

FINAL EVALUATION REPORT OF THE PROJECT

Social and Economic Empowerment and Inclusion of Young People with Disabilities in the Workplace

Developed by AXA Management Consulting
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ABBREVIATIONS USED

AMM	The Association MOTIVATIE from Moldova
ANOFM	National Employment Agency
ATOFM	Teritorial agencies of Employment
MSMPS	Ministry of Health, Labour and Social Protection
MECC	Ministry of Education, Culture and Research
ONG	Non-Governmental Organization

Executive summary

The data collected through the evaluation activities allows us to see that, for the most part, the activities were carried out according to the project plan. At the same time, the changes made in the structure of the governmental institutions influenced the achievement of the planned outcomes.

During the implementation of the project, 262 persons with disabilities benefited from the assistance services for employment, so that the sub-objective 1.1. was achieved in a proportion of 131%. This result can be considered to be excellent, especially if we take into account the increased relevance in relation to the needs of the target group.

Similarly, 61 single persons were employed through the Employment Support Service, of which 39 are males and 22 are women. Thus, we have found that this sub-objective is over-fulfilled, in proportion of over 130%.

The same results are attested in the case of sub-objective 1.3. where we find an exceedance of the number of people who benefited from the assistance provided. Thus, according to the reported data, during the implementation of the project 23 persons with disabilities were assisted and supported in the process of enrollment in professional studies, over-fulfillment of this sub-objective up to the level of 154%.

Even if 84 young people with disabilities were initially supposed to be informed and able to undertake measures to combat discrimination and promote equality of rights, this sub-objective was reformulated after the first year of implementation of the project. Thus, in the end, 29 beneficiaries attended a training during which they mastered the respective procedures.

The project also aimed at contributing to strengthening the capacities of ANOFM and ATOFM representatives, so we can see not only an increase in the professional competencies of the representatives of the Employment Agencies as regards the employment of people with disabilities, but also an increase in the number of hiring of beneficiaries in several districts.

Equally positive can be the cooperation with the economic agents, being established relations of cooperation with 31 employers, which represents 250% of the initial objective.

Introducing the concept of assisted employment into national legislation is an excellent outcome of the project that has been achieved despite the many difficulties encountered.

The evaluation activities also allowed the identification of a number of needs of persons with disabilities, the most important being: information on opportunities, individualized approach in providing assistance services, further development of services of professional and career guidance services.

The results of the project and the degree of achievement of the objectives allow us to mention the advanced sustainability of the project and the long-term effect that the project activities will have on the main categories of beneficiaries, especially if we take into account the deepening of the cooperation with the governmental structures.

At the end of the report, there are also presented some recommendations for both the "Supported Employment" program and for future projects.

INTRODUCTION

This report was made following the evaluation activities of the project "Social and Economic Empowerment and Inclusion of Young People with Disabilities in the Workplace" carried out between November 2017 and January 2018. The report presents the main findings based on the evaluation, the main conclusions as well as a list of recommendations for both the "Supported Employment" program implemented by the AMM as well as for possible future projects.

The purpose of the "Supported Employment" program, implemented by the AMM, consisted in the employment of people with disabilities. In the AMM, employees focus in particular on hiring people with physical disabilities, but there are other categories of people with special needs who want and could be employed. Since the launch of the project, it was estimated that, if the program were to be approved at the level of state policy, premises would be created for sufficient resources to be allocated to involve as many as possible specialists in assisted employment. At present, their number is limited compared to the number of jobseekers.

Supported employment is a widespread program in Western states, where NGOs providing this service are accredited. It is necessary for the program to be approved at national level, after which the state contracts NGOs or various companies to provide the services given against payment.

The Methodology of Evaluation

The project evaluation process was carried out by applying the following methodology:

PURPOSE OF THE EVALUATION was to achieve the external evaluation of the project "Social and Economic Empowerment and Inclusion of Young People with Disabilities in the Workplace".

THE OBJECTIVES OF THE EVALUATION

The evaluation of the project aimed to achieve the following objectives:

- To determine the results obtained within the project;
- To evaluate the efficiency and effectiveness of the project;
- To determine the extent to which the project has achieved the established objectives;
- To determine the impact of the project on the beneficiaries and the target group;
- To determine the sustainability of the project intervention;
- To assess to what extent the interventions of consolidation capacity included in the project have contributed to increasing the capacity of the organization
- To identify the strengths and weaknesses of the project;
- Provide recommendations for the "Supported Employment" program and future projects focusing on the employment of people with disabilities;
- Underline the findings / lessons learned and make recommendations for future projects focusing on the employment of people with disabilities.

PROCESS

For the successful completion of the evaluation objectives, the following approach was used to complete the entire process:

1. ELABORATION OF EVALUATION INDICATORS OF THE EVALUATION PLAN AND OF THE DATA COLLECTION INSTRUMENTS

At this stage the following were elaborated:

- Evaluation indicators
- Detailed work plan for the evaluation process,
- Evaluation instruments: guides for focus group discussions and interviews that have been conducted

2. DATA COLLECTION

On the basis of the methodology of evaluation and the evaluation activities elaborated in the previous stage, the following data collection activities were carried out:

- THE REVIEW OF THE RELEVANT DOCUMENTS

The following documents were examined and analyzed:

- Project description, including the logical framework and the operational plan;
- Reports developed by the project team during project implementation;
- The budget for the implementation of the project;
- Other relevant documents made during the implementation of the project (records of beneficiaries, adopted laws and draft laws, etc.).

- APPLICATION OF A QUESTIONNAIRE

Target group: 200 young people assisted. Although it targeted a larger group of project beneficiaries, the online questionnaire was completed by 26 young people with disabilities from different localities.

- IN-DEPTH INTERVIEWS with relevant stakeholders:
 - young participants in the training courses
 - representatives of the territorial AOFM
 - representatives of the economic agents
 - representative of the Ministry of Education, Culture and Research
 - representative of the Ministry of Health, Labour and Social Protection
 - representatives of ONGs active in the field
 - representative of the sponsor

A total of 12 interviews were conducted.

- FOCUS GROUP DISCUSSIONS with representatives of the main groups of stakeholders:
 - Young beneficiaries of the project – 2 focus group discussions.

The list of interviews and focus group discussions are contained in Annex 1 to this report.

3. DATA ANALYSIS AND COMPLETION OF THE DRAFT REPORT. All data collected has been analyzed and the draft report has been prepared and presented to AMM representatives and the sponsor for feedback.
4. ELABORATION OF THE FINAL VERSION OF THE REPORT. It was developed based on the feedback received from sponsor and AMM representatives.

FINDINGS

Based on the evaluation activities, sufficient data were collected to formulate a series of relevant findings. They continue to be grouped into the following categories:

- a. Efficiency and effectiveness of the project
- b. Cost - Effectiveness Analysis of the Supported Employment Program
- c. The impact of the project on the beneficiaries
- d. The sustainability of project intervention
- e. The strengths and weaknesses of the project

EFFICIENCY AND THE EFFECTIVENESS OF THE PROJECT

The data collected through the evaluation activities allows us to see that, in a larger part, the activities were carried out according to the project plan. At the same time, an important deviation from the planned results was recorded on the part of incorporating the " Supported Employment" approach at the level of the state institutions, a difficulty with which the implementation team faced responsible of the project activities. This difficulty was caused by the reorganization of the ministries, carried out in 2017 (that means in the last year of the project), and was accompanied by a lack of transparency required to carry out this process. As the role of the AOFM in promoting this methodology is extremely important, the AMM project team has been in a situation to wait for the result of the restructuring of the Agencies that support the employment of people with disabilities to continue communicating and working with them in the process of regulating, Supported Employment' methodology.

