain permanent contact with donor institutions and with external partners.
- Credit Guarantee Fund:
 - Facilitates the access of SMEs to bank loans;
 - Advises SMEs on accessing financial resources;
 - Establishes and maintains contacts with banking and non-banking financial institutions;
 - Identifies best practices in the field of guarantees and develops new SME guarantee scheme;
 - Monitors the SME guarantee and lending.
- Business Advice and Assistance Center:
 - Advices on entrepreneurship;
 - Performs organizational diagnosis and identifies the impediments for company's development;
 - Provides entrepreneurs with information and know-how for accessing and obtaining financial resources for business development;
 - Contributes to the development of entrepreneurship, managerial skills and business management skills.

ODIMM FINANCIAL RESOURCES

ODIMM operates combining funding from the state budget and other sources not contradicting the current legislation. The funds deriving from the budget are directed towards the implementation of state programs to support the development of SMEs. International projects are undertaken for well-defined purposes, based on donor requirements and criteria.

ODIMM administrative budget compiles articles related to employee salaries, taxes paid, bailment expenses, transportation, delegations, telephone, Internet, and procurement of equipment and accessories, i.e.– everything ensuring the efficient activity of an entity.

Planning is done based on the objectives and expected results deriving from strategic documents of the Government and on approved financial means to cover the costs of implementing the activities.

The annual budgets of the Organization, accounted for in the previous years:

Reporting year	2013	2014	2015
The total budget (thousand lei)	59405	89496	52000 (70% of the planned budget)
Including administrative budget (thousand lei)	4428	6221	5759
Including state programs (thousand lei)	51798	81709	42015
Including projects (thousand lei)	3179	1566	4226

It is worth mentioning that budgets tend to increase ODIMM by increasing allocations for the realization of state programs, which proves the creation of conducive conditions for SME development in Moldova. 2015 has registered a decrease in the state budget allocations, subject to the economic situation.

ODIMM HUMAN RESOURCES

The ODIMM staff has the necessary qualifications to perform the tasks set, with the possibility to develop their knowledge and skills, following the business needs and new strategic directions of the activity of the Organization.

On 31 December 2015, the ODIMM staff comprised 29 positions filled, divided by staff categories as follows:

- Management staff – 7;
- Executive staff – 21;
- Technical staff -1.

Of total ODIMM employees, 97% specialists have higher education degrees, including:

- 7% - PhDs in economics;
- 57% - Masters Degrees;
- 36% - university graduates.

ODIMM personnel structure by specialty domains:

- Degree in Economics - 21 specialists;
- Law degree - 2 employees;
- Engineer - 1 specialist;
- Specialists in other fields - 4 employees.

Personnel structure by gender:

- 66% women;
- 34% men.

Structure of staff employed according to the seniority in the institution:

- up to 1 year - 7 people;
- 1 to 5 years - 12 specialists;
- over 5 years - 10 employees.

Personnel structure by age:

- before 25 years of age - 1 person;
- 25 to 40 years - 21 people;
- 40 years to 55 years - 4 people;
- 55+ - 3 people.

The average age of ODIMM employees is **36 years**.

SWOT analysis

STRENGTHS	WEAKNESSES
▪ ODIMM status ▪ Budgetary support for achieving the main objectives ▪ Strategic planning across the organization / sector / country ▪ ODIMM experience accumulated over the years since 2007 ▪ Transparency in business ▪ Financial autonomy ▪ Management of a wide range of programs for different categories of businesses and target groups (youth, migrants, women) ▪ Support infrastructure in the regions developed through the creation of Business Incubators Network ▪ One Stop Shop for consulting entrepreneurs ▪ Achieving impressive results following the implementation of support programs ▪ Positive image of the Organization among program beneficiaries and development partners ▪ Strong and competent leadership ▪ Team of competent managers with extensive experience in public service and in the development / implementation of national and international projects ▪ Positive, committed, enthusiastic personnel ▪ Professional development opportunity ▪ Positive working environment and team spirit ▪ The existence of a centralized software for ODIMM programs and activities ▪ The existence of a material base, relatively sufficient, for providing support services ▪ Using the potential of District Councils in supporting SMEs in the territory ▪ Promoting and developing entrepreneurship among women and young women graduates via NMPW ▪ Maintaining Public-Private Dialogue ▪ Collaboration with national and international support organizations ▪ Responsiveness to the implementation of	▪ Insufficient financial resources to carry out the support programs ▪ Low level of media coverage for programs and activities implemented ▪ The lack of an information system integrated with other organizations holding and owning relevant databases ▪ Insufficient Organization focus on businesses with growth/export potential ▪ Lack of support programs for SMEs with growth/export potential ▪ Shortage of qualified personnel in the field of business consultancy at different stages of business development ▪ Insufficient technological/technical endowment of the Organization ▪ Excessive burden on the Director General over activities and operational tasks ▪ Insufficient capitalization of the business portal potential ▪ Insufficient updating of the Organization website in English and Russian ▪ The lack of a separate headquarters of the Organization with adequate infrastructure ▪ Limited wage level of the Organization's staff ▪ Monitoring and evaluation of implemented programs focused largely on quantitative indicators ▪ A major dependence on external sources of financing ▪ Absence of ODIMM branches in the regions.