In the following it comes up with findings on the efficiency and effectiveness of the project by identifying the degree of achievement of the planned objectives. Thus, the project aimed to achieve three objectives, each of which is divided into several sub-objectives. Our findings on the degree of achievement of the project objectives are presented for each objective and sub-objectives, in part, as follows:

WITH REGARD TO SUB-OBJECTIVE 1.1.

The first objective of the project was:

OBJECTIVE 1

By the end of 2017, over 200 people with disabilities are assisted and supported in the process of professional orientation and employment through the employment support service

This objective is divided into four sub-objectives, the formulation of the first being as follows:

SUB-OBJECTIVE 1.1

By the end of 2017 at least 200 people with disabilities will benefit from information, counseling and assistance in the employment process through the employment support service.

The analysis of the reports elaborated and presented during the implementation of the project indicates that between 2015 - 2017 a total of 277 persons with disabilities benefited from information, counseling and assistance in the process of employment through the employment support service. Of this total, the distribution for each type of service is shown as follows:

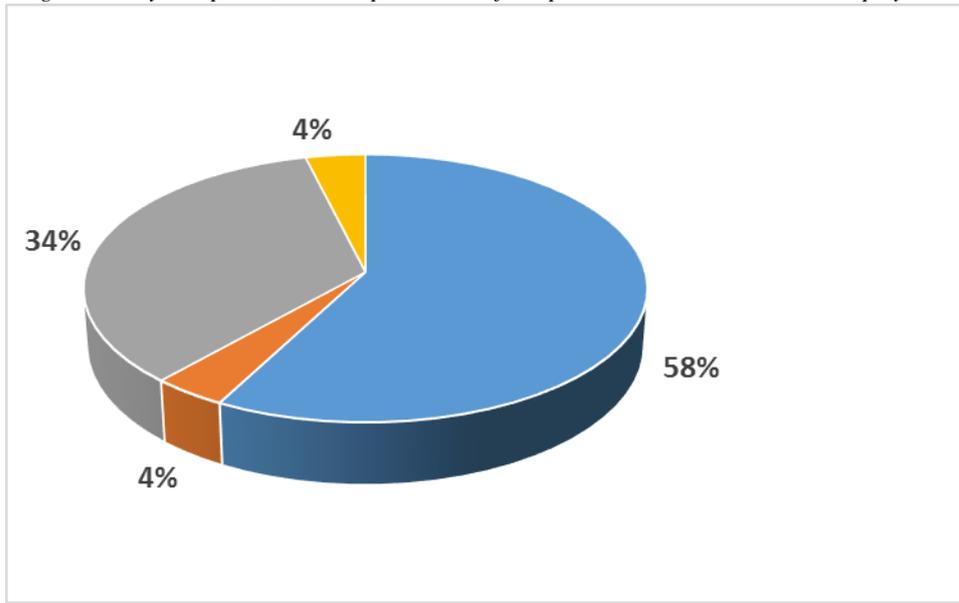
- Advisory information - 99 people from Chisinau municipality and various localities at national level;
- Supported employment – 134 of unique individuals.

Also, in 2015, 29 beneficiaries - young people with disabilities (some of them with accompanying people) - participated in the training "Fighting discrimination by empowering people with disabilities" organized by the AMM as part of the project.

These figures lead us to conclude that 262 people with disabilities benefited from informational assistance, training and assisted employment, so that sub-objective 1.1. was achieved in a proportion of 131%, which is an excellent result.

It also needs to be mentioned the greater relevance of this objective to improving the situation of people with disabilities. Thus, the opinions expressed by the beneficiaries questioned as part of the assessment activities indicate the overwhelming prevalence of the difficulties faced by young people with disabilities in the employment process: 58% of the respondents mentioned that it is "complicated" for a person with disabilities to be employed, and 34% - that is "very complicated".

Diagram 1: In your opinion, how complicated is it for a person with disabilities to be employed?



Complicated

Depending on each case, it's generally complicated.

Very complicated

Not known

As an additional confirmation, we bring a quote from the account of a beneficiary of the project:

"Through the assistance received from the AMM] I've developed, I've grown professionally. I like to work a lot, when I come home I get bored. "

WITH REGARD TO SUB-OBJECTIVE 1.2.

The second sub-objective has the following form:

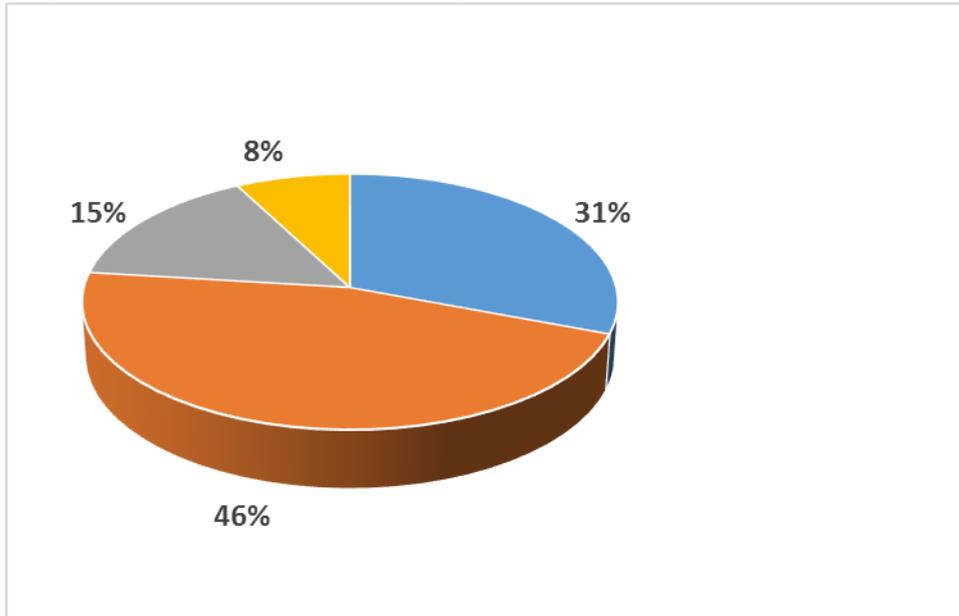
SUB-OBJECTIVE 1.2

By the end of 2017, at least 45 people with disabilities will be placed in the workplace through the employment support service.

During the implementation period of the project (2015-2017), 61 people were employed through the Supported Employment Programme, of which 39 are men and 22 women. Out of these 61 people, 7 have 2 jobs so that the beneficiaries of the project cover 68 jobs. Thus, we have found that this sub-objective is over-fulfilled, in proportion of 130%.

This result is amplified especially if we take into account the fact that, according to the results of the same questionnaire, most of the beneficiaries consider that the availability of the economic agents to employ disabled persons is reduced. Thus, 31% of respondents consider that the majority of employers "definitely refuse" to hire beneficiaries, and 46% consider that the employers "held back" in this respect. As shown in the diagram below, only 15% of the surveyed beneficiaries consider that there is this type of availability among employers.

Diagram 2: How do you appreciate the willingness of Moldovan employees to hire people with disabilities?



The majority categorically refuse to hire people with disabilities

Manifest restraints in hiring people with disabilities

They are available for hiring people with disabilities, but they don't know their needs.

Something else

WITH REGARDS TO SUB-OBJECTIVE 1.3.