innovations.	
OPPORTUNITIES	THREATS / RISKS
▪ Promotion Organization by expanding and developing the brand internationally ▪ Focusing on strategic activities and implementing new priorities ▪ Active participation in the intergovernmental committees, working groups, conferences, seminars, nationally and internationally ▪ Participation in the development of sector strategic documents and on submitting proposals to create conducive conditions for SME development ▪ The openness of the Organization to establish new partnerships and collaborations ▪ Technical assistance provided by development partners to support ODIMM objectives and priorities ▪ Access to programs and projects funded by the representatives of donor institutions ▪ Development of Organization's staff skills in new areas of assistance and support ▪ Development of new services/complex support instruments for SMEs at all stages of the development cycle, including for the export-oriented ones ▪ Strengthening cooperation with support organizations in the country and abroad ▪ Strengthening public-private dialogue with all stakeholders to facilitate the development of a conducive business environment ▪ Accessing funds from donor organizations for the implementation of new strategic objectives ▪ Developing new financing platform(venture capital, business angels, crowd funding) ▪ Maintaining relationships with SMEs throughout their life cycle ▪ Coordination of advisory services with other agencies / donors	▪ High degree of financial dependence for the implementation of state programs, ▪ Low level of communication between all actors in support of SMEs ▪ Exodus of persons/entrepreneurs due to the uncertainty of the situation ▪ Difficulties in attracting new SME segments to participate in the new support programs ▪ Unstable financial market ▪ Halting of some financing for projects initiated, due to the political and economic crisis ▪ Overlapping of activities addressing SMEs support carried out by different actors ▪ Unadjusted legal framework for implementing new financing platform ▪ Frequent legislative changes ▪ The lack of competent specialists in specific economic fields ▪ Insufficiency of experts / consultants on the local market

PUBLIC POLICY FRAMEWORK

In accordance with the overall situation of SMEs and following the analysis of major national strategic policy documents, ODIMM has identified the medium-term priorities in its field of activity needed to achieve its mission, as follows:

Medium-term public policy priorities	Strategic documents
I. Creating and developing opportunities for launching and developing successful businesses, particularly in rural areas	– National Development Strategy "Moldova 2020"; – Government Activity Program for 2016-2018; – Government Action Plan for 2015-2016; – SME Sector Development Strategy for 2012-2020; – Action Plan for the implementation of the SME sector development strategy for 2015-2017; – National Action Plan for the implementation of DCFTA - part of the Association Agreement Moldova - European Union for 2014 - 2016.
II. Creating and enhancing business culture and entrepreneurial skills	– National Development Strategy "Moldova 2020"; – Government Activity Program for 2016-2018; – Government Action Plan for 2015-2016; – SME Sector Development Strategy for 2012-2020; – Action Plan for the implementation of the SME sector development strategy for 2015-2017; – National Action Plan for the implementation of DCFTA - part of the Association Agreement Moldova - European Union for 2014 - 2016; – Action Plan to implement the concluding observations of the Committee on Economic, Social and Cultural Rights, adopted in Geneva on 20 May 2011, on the edge of the second periodic report of the Republic of Moldova; – Policy matrix of the Roadmap for Improving Competitiveness of Moldova; – Moldova innovation strategy for the period 2013-2020 "Innovation for Competitiveness"; – "Small Business Act for Europe" Principles.
III. Facilitate SME access to information resources	– Government Action Plan for 2015-2016; – SME Sector Development Strategy for 2012-2020; – Action Plan for the implementation of the SME sector development strategy for 2015-2017; – National Action Plan for the implementation of DCFTA - part of the Association Agreement Moldova - European Union for 2014 - 2016; – Action Plan to implement the concluding observations of the Committee on Economic, Social and Cultural Rights, adopted in Geneva on 20 May 2011, on the edge of the second periodic

	report of the Republic of Moldova.
IV. Facilitate SME access to financial resources	– National Development Strategy “Moldova 2020”; – Government Activity Program for 2016-2018; – Government Action Plan for 2015-2016; – SME Sector Development Strategy for 2012-2020; – Action Plan for the implementation of the SME sector development strategy for 2015-2017; – Action Plan for the implementation of the SME sector development strategy for 2015-2017; – National Action Plan for the implementation of DCFTA - part of the Association Agreement Moldova - European Union for 2014 - 2016; – Policy matrix of the Roadmap for Improving Competitiveness of Moldova; – Action Plan to implement the concluding observations of the Committee on Economic, Social and Cultural Rights, adopted in Geneva on 20 May 2011, on the edge of the second periodic report of the Republic of Moldova; – Moldova innovation strategy for the period 2013-2020 “Innovation for Competitiveness”; – “Small Business Act for Europe” Principles.
V. Facilitating access to advisory services for business development	– SME Sector Development Strategy for 2012-2020; – Action Plan for the implementation of the SME sector development strategy for 2015-2017; – “Small Business Act for Europe” Principles.
VI. Business support infrastructure development	– National Development Strategy “Moldova 2020”; – Government Activity Program for 2016-2018; – Government Action Plan for 2015-2016; – SME Sector Development Strategy for 2012-2020; – Action Plan for the implementation of the SME sector development strategy for 2015-2017; – National Action Plan for the implementation of DCFTA - part of the Association Agreement Moldova - European Union for 2014 - 2016; – Action Plan to implement the concluding observations of the Committee on Economic, Social and Cultural Rights, adopted in Geneva on 20 May 2011, on the edge of the second periodic report of the Republic of Moldova.
VII. Boosting public-private dialogue	– National Development Strategy “Moldova 2020”; – SME Sector Development Strategy for 2012-2020; – Action Plan for the implementation of the SME sector development strategy for 2015-2017.
VIII. Facilitating SME business links with national	– National Development Strategy “Moldova 2020”; – Government Activity Program for 2016-2018;