This sub-objective was formulated as follows:

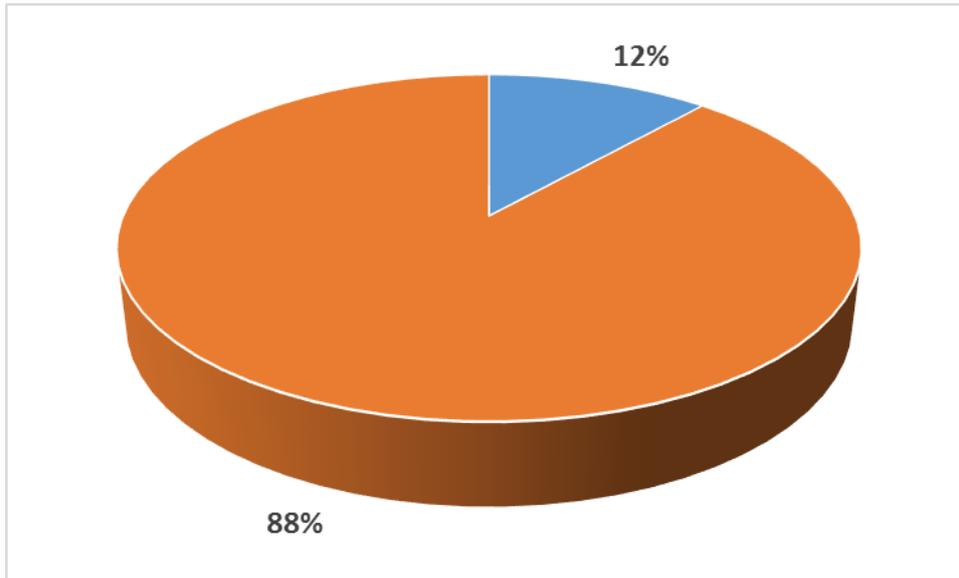
SUB-OBJECTIVE 1.3

By the end of 2017, at least 15 people with disabilities are assisted and supported in the process of enrolling in professional studies.

And in the case of this sub-objective, we are witnessing an over-achievement of the number of people who benefited from the assistance provided. Thus, according to the data reported, during the implementation of the project 23 persons with disabilities were assisted and supported in the enrollment process for professional studies. This allows us to witness an over-achievement of this sub-objective to 154%. Out of these 23 supported enrollments, 13 are men and 10 are women.

As an argument in favor of the positive results of the project on the beneficiaries, the opinion of those who completed the questionnaire administered as part of the evaluation activities can be presented. Thus, 88% of respondents mentioned a positive change in their lives, a change due to the assistance provided by the AMM.

Diagram 3: Has your life changed after receiving AMM services?



It hasn't change

It has changed positively

These results are also confirmed by the beneficiaries' accounts related during the interviews and the focus group discussions:

- *"Collaboration with the AMM has helped me a lot, because I got the disability in time, I felt down. MOTIVATIE bring me to life, they showed me that everything is possible. I have gained confidence and hope. "*
- *"I usually do not ask for help because I feel uncomfortable. But I'm very pleased to know that someone is taking care of me; they calls me, asks me what I do; informs me. I feel that someone is behind me and who does not blame me. "*
- *"I addressed to them to receive an advice. And I discovered that there are people who can give you a support, to give you space for socializing."*
- *"It was very hard. Before I tried myself to look for a job. I came to Mrs. Ecaterina, I made a CV. And I sent about 5-4 times my resume to the post office, I was to the interviews, but they just promised to contact me, while they did not. And then I turned to Motivation. Ms. Catherine guided me, helped me with the interview, helped me integrate. And so I was hired (through the Supported employment service). "*
- *"With the help of the staff here, I gained confidence and managed to get a job."*

WITH REGARD TO SUB-OBJECTIVE 1.4.

SUB-OBJECTIVE 1.4

By the end of 2015 at least 28 (in the initial formulation - 84) young people with disabilities will be informed and able to take measures to combat discrimination and promote equality of rights.

As mentioned above, in 2015, 29 beneficiaries - young people with disabilities - participated in the training "Fighting discrimination by empowering people with disabilities", organized by the AMM as part of the project. The initial number of 84 young people was modified by agreement with the sponsor.

The reason for this modification is the fact that in the first year of the project, following a joint meeting with the representatives of the sponsor, the need for training in the field of discrimination has been assessed, which has shown that this activity is less efficient (as continuity and investment). Thus, it was decided to modify the plan for the next year with a direct focus on working with the beneficiaries in employment and the capacity of the specialists. As a consequence, in 2016, the financial support planned was reallocated in order to implement an "Assisted Employment Specialist" training program. This program was carried out in Târgul Mureș, Romania and involved 12 IM specialists, of which 3 - within the AMM, who have been certified in this field of specialization.

WITH REGARD TO THE SUB-OBJECTIVE 2.1.

The second objective of the project is formulated as follows:

OBJECTIVE 2

By the end of 2017, the MMA will strengthen capacities of governmental institutions, decision-makers and employers entitled to promote and provide support for the employment of young people with disabilities.

This objective is divided into two sub-objectives and sub-objective 2.1. has the following form:

SUB-OBJECTIVE 2.1

By the end of 2017, at least 50 representatives of employment agencies, APL, CNDDCM and economic agents will be consulted on promoting and supporting for the employment of young people with disabilities.

To achieve this sub-objective, the following activities were carried out:

- 2 trainings for specialists from the Territorial Agencies for Employment, with over 57 specialists (April - May 2015).
- Evaluation session "Inclusion of people with disabilities in the workplace", organized at ANOFM on 03 December 2015 with the participation of 42 representatives of the ATOFM.

As a result of these activities, we can see not only an increase of the professional competencies of the representatives of the Employment Agencies regarding the employment of people with disabilities, but also an increase in the number of clients employed in several districts: Calarasi, Peresecina, Singerei, Ialoveni, Stefan Voda. In large part, this was also due to the involvement of AMM representatives in solving individual cases, the co-operation between ATOFM and AMM being a positive result.

It is worth noting that the representatives of ANOFM and ATOFM interviewed highly appreciate the collaboration with the representatives of the AMM and the activities carried out within the project. The support provided through them contributed to increasing the capacity of this category of beneficiaries and partners and this will also ensure the sustainability of the project results.

Despite all these positive aspects, we cannot say that the representatives of the Employment Agencies have fully taken over the "Assisted Employment" model, this result being one that will be developed in the near future. As AMM officials note, *"It was found that specialists work on the same system - focusing more on people with II and III degree disabilities., people with I degree (severe) disability have few chances of inclusion in the free labor market, the factor is the economic situation in the country. Specialists will not address the person individually, because the state does not provide conditions of work, wage motivation and professional growth for them."* Although this finding was formulated in the 2015 report, it seems that even by the end of the project the situation did not change significantly, from the perspective of the practical approach implemented by the ATOFM representatives.

The Annual Report of 2016 shows that the regulation of the Supported employment approach has been a challenge for the authorities, which apparently do not want a "change for the benefit of inclusion in the open labor market of people with disabilities". In such conditions it is difficult to achieve the desired change. We can identify two major causes of this situation:

on the one hand, it is about the reform of the structure and composition of the Ministries and Government Agencies, carried out in 2017, as well as the uncertainty created by the anticipation of this reform from the middle of 2016, but on the other hand, the inertia in the approaches used and the lack of incentives legislative that would lead to changes in the implemented practices.

At the same time, during the implementation of the project, the AMM representatives developed the proposal for the, Supported Employment Methodology, in the form of a regulation, for it to be approved by Government Decision and integrated into the ATOFM activity. Until the project was finalized, this outcome was not achieved, although significant legislative progress has been made. In specific terms, it is about the fact that at the end of the project, Government Decision no. 1473 of December 30, 2017, was approved, by which was approved the National Employment Strategy for 2017-2021. In the matrix of actions of the respective Strategies, in the framework of the *The Direction of action 3.2.2. - Diversification of services and extension of personalized employment packages for vulnerable groups is planned the Establishment of the assisted employment service of disabled persons within the territorial employment agencies*. This outcome is planned for 2018 and implies, as an indicator, that the "the Supported Employment Regulation developed and implemented". Thus, from a sustainability perspective, an important critical outcome has been achieved, which will, in a future perspective, will condition the change of practical approaches implemented by ATOFM representatives.

In conclusion, the initial design of the project implied the elaboration of an internal regulation of the employment support service (activity no.8), the purpose of which is to "facilitate the employment of young people with disabilities" and which, according to the initial intention "to be consulted, approved and proposed for applying specialists for employment". Thus, we can see that this result has been achieved, despite the many difficulties faced by the implementation team.

Returning to the training of representatives of ANOFM and ATOFM, it is necessary to mention that this type of activities was initially planned to carry out during the three years of project implementation. However, in the second year, this goal was dropped due to staff fluctuation within the AOFM, the aspect of continuity being compromised to some extent. Thus, the funds for this objective were redirected to train 12 IM specialists, including 3 AMM representatives and their certification on the " Supported Employment" program in Romania.

We can consider this change to be a forced one, driven by external factors that are out of control of the project team. Even if the sustainability of the project is affected, the prospect for which is chosen is nevertheless more effective than if the initial plan had been followed.

WITH REGARD TO THE SUB-OBJECTIVE 2.2.

Sub-objective 2.2. aims at a more intense collaboration with economic agents, namely:

SUB-OBJECTIVE 2.2

By the end of 2017, at least 12 economic agents will be trained in the actions to support employment for people with disabilities.

With regard to this sub-objective, we can see a constant increase in the number of economic agents involved. If in the first year of the project (2015) a number of 10 large and small companies, including some well-known companies (Moldcell, Orange, Gas Natural Fenosa, Mobiasbanca) were registered, in 2016 the number of companies with whom collaborated increased to 11, and during 2017 - 10 companies. Thus, the total number of single companies with whom it collaborated during the implementation of the project was 31, and the forms of collaboration with employers deepened and diversified.

Thus, with reference to this sub-objective, the figure finds that it is over 250%, which can be treated as extremely positive. This experience needs to be further exploited to enhance cooperation with economic agents during the implementation of future initiatives / projects.

In this way, it is worth mentioning that, in the case of some economic agents (Metro Cash & Carry, Linella, etc.), cooperation agreements have been signed in the field of employment of disabled people. This speaks not only about the high effectiveness with reference to this component of the project, but also about the

creation premises to ensure the sustainability of the project. It is also obvious that, by virtue of the efforts of the project team, the attitude and approach taken by employers, especially from the private sector, is changing, becoming more favorable to the employment of the beneficiaries.

An important aspect of this collaboration is the fact that not only AMM representatives deals with employers when there is a need to hire a beneficiary, but also representatives of the economic agents communicate to AMM officials about their vacancies, which speaks of a increasingly responsibility of private sector partners.

At the same time, it is worth pointing out that, according to the reports of the representatives of the economic agents, the beneficiaries engaged in work encounter difficulties in working with their work colleagues, due in part to the lack of training of the employees of the companies to interact with people with disabilities, at both attitudinal and behavioral level. Here, most likely, there is an opportunity to diversify the instruments of working with employers and to deepen the involvement of their representatives in integrating the beneficiaries into the workplace. Thus, for future initiatives, it is worth considering the following possibilities:

- Carry out short-term training activities for employers' representatives in order to equip them with the necessary skills for effective interaction and effective relationship with people with disabilities;
- Elaboration and implementation in the partner companies of an initial training component (induction) that would involve familiarizing the new employees with the company's general policy concerning people with disabilities.
- Encourage officials of partner companies to make public statements about their policy of hiring new employees, focusing on the lack of discrimination and creating a work environment that facilitates the integration of people with disabilities.

These measures, along with others that can be designed additionally, will not only help to increase the employment of people with disabilities, but also will bring additional benefits to the economic agents on the part of social corporate responsibility (RSC), which, with a well thought out promotion and applicated would make the hiring of the beneficiaries a trend sought by the best employers and which will be taken over by others.

WITH REGARD TO THE SUB-OBJECTIVE 3.1.

The third objective of the project is formulated as follows:

OBJECTIVE 3

In the period 2015-2017, civil society will be sensitized through media actions of promotion and advocacy with reference to the rights and opportunities for employment of people with disabilities.

This objective, as well as the previous one, is divided into two sub-objectives and sub-objective 3.1. has the following form:

SUB-OBJECTIVE 3.1

Between 2015-2017, campaigns will be organized to inform and raise public awareness of the rights and opportunities of people with disabilities to be employed in the workplace.

WITH REGARD TO THE SUB-OBJECTIVE 3.1.

In order to achieve this sub-objective, the AMM has achieved, during the implementation of the project, carried out several varied activities, even more than planned. Thus, the table below presents the activities planned for achieving this sub-objective, the evaluation indicators and the degree of achievement:

ACTIVITIES	INDICATORS	ACCOMPLISHED
15.1 Development of video spots to promote successful stories on the employment / enrollment of people with disabilities (as an indication by the Media Center or ArtiStudio Center).	<ul style="list-style-type: none"> • The AMM website www.motivatie.md/ro.html Developed and continuously updated • Rubric „Employment” of website www.motivatie.md/ro.html 	2015 an awareness raising action at the National Institute of Justice (NIJ) 131 accessibility evaluation actions, including the "Chisinau accessible for all" marathon,
15.2 Participation on radio and TV		

broadcasts. Placing reportages, press releases and articles on virtual platforms, and / or publishing in print media.	<p>promoted on various platforms and communication channels</p> <ul style="list-style-type: none"> • 6 videos / movies to promote success stories in the project 	<p>Having the press conference 89 media appearances</p>
15.3 Collaboration of the MOTIVATIE Association with the Journalistic Investigative Center in order to adequately mediate, from the perspective of the correct determination of the disability and of the limits, the problems, the opportunities for access to education and employment of young people with disabilities.	<ul style="list-style-type: none"> • 1 contest for selecting and awarding the best films / videos on the project theme • 1 award ceremony of the best films / video spots on the project theme 	<p>2016 a film that looks practically positive in engaging young people with disabilities</p>
15.4 Multiplying and distributing promotional materials already developed by the AMM.	<ul style="list-style-type: none"> • More than 200 media appearances on the promotion of the rights of people with disabilities, employment and accessibility of infrastructure for people with disabilities 	<p>the "Remarkability Gala" event was organized, through which three companies / employers were awarded organizing protest actions to raise awareness of City Hall representatives and, in particular, Pretura Center for its accessibility, action involving at least 9 media representatives at least 87 media appearances</p>
15.5 Organizing a Video / Video Contest that reflects the employment and socio-economic integration aspects, community participation of people with disabilities. Best movies to be awarded at a special gala.	<ul style="list-style-type: none"> • 1 cooperation agreement of the AMM with the Journalistic Investigations Center signed 	<p>2017 AMM appeared in at least 181 media appearances</p>
15.6 Maintenance, development and updating of www.motivatie.md	<ul style="list-style-type: none"> • No. articles, press releases published 	<p>AMM representatives participated in 4 TV reports</p>
15.7 Organization of press conferences as a result of the large-scale events organized within the project with the purpose of totalisation, reporting of project results and as advocacy and lobbying tool for achieving the project objectives.	<ul style="list-style-type: none"> • Sources of information in which news, articles, press releases were published • No. promotional materials multiplied and distributed to the target group of the project • No. views and access to electronic information published in various sources • Actions to improve the situation, support, complementary to the efforts of the AMM and its partners as a result of the information and promotion campaigns 	

WITH REGARD TO SUB-OBJECTIVE 3.2.