and international companies	– Government Action Plan for 2015-2016; – SME Sector Development Strategy for 2012-2020; – Action Plan for the implementation of the SME sector development strategy for 2015-2017; – National Action Plan for the implementation of DCFTA - part of the Association Agreement Moldova - European Union for 2014 - 2016; – Policy matrix of the Roadmap for Improving Competitiveness of Moldova; – Moldova innovation strategy for the period 2013-2020 “Innovation for Competitiveness”.
IX. Development of companies with high potential to penetrate the market/ status: ready for export	– National Development Strategy “Moldova 2020”; – Government Activity Program for 2016-2018; – Government Action Plan for 2015-2016; – SME Sector Development Strategy for 2012-2020; – Action Plan for the implementation of the SME sector development strategy for 2015-2017.
X. Facilitate/Develop a wide range of services and support for awareness and export formation, as well as for preliminary export initiatives by companies with growth potential / export oriented	– National Development Strategy “Moldova 2020”; – Government Activity Program for 2016-2018; – Government Action Plan for 2015-2016; – SME Sector Development Strategy for 2012-2020; – Action Plan for the implementation of the SME sector development strategy for 2015-2017; – Moldova innovation strategy for the period 2013-2020 “Innovation for Competitiveness”.

STRATEGIC ACTIVITY DIRECTIONS

To achieve the priorities and to fulfill the mission for the period 2016-2018, ODIMM identified nine strategic activity directions in line with Government priorities:

ODIMM Goal	Strategic activity directions	Short-term results	Long-term results	Partners involved
<i>Improving the performance and the competitiveness of SMEs</i>	1.Creating and developing opportunities for launching and developing successful businesses, particularly in rural areas	Programs and support tools to SMEs (well defined target groups) created, approved and implemented	Effective support tools; Increasing the number of successful businesses	ODIMM; Ministry of Economy; development partners
	2.Creating and enhancing business culture and entrepreneurial skills	SMEs and potential entrepreneurs, consulted and trained	Efficient management of enterprises; High level of competences and skills of entrepreneurs	ODIMM; Ministry of Economy; development partners
	3.Facilitate SME access to information resources	SMEs and potential entrepreneurs informed and guided	Efficient management of enterprises; Increasing the number of companies applying innovations; The number of companies	ODIMM; Ministry of Economy; development partners
	4.Facilitate SME access to financial resources	SMEs with better access to finance;	Investment in the economy, The decrease in unemployment, Increase in the income of SMEs and employees thereof	ODIMM; Ministry of Economy; development partners
	5.Facilitating access to consulting services for enterprise development	Increased number of successful companies	Extensive and competitive SMEs; Increase in the income of SMEs and employees thereof	ODIMM; Business and specialized service providers
	6.Business support infrastructure development	Increased number of newly created successful companies in rural areas	Increasing the number of new companies in the region; Increase in the income of SMEs and	ODIMM; Business Incubators; LPA; Development partners

			employees thereof; The decrease in unemployment in the regions.	
	7.Boosting public-private dialogue	Standing public-private dialogue	Friendly environment for business development in the country	Ministry of Economy; Other relevant ministries; ODIMM; Business Associations; SMEs
	8.Facilitate SME business partnerships with national and international companies	Increased number of partnership agreements between SMEs with local and international companies	Increasing the number of joint ventures and exporting companies	ODIMM; MIEPO; Ministry of Economy; Development partners
	9.Development of companies with high potential to penetrate the market / status: ready for export	Increased number of SMEs with high potential to penetrate the local and foreign markets; Companies familiar with the market expansion opportunities abroad; SMEs trained in export activities	Increasing the number of exporting companies; Increasing the volume of services and goods exported	ODIMM; MIEPO; Ministry of Economy.

ODIMM OBJECTIVES

Objectives	Performance indicators	Division / person in charge	Implementation period	Tools / methods used	Comment on Funding	Capacity needs
Supporting small and medium sized enterprises						
Entrepreneurial culture						
Formation and development of entrepreneurial skills of economic operators through continuous training program "Efficient management of enterprises"	Annual number of trained beneficiaries - 1500 , including at least 40% women; Annual number of beneficiaries consulted – at least 1875 ; Localities covered Increasing the number of entrepreneurs who have improved their business management capabilities;	ODIMM Division for Analysis, Innovation and Training	2016-2018	Collaboration with LPA; Organizing training and consultancy; Conducting awareness and communication campaigns	State Budget	Monitoring and communication skills; Trainings; BSP
Developing entrepreneurial culture among young entrepreneurs through the implementation of Component I of the National Programme for Youth Economic Empowerment(NPYEE)	Number of courses conducted; Annual number of trained young people - 300 , including 30% women; Number of consulted young people at least 500 ; Localities covered; Increasing business initiation by young people in rural areas; Reducing the exodus of young people from	ODIMM Division for Analysis, Innovation and Training	2016	Collaboration with LPA; Organizing training and consultancy; Conducting awareness and communication campaigns; Conducting roundtables with the participation of young entrepreneurs	State Budget; DCFTA Program Other donors	Monitoring and communication skills; Trainings; BSP