The second sub-objective that defines the objective 3 sounds like this:

SUB-OBJECTIVE 3.2

By the end of 2017, at least 9 young people will develop and strengthen their leadership skills and participation in community-based decision-making processes that address the quality of life and the rights of people with disabilities.

With co-funding from another project, the AMM has implemented a series of activities oriented in achieving this objective. Thus, an information workshop for young people with disabilities was carried out, attended by 12 people in total. The trained representatives held seven APL roundtables in Cahul, Hincesti, Causeni, Edinet, Soldanesti and villages: Copaceni, Congaz.

In July 2017, the AMM organized a Summer School to complete the Advocacy Plans, launching implementation in September 2017. As a result of these plans, 7 localities benefited from improved accessibility conditions. Thanks to the support provided by the AMM, the initiative groups addressed 54 APL requests and directly contributed to the construction of 20 access ramps to public institutions (2 in Edinet, 2 in Cirnateni, 1 in Speia, 2 in Copaceni, 8 in Cahul, 3 in Causeni, 2 in Hincesti).

In addition, the AMM provides assistance to representatives of this group of beneficiaries to engage them in community life by monitoring various activities such as elections (2015 local elections, 2016 presidential elections).

In March 2017, the construction of 3 ramps was launched following 10 applications submitted to the APL in 2016. Starting May 2017, the AMM, in partnership with the CAJPD, supported the Causeni initiative group to monitor the district hospital's work in terms of accessibility conditions. Similarly, four groups of initiatives

organized seven advocacy actions within the Local Plans (Hincesti 2, Causeni 2, Cupcini 1 and Chisinau 2). As a result of these advocacy efforts, over 500 people with disabilities will benefit annually from the accessibility of public buildings.

Thus, we can see the obvious progress in the sub-objective realization, manifested through the activities in which the beneficiaries trained through the project

THE COST-EFFICIENCY ANALYSIS OF THE PROGRAM "SUPPORTED EMPLOYMENT"

For the cost-effectiveness analysis of the "SUPPORTED EMPLOYMENT" Program, the actual expenditures incurred for the implementation of this program were taken into account as part of the project " Social and Economic Empowerment and Inclusion of Young People with Disabilities in the Workplace ". Thus, in the actual budgets, the expenditures related to the implementation of the program were identified.

In specific terms, to carry out this analysis, it was taken into account expenditure related to the following components of the project:

2015

For Objective 1:

- Activity 1: Assisting and supporting 15 young people with disabilities in the process of employment
- Activity 3: Roundtable with project / stakeholder's rights / beneficiaries

For Objective 2:

- Activity 5: Informative Seminar with Directors and Specialists of Territorial Agencies for Employment
- Activity 6: Providing assistance and advice to ANOFM specialists in employing people with disabilities
- Activity 7: Evaluation and totalization meeting of the outcomes of support actions in the employment of people with disabilities
- Activity 8: Establishment and consolidation of partnerships with economic agents prone to offer internships and employment opportunities for people with disabilities
-

For Objective 3:

- Activity 10: Video clips with success stories of people with disabilities in employment
- Activity 11: Promotional materials
- Activity 12: Participations: roundtables, conferences, TV shows / reports
-

TOTAL PLANNED EXPENSES 2015 - 279 345.00 MDL

TOTAL EXPENSES INCURRED 2015 – 298 033.57 MDL

DEVIATION – apr. 6,7%

The analysis of the expenditure incurred in 2015 for the implementation of the " Supported employment" program allows us to see that these costs are fully justified by the implementation plan. The planned budget overrun of 6.7%, which is attested by the comparison of planned and actual costs, is due to the price fluctuation of the products and services that have benefited from this activity. Thus, there is no reason to identify the inefficiency of the costs involved in carrying out this activity.

YEAR 2016

For Objective 1:

- Activity 1: Assisting and supporting 15 young people with disabilities in the process of employment
- Activity 3: Roundtable with project / stakeholders rights / beneficiaries

For Objective 2:

- Activity 5: Establishment and consolidation of partnerships with economic agents prone to provide practice and employment opportunities for people with disabilities

For Objective 3:

- Activity 6: Video clips with success stories of people with disabilities in employment
- Activity 7: Promotional materials
- Activity 8: Participations: round tables, television shows / reports

TOTAL EXPENSES INCURRED 2016 – 634 803.00 MDL

Expenses incurred for the implementation of the " Supported employment" program in 2016 is more consistent than in 2015. This is due to additional activities such as:

- a. Conducting an Supported Employment Specialist training course
- b. Consultancy on the elaboration of the Quality Regulation and Standards for the " Supported Employment"
- c. Translations services for the Handbook of " Supported Employment Tools"

The analysis of expenditure incurred in 2016 for the implementation " Supported Employment" program allows us to see that these costs are fully justified by the implementation plan. There is no reason to identify the inefficiency of the costs involved in carrying out this activity.

YEAR 2017

For Objective 1:

- Activity 1: Assisting and supporting 15 young people with disabilities in the process of employment
- Activity 3: Roundtable with project / stakeholders rights / beneficiaries

For Objective 2:

- Activity 4: Regulating the Process of Supported Employment at Legislative Level and and the provision of assistance to the specialists of the Agencies of Employment in the employment of persons with disabilities
- Activity 5: Establishing and consolidation of partnerships with economic agents prone to provide practice and employment opportunities for people with disabilities

For Objective 3:

- Activity 7: Video clips with successful histories of people with disabilities in employment
- Activity 8: Promotional materials
- Activity 9: Participations: round tables, television shows / reports

TOTAL EXPENSES INCURRED 2017 – 626 777.50 MDL

The same as in the case of previous years, the analysis of expenditure made in 2017 for the implementation of the " Supported Employment" program allows us to see that these costs are fully justified by the implementation plan. There is no reason to identify the inefficiency of the costs involved in carrying out this activity.

EXISTING NEEDS FOR YOUNG PEOPLE WITH DISABILITIES

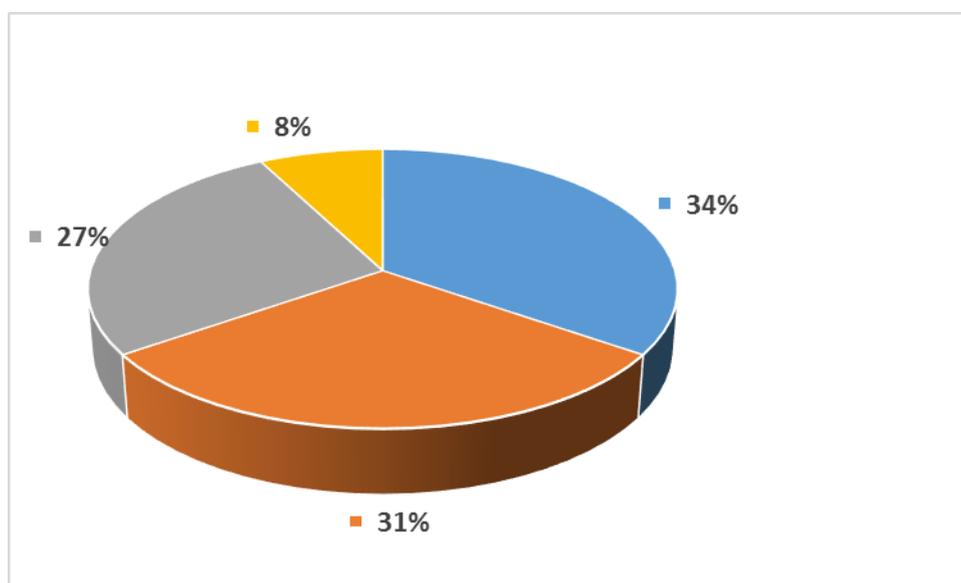
The realization of the project evaluation activities indicated the existence of a number of needs, present among young people with disabilities, in the field of employment. These are as follows:

- First of all, young people with disabilities need information on the opportunities that exist in this area. Many do not know the information about where they might be addressing, as well as with regarding who to take over or request the necessary information in this regard. Most often, information about such opportunities reaches the beneficiaries if they are actively informed by representatives of initiatives similar to the project being evaluated, sources of information they may find themselves unaware of being known to us.