	rural areas					
Developing entrepreneurship among migrants and their first degree relatives by implementing Components of I and II PARE 1 + 1 Program	Annual number of people trained - 300 , including 30% women; Number of consultations provided- at least for 2000 people ; Migrants and their first degree relatives have developed knowledge on starting and expanding businesses; Improving business plans developed independently for the III Component of the Program; Improving business process management	ODIMM Division for Analysis, Innovation and Training and Business Advice and Assistance Center	2016-2018	Organizing training courses for entrepreneurship; Conducting roundtables with the participation of the target group; Working with migrants; Organizing information sessions abroad, where concentration of Moldovan migrants is higher	State Budget; DCFTA Program	Required staff; Thematic trainings; Communication skills
Providing guidance and assistance to economic operators at all stages of development	Number of consultations provided increased by 10% ; Number of assisted and mentored economic operators; Minimizing risks specific to business development; Reducing the unpredictable costs of business management; Increasing the rate of achieving the goals set in the business / development plans;	ODIMM Business Advice and Assistance Center	2016-2018	Continuous updating and promotion of BSP database; Assisting Working with BSP and specialized experts;	ODIMM Sources	Necessary qualified staff in matters of business development and of export oriented companies; Premises required

	Developing entrepreneurial skills; Improving result indicators					
Facilitating access to advice, assistance and European experience within the European Enterprises Network (EEN)	Number of study visits organized for at least 30 entrepreneurs; Number of facilitated exchange of experience; Topics addressed; Number of SMEs beneficiaries of European experience; Advanced business models implemented; Know-how and innovation Transfer; Enhancing the competitiveness of businesses.	ODIMM	2016-2018	Creating partnerships with similar organizations in other countries; Providing direct support for business and access to foreign markets; Writing and submitting projects for funding programs; Cooperation with donor institutions and SMEs; Facilitating cooperation between local SMEs and European experts.	Good neighborhood programs; COSME Program; Other donor institutions; SES Program; PUM Program	Needed personnel for writing projects; Communication and negotiation skills
Access to information resources						
Maintaining portal www.businessportal.md and page www.odimm.md	Annual number of visitors increased by 15%; Number of articles placed; Awareness building for the institution and the activities carried out locally and internationally	Communication and public relations Division, ODIMM	2016-2018	Continuous updating of the pages	ODIMM Sources Development partners Donors	Communication and marketing skills
Publications and information materials	Number of publications produced and disseminated;	Communication and public relations	2016-2018	Writing of useful and motivational guidelines, brochures	State Budget;	Analytical, communication

	Number of information materials produced and disseminated; Convenient and concentrated informational support to entrepreneurs; Increasing the transparency of the activity of the institution	Division, ODIMM		and articles for entrepreneurs; Producing posters, leaflets and other information material	Development partners Donors	and marketing skills
Informative events	At least 2 informative events organized; Topics addressed; Number of participants, including export or export-oriented companies and developing companies or those with a growth potential– at least 30 ; % of growing businesses who want to focus on export	ODIMM	2016-2018	Organizing informative events; Working with other development partners	ODIMM Sources; Development partners Donors	Communication skills
<i>SME access to financial resources</i>						
Increasing access to bank loans by managing the Loan Guarantee Fund for SMEs and its capitalization	Annual number of beneficiaries of guaranteed loans increased by 15 %; The amount of active guarantees; The volume of bank loans granted under ODIMM guarantee; The volume of investments attracted	ODIMM	2016-2018	Granting financial guarantees; Collaboration with financial institutions; Streamlining the guarantee mechanism; Collaboration with economic operators; LGF capitalization; Monitoring of guarantees;	State Budget; DCFTA Program World Bank	Communication and negotiation skills; Software

	in economy; Number of partner banks; The amount of defalcations LGF; Localities covered; Improved performance of enterprises; Development of new products / services; Expanding on the EU markets			Communicating to SMEs about the LGF tool; Conducting roundtables on access to finance, especially LGF		
Supporting SMEs with growth potential, developing ones and those in the value chain by providing non-refundable financing	Number of beneficiary SMEs; Amount of grants allocated; Volume of investments attracted into the economy; Localities and areas covered; Improving the quality of products / services provided; Development of new products / services; Expansion onto the EU markets	ODIMM	2016-2018	Developing the financial scheme / instrument; Developing Operations Manual; Identifying financial sources and partners; Activities for communicating and promoting the development tool among the target group; Implementation of the financing scheme; Monitoring beneficiaries	Unidentified financial sources	External expertise in developing an effective financing scheme; Human resources; Analytical skills; Financial resources;

Incentivizing savings investment into business development by way of awarding non-refundable funds (implementation of the Component III of the "PARE 1 + 1" Program)	Annual number of financed investment projects - 200 ; Total volume of investments into the economy performed in the Program; The annual amount of grants awarded – 40 mil lei ; Annual number of newly created enterprises at list 30% ; Number of consultations provided after financing; Number of jobs created increased by 10% annually ; Reducing disparities in socio-economic development of localities	SMEs Financing Division, ODIMM and Business Advice and Assistance Center-ODIMM	2016-2018	Implementation of the financing scheme; Coordination of PARE 1 + 1; Program monitoring and evaluation; Organization of thematic round tables for PARE 1 + 1 Program recipients; Monitoring visits	State Budget; DCFTA Program	Analytical and communication skills; Transport unit
Boosting participation of companies in exhibitions and fairs by subsidizing exhibition space	Annual 110 subsidized participants; Number of exhibitions; Amount subsidized; Development of strategic partnerships; Business expansion in size and coverage; Number of contracts signed	SMEs Financing Division, ODIMM	2016-2018	Communication activities on the instrument; Receipt and analysis of dossiers; Collaboration with SME, C.I.E. "Moldexpo", CCI RM	State Budget	Communication skills
Stimulating the involvement of women in socio-economic life	Annual number of women assisted to launch / develop	Analysis, Innovation and Training	2016-2018	Organizing entrepreneurial training courses for	Unidentified financial sources	Human resources;