- Young people involved in the evaluation process indicated that each case is very individual. For this reason, it is important that, in the process of providing services for people with disabilities, the assistance given starts from identifying the needs and to be applied an individual approach to each of the beneficiaries.

As an additional argument in favor of this need perceived by the beneficiaries, the opinion expressed by the young people surveyed can also be brought as part of the evaluation activities (see digraph below). Thus, even if 34% of the respondents responded that the AMM helped them "very much" and another 31% - "helped them a lot", 27% of the assistance was considered "sufficient" and 8% gave other responses. These results serve as an argument for the need to work on individualizing the assistance provided, even if such an effort is difficult to achieve.

Diagram 4: How do you appreciate the support that the MOTIVATION Association offered you to find a job?



It helped me „very much”

It helped me a lot

Sufficient

Something else

- Among the needs expressed by the beneficiaries, one frequently encountered refers to career guidance and guidance services of professional orientation. Given the rather limited nature of the opportunities offered to them by the labor market, young people with disabilities - beneficiaries of the project - feel the need to benefit from such support. This would allow not only to provide information / clarification on existing possibilities, but also to enable these possibilities to be combined more successfully with individual preferences and aspirations.

- Another need frequently expressed by young people involved in the project is the need for psychological support to cope more successfully with the challenges they face. Such psychological assistance would strengthen confidence in the beneficiaries 'own forces and would also require the involvement of beneficiaries' families in order to be more sustainable.
- The project beneficiaries, as well as the representatives of the interviewed employers, mentioned that at the level of the regulatory framework, the number of facilities offered to employers is very modest. This does not stimulate, to a sufficient extent, the desire of organizations to hire young people with disabilities. The existence of more obvious incentives (partial tax exemptions, other

benefits) would cause many employers to pay more attention to the possibilities of involving the project beneficiaries, including by creating optimum conditions for professional activity.

- Also, the relationship between beneficiaries and employers is also in line with the need to benefit from a more flexible work program. Of course, it is necessary to address each case particularly, because, as we have seen before, the situation of each (potential) beneficiary is very individual and increased flexibility by employers would facilitate the achievement of a more advanced level of professional integration, but also a higher performance. These benefits are in the interests of both young people and employers.
- Eventually, beneficiaries feel a strong need for informing and educating society about the situation of young people with disabilities, including in the field of employment. A frequently expressed opinion refers to the fact that if there were initiatives through which the representatives of society would know about the needs of the beneficiaries, this would make a significant contribution to changing existing attitudes and practices, which will facilitate the integration, including vocational, of young people with disabilities in social life.

THE BARRIERS FACED BY YOUNG PEOPLE WITH DISABILITIES IN THE PROCESS OF SOCIO-PROFESSIONAL INTEGRATION

Many of the needs of young people with disabilities, presented above, are the difficulties and challenges faced by beneficiaries. The following barriers are presented, as perceived by the main stakeholder categories:

- In the opinions expressed by the interviewed beneficiaries, the difficulties of employment have a wider basis. This is particularly the poor accessibility, which is specific to many institutions, in particular, both in educational institutions and at workplace, transport, etc. Limitations in travel possibilities discourage employment intentions, as it creates difficulties that need to be overcome day by day. As a beneficiary reported:
„ Starting in 2015, employers have become more open. They wanted to hire me but they had no accessibility and they apologized for that. ” Similarly, reduced accessibility is also mentioned by employers' representatives as a major barrier to hiring young people with disabilities: "Accessibility difficulties are a major problem for employers, even if they agree to hire you" This situation is most often conditioned by the following:

"Often in the buildings that were built decades ago, it is impossible to change the project. We try to adapt. For example, we have fitted baths for people with disabilities. New buildings have been built with a lift to allow disabled people to access the office building. We have a ramp, the doors have been sliding, and a parking space is provided. "

„ it is complicated if economic agents rent the premises, then owners should be forced to build ramps and provide access for disabled people."

Continuing the above approach on accessibility, for project beneficiaries - young people with disabilities - employment opportunities are very much dependent on the possibility of getting any studies. Most often, education institutions are very poorly accessible, which limits the possibilities for advanced studies and / or according to individual preferences and interests. Also, in this chapter it is necessary to mention the limited character of the accessibility of other institutions that the beneficiaries need in order to perfect various documents (driving license, for example).

- **Few of the young people with disabilities have a professional training.** In order to get a job, it is necessary for the beneficiaries to have a certain skill or set of necessary professional skills, which is not always achieved. Exposes several causes of this situations, including educational institution accessibility, adapted programs, etc. It is obvious that in the case in which the beneficiaries would

have the opportunity to be involved in increased opportunities to develop their professional skills, their chances of having the required skills and being employed would be much greater.

- **Very limited employment opportunities in rural areas.** If in Chisinau the situation, although slowly, but still improves, there are very few job offers in rural areas, especially for people with disabilities. Being more difficult to travel at longer distances and in the absence of conditions that would ensure sufficient accessibility, employment opportunities for young people with disabilities in rural areas are extremely limited.
- One of the biggest barriers relates to the **relationship with other work colleagues** who often treat them differently. The modest level of developing a relationship and underdeveloped skills of interaction with people with disabilities is an important impediment for the beneficiaries to want to engage in work. As one of the respondents said: "Society is not yet used with" and this, needs to be changed.
- Likewise, some **employers' practices and requirements** may create additional difficulties. Thus, some people with disabilities can and have the right to work only 6 hours a day, but for employers, work schedules involve either 8 or 12 hours of work per day. The mismatch between the possibilities of the beneficiaries and the employers' requirements is a significant barrier that significantly reduces both the willingness of employers' representatives to involve people with disabilities and the latter to be employed.
- It is also worth mentioning the **legal requirements** for engaging people with disabilities. Thus, even if the legislation of the Republic of Moldova supports the employment of persons with disabilities, it only does not contain effective mechanisms for its implementation. For example, there is no mechanism for reporting the number of people with disabilities employed. Apart from the Labor Inspection, there are no other competent bodies to check if people with special needs are employed.
It can also be mentioned here that the current legislation discriminates positively people with disabilities through paid holiday (40 days for I degree disability and 32 days for II degree disability, as opposed to 28-day leave for the person with full skills), which demotivates from the start employers to hire a person with special needs. Another positive discrimination lies in the fact that the Labor Code forbids the probationary period for people with disabilities. In the case of qualitative employment of people with special needs, it would be appropriate to have a probationary period, during which both the employee and the employer can decide if they will work together. These provisions have been developed to protect people with disabilities, but from another perspective they demolish employers.
- **Insufficient incentives for employers** is another barrier that needs to be considered. Thus, for example, according to the new provisions of 16 March 2017 of the Contravention Code, Article 561, employers may be fined for refusing to hire disabled people or for them to reserve jobs for these people. These fines are based on the provisions of Law 60 on the social inclusion of people with disabilities, art. 34, employers with more than 20 employees should reserve and allocate 5% of the number of jobs for people with disabilities. The aspect of sanctioning rather than incentive is obvious.

Another example, the employer who created a job place for one or more people with locomotory disabilities, needs financial resources for reasonable accommodation of the workplace and the necessary equipment for people with disabilities. In this case, the role of the state is to intervene to provide these financial resources, which would stimulate the employer's desire to involve people with disabilities.