and facilitating access to investment and assistance for the development of businesses managed by women	businesses 300 ; Number of businesses created by women, at list - 100 ; Number of jobs created and maintained by women entrepreneurs at list - 150 ; Increased number of businesses created and / or developed by women annually by 10% ; Total volume of investments made into the economy	Division, SMEs Financing Division, Business Advice and Assistance Center, ODIMM		women; Assisting women at the business pre-opening stage (consulting) Providing the necessary support to women at the stage of launching the business (consulting, mentoring and coaching); Funding businesses Evaluating and monitoring the results of financed businesses		Analytical skills; Financial resources; External expertise for implementation
<i>Business support infrastructure</i>						
Business Incubators Network Development in Moldova	Number of existing Business Incubators, increased by 2 new incubators ; Number of BI resident companies, including those founded and / or managed by women, youth; Number of jobs created by the BI residents increased annually by 5% , including for youth, women; Residents increased turnover; Increased number of successful SMEs in the regions	Ministry of Economy (IMM Division); ODIMM (Business Support Infrastructure Division)	2016-2018	Preparation of feasibility studies; Designing capital repairs of buildings, aimed at creating new BI; Refurbishing BI buildings; Organizing awareness sessions, trainings and roundtables; Collaboration with LPA, managers and BI residents; Continuous monitoring and evaluation	State Budget; DCFTA Program; Development partners	Communication skills; Required staff; Transport unit

Developing of services, Business Advice and Assistance Center services	Number of consultations provided increased by 10% annually ; Topics covered; Number of specialized consulting services, including those provided by BSP; Improving performance of SMEs.	Business Advice and Assistance Center-ODIMM	2016-2018	Inform SMEs about the Center's services; Standardization of entrepreneurial consultations; Creation of the electronic register; Providing guidance and assistance to business in the regions	ODIMM Sources; Development partners; Donors	Need for specialized staff; Communication, negotiation and business advice skills
Strengthening the institutional structure of ODIMM	Number of created branches at least 2 ; Number of staff employed in the branches; Number of service users per branch; Awareness of ODIMM programs in the regions.	ODIMM	2017-2018	Organizing training and information sessions for employees from the branches; Collaboration with LPA; Conducting communication events in the regions; Publishing and dissemination of promotional materials	Unidentified financial sources; Donor institutions; ODIMM Sources	Structural changes; Functional changes; New information technologies; Specialized training; Financial resources; Offices in the headquarters and regions
<i>Development and improvement of SME policy</i>						
Promoting public-private dialogue	Annual International SME's Conference organized; Number of working tables organized; Number of "Open Days" held;	ODIMM	2016-2018	Development of concepts for annual conferences focused on the needs of the SME sector and removing barriers to business development;	State Budget; Development partners; Donors	

	Number of SME association events held					
Analysis of the SME sector and its needs	Number of analysis conducted- at least 2 per year ; Number of presentations of the studies conducted	ODIMM	2016-2018	Drafting questionnaires and conduct surveys; Conducting sectoral analysis; Participation in working groups	ODIMM Sources	Analytical skills;
Lobbying the interests of SMEs	Number of proposals to improve the normative acts; Number of newly created services to enhance SME competitiveness	ODIMM	2016-2018	Developing proposals and legislative initiatives; Endorsement of normative acts; Evaluation of SME policy; Studying international best practices	ODIMM Sources	Experience exchange;
<i>Business partnerships</i>						
Creating links and business partnerships between SMEs and local and international companies	Number of brokerage events organized; Number of B2B meetings conducted; Number of business partnerships established;	ODIMM	2016-2018	Assisting SMEs to identify business opportunities, business partners and internationalization; Holding events to promote the opportunities offered by the TEN; Organizing pitch trainings and SEED Forum; Organizing networking sessions between SME and local and international companies;	ODIMM Sources; Development partners	Communication and negotiation skills; Knowledge of foreign languages;

				Developing and managing a column designed to identify partners on the web pages managed by ODIMM		
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CAPACITY ASSESSMENT AND DEVELOPMENT

The assessment of ODIMM activity, carried out with the support of World Bank experts, garnered a good rating with an average of 3.7 out of 5 points. However, there are reserves to improve the activities, things understood and promoted by the ODIMM management and employees. A positive aspect is that both ODIMM employees and management have a shared vision regarding the main directions requiring interventions and changes for a more efficient activity.

The assessment of the quality of ODIMM material base, needed for the effective implementation of planned activities, is a satisfactory one. On this chapter it has been found that there are several constraints: (i) in terms of available space (premises); (ii) possibilities for travelling to the regions (the lack of a special means of transport); (iii) a more active presence of the Organization in the localities (does not have a developed network of branches); (iv) limited number of staff to handle workloads at peak or ad hoc requests received from partner organizations; (v) lack of business consultants for businesses at advanced stages of development.

Examining the business service providers market (based on the study conducted by ODIMM in 2015), which is an important resource to support SMEs, allows us to ascertain a discrepancy between demand and supply of consultancy services, proven by the fierce competition in general domains, such as: business plan development, market analysis, feasibility studies, consulting in accounting and legal matters. At the same time, specific areas of advice remain uncovered: certification in quality management, developing or optimizing business processes, implementation of integrated information systems; management of supply and distribution; accessing foreign markets etc..

Although one of ODIMM priorities is to participate in public-private dialogue (PPD), we find it difficult to achieving an effective one, due to the following reasons: low degree of involvement and openness to dialogue by LPA; low-skilled Organization's personnel in the initiating and carrying out the dialogue; insufficient knowledge and skills in negotiations and lobbying with public authorities at all levels; lack of a clear mechanism for monitoring the implementation of the activities promoted by the PPD.

For the planned period, ODIMM provides for the establishment of operational functions of the Organization in accordance with the best practices of SME development agencies from developed countries.

Figure: ODIMM Operational functions 2016-2018



ODIMM strategic functions will be developed over the coming years. They will determine the basic program and necessary services, eg.:

Table: Strategic functions

Advice and Information	Guides "to launch a business", business plans, market data, training, access to service providers
Image building	Events and promotional materials, advertising and PR, directories, newsletters, success stories
The strategy for SMEs segmentation and growth	By sectors, depending on the capabilities, overall market potential of Moldova, export readiness and prospects; targeting market segments / markets, "menu" of support for each segment
Guidance, education, training	Marketing, quality assurance, design, production, export benefits; ODIMM staff training
Sectoral development, strategies	Priority sectors for the overall local market and export, ex. food, apparel, equipment, ICT, medical devices / health services
Networking and business	Liaise with FDI companies and large companies in Moldova; contact lists of buyers; identify opportunities for supply; organizing business

links	meetings
SMEs' access to finance and loans	Loans Guarantee Fund, grants, subsidies, new financial instruments
Benchmarking and advocacy policy	Reforms policies aimed at business environment / sector competitiveness and business environment regulation

Currently ODIMM already provides some of these services. However, it is not providing support focused on sales and marketing, be it at services nationally or export oriented and it is not directly involved in establishing business ties and matchmaking. Training programs are general in nature and are not adjusted for related export category. LGF provides assistance to access to loans, but this is somewhat limited due to the cost of the loans. ODIMM's new orientation towards the companies with growth prospects requires new tools to provide the reviewed services.

SUPPORT SERVICES FOR SMEs BASED ON SEGMENTATION

Segmentation of the SME sector provides a much clearer picture of the various spheres of SMEs and allows determining what is to be done for each. This enables the efficient use of limited resources, but also to set objectives and targets by segments. The table below outlines the different segments of SMEs and the major support services provided by ODIMM.

The segmentation process shall display the following characteristics:

- SME segmentation will allow the identification of areas with pronounced growth trends, on which ODIMM is expected to focus;
- Shall be defined a list of services for each segment and ensure that the companies with the best prospects (sales, employment, exports) enjoys adequate support;
- Serving SMEs with high potential will vary depending on the company's needs - some export-oriented companies may require limited support;
- Companies with low development potential and local companies that provide services will receive a basic support, eg. information, action guides or will be geared towards local/regional business centers.

Table: ODIMM traditional segments of customers and services provided at the moment.

Target group *	Information	Product support (Production quality, innovation)	HR support (Skills, Training executives ...)	Financial support (access to LGF, financial resources)	Market support (Sales, distribution, certification ...)
Start-ups					
Microenterprises					

Target group *	Information	Product support (Production quality, innovation)	HR support (Skills, Training executives ...)	Financial support (access to LGF, financial resources)	Market support (Sales, distribution, certification ...)
Small enterprises					
Medium enterprises					
Growing companies +export oriented					
ODIMM activity is shown in green					

For the coming years, ODIMM foresees the provision of several services, covering a wider range of segments. These services will be provided directly by ODIMM and / or through qualified service providers to be contracted.

Analysis shows that companies with low growth potential have consumed most of ODIMM time and resources. The Organisation will continue to provide this support, but it will cooperate with other business development service providers for SMEs (Chambers of Commerce, local advisory centres, business incubators, etc.) and will focus its activities mainly on the segments with high growth potential.

MODERNIZATION OF INSTRUMENTS FOR SME SUPPORT

The already existent instruments under ODIMM portfolio will be modernized and adapted to the needs of SMEs with growth trends, as follows:

(a) Loan Guarantee Fund

- ✓ Expanding the range of financial instruments;
- ✓ Streamlined process to issue guarantees (simplified).

(b) Incubators

- ✓ Including a greater number of export-oriented companies;
- ✓ Focus on start-ups with high growth potential;
- ✓ Identifying opportunities to deliver subcontracts;
- ✓ Developing new acceptance criteria in incubators;
- ✓ Support delineation to accelerate enterprises with high growth and export potential.

(c) Training

- ✓ Openness to medium enterprises;
- ✓ Focus on start-ups with high potential;
- ✓ Focus on existing SMEs with high potential in the domestic market;

- ✓ Focus on existing SMEs with export prospects;
- ✓ Improving training modules;
- ✓ Improved monitoring of professionals in business solutions (BSP) providing training/advice;
- ✓ Encourage feedback on BSP work regarding the level and degree of expertise/specialization;
- ✓ Coordinating ODIMM experience with other stakeholders who provide training/advice.