Eventually, another possible support from the State should be to compensate for the hours of work that people with disabilities do not actually work for. According to the Labor Code, the person with a severe disability is working maximum 6 hours a day instead of 8 hours. But the employer is

required to offer him salary for 8 hours in full, although he only worked 6. In this case, state assistance would consist in paying the two hours of work per day for people with disabilities.

- All of the barriers presented above refer to external factors. However, we should also mention an important factor that starts from the beneficiaries and deserves to be taken into consideration. **It is the modest confidence in our own forces and capacities**, which, unfortunately, is specific to many young people with disabilities. This often causes a lack of initiative and a more passive attitude, expecting that improving the personal situation should be the concern and concern of someone else. In such a situation, even the involvement as a beneficiary in initiatives similar to this project does not provide the expected results if there is not enough ambition and effort oriented towards achieving the desired change.

Obviously, overcoming these complex barriers can be achieved through consistent multi-level efforts, which would be achieved through various initiatives similar to the project being evaluated. Some of the possible solutions are presented in the recommendations chapter.

ROLE OF AUTHORITIES

Although, in recent years, the central authorities have launched initiatives to support people with disabilities, including the employment side, however, the beneficiaries generally consider that the involvement of the authorities is still modest. The following findings can be formulated on the basis of the evaluation activities carried out:

- At a Ministry level there is support and openness (currently the Ministry of Health, Labor and Social Protection, although most of the project was implemented until the reorganization of the Government, when the ministry responsible was the Ministry of Labor, Social Protection and Family). However, the difficulties experienced by the implementing organization and ultimately by the final beneficiaries appear at the lower levels of the hierarchy of state institutions in charge of this field. Thus, in large part, the beneficiaries do not feel a significant improvement in their situation, which leads many to say that "the authorities do not help us at all."
- There are more radical perceptions that "the state is putting barriers, not facilitating the initiative." Thus, for example, representatives of "ANOFM are not looking for work, or they offer jobs that are not suited to the profile." In addition, there are examples of situations when, desiring to engage in work, the beneficiary is discouraged, for example, by the fact that ANOFM representatives refer to the fact that "people with this degree of disability are not allowed to work". On the basis of these findings, the value and importance of the initiatives implemented by the AMM takes a new dimension.
- A consequence somewhat positive of this leads to changes, for now, individual changes in the perception of the relationship between beneficiaries and state institutions. In some cases, it reduces expectations from public institutions: *"I have no expectations from the state. Some people with disabilities stay at home and expect the state to offer them something. It is important our own attitude."* Of course, these opinions expressed by some of the interviewed beneficiaries should not serve as a justification for the quality of the services provided by state institutions, but the positive effect of assuming greater responsibility for their own destiny is obvious.

It is necessary to mention that the perception according to which the state institutions are little involved in improving the situation of people with disabilities, including in the field of employment, is prevalent, almost general and is specific not only to project beneficiaries but also to employers. Even if it does not relate to the area of responsibility of the evaluated project, we venture to put forward the view that it would be beneficial in the future to work to create / rebuild the trust of the direct beneficiaries but also of other stakeholders in the state institutions and the actions of their representatives.

THE IMPACT ON BENEFICIARIES

Beyond the challenges and difficulties faced by beneficiaries - young people with disabilities - in terms of employment, real improvements have been made in recent years due to several factors, including the project whose evaluation is presented in this report. Below are the largest positive changes recorded, which lead us to attest a positive trend in the field of intervention of the project:

- Probably the greatest achievement is the fact that appeared and were developed orientation services and vocational training to youth with disabilities. Relatively recently this was hard to imagine, and such a change indicates a trend that needs to be amplified in the near future. This has conditioned changes in perception and behavior, both among the beneficiaries and among the representatives of local and central public authorities. The latter are more actively involved in employing young people with disabilities, including by piloting the assisted employment service, even if, as mentioned above, the final beneficiary still does not experience major changes.
- A major achievement relates to the formal introduction of the term "assisted employment". This is reflected in the National Employment Strategy for 2017-2021, adopted in December 2017, which provides for the implementation of a regulation on assisted employment in the draft Law on Employment and Unemployment Insurance (which has not yet been approved but is in consultation with representatives of civil society), but also in the provision of services for people with disabilities throughout the stages of professional integration: information, counseling, guidance, retraining, professional monitoring.
- There is a significant change in the perception and willingness of economic agents to hire young people with disabilities. Thus, the representatives of the interviewed companies said that *"depends on the skills they possess and their ambition."* Of course, employers who have such an openness also invest in creating the right conditions for beneficiaries to have access to all departments and spaces in the employing company (*"We usually hire people with disabilities into archiving services, filling in. I also had a call center."*). At the same time, it is worth mentioning that this approach also does not imply any incentives granted by reducing the requirements. As mentioned by an interviewee representative of an economic agent *"We offer equal opportunities for all. But anyone who is employed in our company passes the standard selection process. "It is obvious that, for the time being, this phenomenon is not generally spread, but the positive trend is the aspect that deserves to be noticed.*
- Another major change that can be attested in the relationship between employers and young people with disabilities is that in some companies are created conditions for the development of beneficiaries. Thus, in a company with which was a collaboration during the implementation of the project, the interviewee mentioned that *"If [the beneficiary] has the potential and desire, we offer a mentor to train him / her and to provide him / her with the skills he / she will need for the position for which he was hired."*Of course, with the change mentioned above, it is not a widespread phenomenon, but rather isolated cases, but they can also serve as examples for other companies.

STRONG AND WEAK ASPECTS OF THE PROJECT

Through the project evaluation activities, both its strengths and weaknesses were identified. The following are presented with explanatory details:

STRONG ASPECTS	WEAK ASPECTS
<ul style="list-style-type: none"> • Partnerships with several private sector employers have been created during the implementation of the project. 	<ul style="list-style-type: none"> • There has not yet been a strategic approach, there are several short and medium term plans.

<ul style="list-style-type: none"> • Collaboration has been established and cooperation has been intensified with the state institutions responsible for the development of the domain: ANOFM and MSMPS. • Official launch of the term "supported employment" and its promotion and inclusion in low concept proposals. • Representatives of the project implementation team have used a higher degree of flexibility, practicing an individual approach of the beneficiaries. • This increased flexibility of the project team is also reflected in the matching of the beneficiary profile with the job requirements of the employer. • Raising the awareness of the difficulties faced by project beneficiaries, through the implementation of media coverage and promotion of the rights of people with disabilities. • Specialists trained and certified to provide assisted employment. • Involve all stakeholders in a strengthened effort to overcome the socio-professional integration difficulties of people with disabilities. • To fill the gaps in the continuity of socio-professional integration of young people with disabilities by offering assisted employment services. 	<ul style="list-style-type: none"> • Taking into account the nature of the project, a detailed estimate of the risk would have been necessary, especially when it comes to decisions that are at the discretion of the public structures. • Involvement, as beneficiaries, of people with disabilities in Chisinau and its suburbs and less of those in the country's regions. Even if this has not been planned in the project, the acute need to extend project activities to regions is urged.
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IMPACT AND SUSTAINABILITY

Although it is now difficult to provide arguments and evidence for the impact and sustainability of the project immediately after the project is completed, as it takes more time to follow the changes that have been made, yet we can see some of them which, with a certain probability, will come true in the future.