(d) National exhibitions

- ✓ Providing subsidies to “medium” enterprises;
- ✓ Organizing events to promote SME capacity in Moldova;
- ✓ Modernization and use as a platform to attract foreign buyers;
- ✓ Providing significant subsidies for participation (review aid ceiling).

Table: The types of services proposed for development and implementation for different SMEs segments

Service	Info	Marketing	Product / QC	HR	Finance	Training	Mentoring	Export Marketing	Events	In-Market Support
Segment										
HP Start-Up										
Micro Local										
Small Local										
Small HP										
Small EC/ER										
Med Local										
Med EC/ER										
HP Target Segments										

ODIMM activity is shown in green.

RECOMMENDATIONS FOR CAPACITY BUILDING

The following activities are proposed to remove the mentioned constraints and building specific organizational capacity coupled with the strategic objectives for the period 2016-2018:

RECOMMENDATIONS FOR CAPACITY BUILDING			
AT THE ORGANIZATIONAL MANAGEMENT LEVEL			
Actions	Activity	Effects	Budget needed
Adjusting organizational structure to strategic development goals	Inclusion into the structure of new subdivisions, such as advisory services in business expansion, including export; organizing events, communication and public relations (Annex)	Enhanced opportunity in achieving strategic goals	
	Redistribution of tasks and responsibilities between divisions according to strategic objectives	Higher labor productivity, achieving strategic goals in due time	
	Filling open positions with qualified personnel	Completing new tasks identified within the established time and at a better quality	
	Develop and / or filing the required documentation support (operational manual, guidelines, regulation)	Exclusion of ambiguities and misunderstandings in completing tasks. Streamlining work processes	
	Implementation of the quality management system	Optimization of activities and streamlining labor	10 thousand Euro
Strengthen the material base needed	Examining the possibility of expanding the office, including fitting a new conference room with modern equipment for video conferencing and translation	Providing a suitable environment for the provision of services to the entrepreneurs. Carrying out various events locally and internationally	
	Equipment with a transport unit of greater capacity (a minivan)	Reducing dependence on other suppliers and costs. Efficiency and promptness in solving	

		urgent questions in the regions	
	Renewal of office equipment	The possibility of using new computer systems to carry out activities of analysis, evaluation and monitoring	
ODIMM expanding its presence in the region by creating at least 2 branches	Identify areas appropriate for the branches and personnel necessary	Higher degree of ODIMM presence in the territory. Information and consultation of entrepreneurs first hand. Reducing the distortion of information	
AT THE LEVEL OF STRENGTHENING COLLABORATION WITH THE SUPPORT ORGANIZATIONS			
More active use of BSP in the development of SMEs	Continuous development and update of BSP database	Stimulating the development of quality of services provided by BSP and of new services related to business needs. Increased BSP competition and performance	
	Facilitating the use by SMEs of BSP services for business development	Improving the performance of SMEs as a result of accessing BSP services	
	BSP motivation and support in developing new, quality and competitive services for the business environment coupled with the needs of national and international economic environment	Developed local market of business services. Quality support for business environment	
	Develop a system of accreditation of business service providers	Increase quality of services provided to SMEs	
Development of strategic partnerships with various stakeholders domestically and	Strengthening collaboration with MIEPO to facilitate SMEs access to EU markets	Increasing the volume of export. Increasing the number of exporting SMEs.	
	ODIMM accession to international organizations focused on SMEs	Capitalization of opportunities provided by these organizations	

abroad	support to capitalize the opportunities offered by these	for the SME sector development. Development of new support tools for the SME sector. Attracting additional funds to support SMEs.	
	ODIMM active promotion nationally and internationally in order to disseminate successful experiences	A higher degree of knowledge of SMEs entrepreneurs in Moldova. Promoting local goods and services. Improving the country's image internationally	
AT HUMAN RESOURCES LEVEL			
Skills development in specific areas related to strategic objectives	Identifying priority areas for training	Enhancing ODIMM employee skills	
	Building planning and costing capacity for business development	Improving business management consultancy services, provided under ODIMM Business Consulting Centre	
	Capacity building for identifying and developing projects	Increasing the number of submitted projects and obtained funding. Implementing programs in support of the SME sector from non-budgetary financial sources	
	Building capacity for the use of information technologies	Improving monitoring and evaluation of programs and activities of the Organization.	
	Improving knowledge about the process of consulting businesses at advanced stages of development and / or export-oriented	Accurate diagnosis of the situation of enterprises and providing the most appropriate solutions.	
	Development of skills in negotiation and lobbying	Strengthening public-private dialogue. Active promotion of amendments to	

		legislation related to entrepreneurship.	
AT THE LEVEL OF SUPPORT TOOLS FOR SMEs			
Developing and implementing new support tools for SMEs	Analyzing and evaluating opportunities to implement new financial instruments to support SMEs	Diversifying support tools for various enterprises. Access to advantageous financial resources	
	Implementing alternative financing instruments for SMEs (multi-funding platform, venture capital, business angels)	RM SMEs have access to at least one multi-funding platform	
	Application of new financial instruments for SMEs	SMEs harnessing new forms of financing on the RM market	
	Support in developing the legislation on alternative financing instruments	Developed legislative basis for implementing alternative financing instruments.	

Indicative list of topics that could be included in the plan for human resources development

Main topics	Learning objectives	Sub-topics
Information and advice for SMEs and entrepreneurs	Understanding the importance of informing the customer, the ability to find, process and present quality data. Clear strategy regarding the scope and content of publications, and the way it is seen / used by SMEs.	Research, analytical skills Convincing and creative presentation Distribution channels Developing web page content
Image building, advertising, events and materials	Ability to influence perceptions and to build a positive image of SMEs / ODIMM services	Planning, benchmarking skills Communication tools and persuasion Convincing and creative presentation
Segmentation strategy of SMEs and company growth	Ability to identify the target audience, understand business needs, select the company with growth potential and knowledge of techniques to tackle thereof	Enterprise lifecycle, enterprise needs during its development Skills to conduct surveys and interviews Analytical and presentation skills Strategic planning and project management skills
Guidance, education and training for SMEs	Understanding the needs of SMEs, the ability to facilitate training, to inform the business service provider and to monitor and evaluate education / training activities	Knowledge of the life cycle of an enterprise Skills to facilitate education / training Ability to communicate with business service providers Monitoring and evaluation
Sectoral development strategies + infrastructure	Understand the key issues related to the sector: competitiveness, cost and quality factors	Knowledge of key issues related to the sector: competitiveness (cost and quality factors), value chain Research skills and analytical skills Program design and implementation, M&E
Setting up network and business links	Ability to establish professional contacts in the public and private sectors	Organizational skills regarding customer service Social skills
Benchmarking and advocacy policy	Understanding the importance of continuous improvement of business climate and the ability to foster the change	Benchmarking skills Develop surveys and analytical skills Development of policy documents Networking and lobbying skills

Main topics	Learning objectives	Sub-topics
Finance and loans for SMEs: availability and access	Understanding aspects related to SME financing during their development and the capacity to develop and offer competitive financial solutions	Knowledge of financial and banking sector in Moldova Knowledge of donor financial assistance programs Research, analytical and evaluation skills Designing / implementation of the program, M & E
Objectives, results and impact	Monitoring and measurement of the performance of the results achieved and not just of activities.	Setting goals and objectives Developing performance and impact indicators Monitoring and evaluation

In order to ensure the achievement of objectives in the Strategic Development Plan for the period 2016-2018, a gradual increase of ODIMM budget by about 30 million Lei per year is required.

MECHANISM FOR MONITORING AND EVALUATION

Monitoring is a regular review of progress in implementing the objectives/actions. This process will be based on actions included and results proposed under the Annual work plans, which in turn arise from SDP goals. Regular monitoring reports will be compiled on a quarterly basis to identify the degree of achievement of annual results and the need to perform corrective measures over the ensuing period.

Monitoring and evaluation of ODIMM' activities will be performed by an appointed, dedicated person responsible for the M&E. This person will be subordinated to the Analysis, Innovation and Training Division and will work in coordination with all ODIMM's divisions. M&E person will be responsible for the analysis of relevant information collected from different departments, will develop reports and compile them into the organization' M&E report. ODIMM management will ensure that all relevant divisions of the organization provide qualitative data to this person.

SDP monitoring and evaluation will be accomplished through reports to the Annual Action Plans of the Organization, which will contain the results and impact indicators. Additionally, at the end of 2018 shall be drawn up a document that will sum all the ODIMM achievements during the implementation of SDP 2016-2018.

Where monitoring process identifies the need for corrective measures, this shall be included either in the plan of the Organization for Development of Small and Medium Enterprises for the following year, or changes are provided to the Strategic Development Program.

The annual assessment will be carried out under the Annual Plan of the Organization for Development of Small and Medium Enterprises and will result in the Annual Report of ODIMM activity evaluation. The report will be placed on the Organization website www.odimm.md. Upon the possibility, it will be translated into English and / or Russian.

The system for the assessment and monitoring of ODIMM programs - ArcGIS (Geographic Information System) is a tool for mapping and analysis of GIS maps, has the ability to collect data via forms, viewing, editing and analyzing data, creating applications, etc. ArcGIS tool allows the generation of daily reports and data visualization, which helps prompt decisions.

The annual assessment Report will indicate the achievements and failures on the implementation of the annual plan and the achievement of annual results (indirectly, SDP goals). It will be a more detailed analysis than just monitoring because it will identify the reasons/factors that influenced the success or failure of the achievement, in order to propose more substantial corrective measures for the next year. Moreover, the assessment process will identify both the matters of objectives achieved in the previous year as well as those to be planned for next year. To this end, the evaluation Report will present the basis for the planning activities for the next year (annual Action Plan). The Report will possibly indicate the need to amend SDP Objectives, shall the circumstances change.

Final evaluation of the SDP will be conducted at the end of the third year of implementation and will serve as a basis for drawing up the next SDP. The purpose of this assessment is to identify the level of achievement of the SDP Objectives, the impact following the achievement thereof, the changes

that have occurred due to solving existing problems, etc. Moreover, the final evaluation will include the analysis on the general contribution of the Organization for Development of Small and Medium Enterprises to accomplish the program (sectoral) goal by attaining SDP Objectives and recommendations for the next SDP.

The final evaluation of SDP will include the results of internal and external consultations to obtain the opinion of outsiders and to ensure a more objective and impartial assessment. Part of the evaluation process shall be involved, if needed, external experts.

The proposed organizational structure of ODIMM