- *The development of a professional service* („Supported Employment”) and the creation of the premises for its integration into the ATOFM approaches. Even if the formal takeover of this service under a regulation / guide has yet to be expected, there are reasons to believe that this will happen in the near future. Of course, this will be the most important element of sustainability to be insured.
- During the implementation of the project activities the capacities of the AOFM representatives *were strengthened through training activities and methodological support*. Even if there is a significant fluctuation of staff within the AOFM, the course support that has been developed and offered is of high quality and can be used by other specialists.
- *Colaboration with employers*, records a dynamic growth, is another aspect of the sustainability of the evaluated project. It seems that we are witnessing the creation of new (unknown in our socio-economic environment) approaches of the relationship between employers and people with disabilities. Of course, this is not a widespread process, but the changes at a wider scale are puzzling and serve as a model for other economic agents.
- *Increased awareness and positive tendency to change behaviors* in the case of beneficiaries - young people with disabilities. Positive examples of overcoming passivity and increasing confidence in one's own strengths are aspects of the long-term impact and will also have a considerable multiplier effect.

These aspects, being cultivated and developed during the implementation of the project, will have a positive influence that cannot be neglected and will certainly contribute to the implementation of future initiatives in the field of employment of people with disabilities.

CONCLUSIONS

Based on the evaluation activities carried out, as well as of the above-mentioned findings and conclusions, we can draw the following conclusions for the realization of the project "Social-economic empowerment and inclusion of young people with disabilities in the workplace", which are presented below:

- The project is characterized by a high degree of achievement of the objectives and planned results. The team responsible for project implementation maintained the overall approach and planned logic of the project as well as the operational plan. The changes that have been made have been agreed with the sponsor' representatives and denote the flexibility of the approach depending on the evolution of the external factors.
- There are data that make us mention the advanced sustainability of the project and the long-term effect that project activities will have on the main categories of beneficiaries. Designs, the impact would have been even greater if, at the level of the territorial employment structures, the " Supported Employment" approach had been implemented.
- A crucial element of the project is that young people with disabilities have become more motivated to integrate into the workforce. Thus, based on the experience of the project, case studies have been documented and will continue to serve as examples and sources of inspiration for beneficiaries who have a more skeptical / passive attitude. Through various project activities - exhibitions, trainings, participation in forums, etc. - young people have gained greater confidence in their own forces, a valuable long-term acquisition.
- The development of partnerships with various economic agents creates preconditions for extending this type of collaboration to other employers, their interest for the involvement of beneficiaries is on the rise.
- The capacities of the AMM and the representatives of the organization have been further strengthened through the activities and the results achieved. This will generate positive long-term effects, both for the main categories of beneficiaries and for the implementer. In the same way, the cooperation with the governmental structures (ANOFM, MSMPS, MECC) can be mentioned and deepened, which creates an important potential that can be used in future implementation of the following initiatives / projects.
- Teachers of educational institutions interested and motivated to promote and integrate into the process of young people with disabilities
- In 2017, following several advocacy actions, the AMM in partnership with representatives of MSMPS, ANOFM, other civil society organizations, with immediate support from the IM Swedish Development Partner, the concept of Supported Employment was included for the first time in the "National Strategy for Employment " and in the draft law on Stimulating employment and unemployment as well as providing incentives for employers - a result that will facilitate the social inclusion and employment of people with disabilities.

RECOMMENDATIONS FOR THE "SUPPORTED EMPLOYMENT"

Apart from the fact that most of the interviewed stakeholders have shown a high degree of satisfaction with the collaboration with the AMM, a number of recommendations can be identified to be taken into account. These are as follows:

- It is critically important that well-structured initiatives in the field of youth employment / people with disabilities to continue. This was expressed by all stakeholders, the usefulness and necessity of projects in this field being an obvious fact. It is obvious the increase of responsibility,

but also of the interest, the economic agents involve people with disabilities in the economic activity and this fact needs to be further exploited.

- In this context, special importance is to be given to socialization activities. It is important for beneficiaries to feel integrated into social life and to organize more socializing activities on a larger scale would make a significant contribution to achieving this goal. Future initiatives will therefore focus more heavily on developing the social competences of beneficiaries and increasing the possibilities for integrating them, regardless of internal and external obstacles.
- The last aspect that needs to be preserved and amplified relates to the training of people with disabilities. As we have seen above, one of the major obstacles to employing young people with disabilities is inadequate training. At the same time, it was noted that various types of development activities have a positive impact not only on the direct beneficiaries but also on other categories of stakeholders (employers, representatives of the authorities, etc.) and this is an important argument for the continuity of these activities. Such training activities are to be made for developing the following aspects:
 - Developing social skills (networking, communication, etc.);
 - Strengthening confidence in their own capacities, overcoming the "victimization" syndrome and the tendency of "waiting for" efforts from the part of others;
 - Developing professional skills needed to obtain qualifications to be recognized by employers.

Of course, there is a need for deeper co-operation with various educational, professional and higher institutions, as well as private ones.

- ***Professional orientation of beneficiaries*** is a key element that needs to be addressed. Although it is present in the program, it is necessary to extend the career guidance activities of young people with disabilities. Of course, it would be ideal that this kind of activities be carried out in inclusive educational institutions, where there were no differences between beneficiaries and non-beneficiaries. For this reason, greater cooperation with educational institutions would be extremely beneficial.

It is possible that such a service of vocational guidance and career guidance can be done through the same initiatives that are organizing trainings for young people with disabilities to change attitudes and respectively, behaviors. This is in particular the overcoming of the tendency autovictimization and to practice a passive approach to existing opportunities, even if their number is very modest.

- ***Starting from the idea mentioned above and placing it in a wider context, it is necessary to develop several types of activities that would involve the participation of young people with disabilities.*** Since more intense involvement in various activities contributes significantly to overcoming a passive approach to one's own life and serves as inspiration for others, it is necessary to further broaden the spectrum of activities undertaken with the direct participation of beneficiaries. This would imply, for example, the registration and distribution, on a larger scale, of successful stories and positive examples that would serve as inspiration for those who feel such a need.
- In order for the Supported Employment approach to be approved and implemented at the State Institution level (ATOFM), it is necessary, as mentioned above, to implement official regulations and monitoring mechanisms. This fact indicates the need to work more on the lobby and advocacy dimension as to ensure that new approaches are integrated into state-agency practices and sustainability of the changes implemented through the program.

- An issue that needs to be further developed refers to the need to provide, on a larger scale, methodological support to those who interact and relate to people with disabilities. The project evaluation activities revealed that part of the resistance to more active involvement of the project beneficiaries is also due to the lack of relational tools and / or the lack of knowledge of some interaction processes with people with disabilities. This incompetence needs to be overcome, and primary role in these organizations lies with organizations such as the AMM. Launching, publishing and distributing guides, videos, etc. from the "How to ..." category would help various categories of stakeholders (employers, work colleagues, etc.) to know and apply effective interaction processes, which would also benefit people with disabilities.
- The development of informational means aimed at promoting successful experiences needs to be amplified as part of the educational efforts of society. In this respect it is necessary to pro-actively approach the collaboration with various media sources, so that, as a person interviewed expressed himself,, *on TV to be offered awareness raising programs, promoting behavior with these people. Present the social issues, through which the inclusion of people with disabilities. "*

RECOMMENDATIONS FOR FUTURE PROJECTS

In addition to the above-mentioned recommendations referring to the " Supported Employment" program developed by the MMA, we present below a series of recommendations that relate to other projects / initiatives that will (possibly) be implemented by organizations active in this field. These recommendations are broader in nature and concern, in particular, the creation of more favorable conditions in the external environment that are so necessary to ensure respect for the rights of people with disabilities.

- Although in the last years the normative framework has been improved by Law no. 60-XIX of 30.03.2012 on the social inclusion of people with disabilities, the further promotion of the legislative regulation remains a priority for the initiatives in the field. The above-mentioned difficult and uncompleted route was introduced above the introduction of the "Assisted Employment" regulation, which ATOFM representatives should lead, an effort that needs to be continued and implemented. Any desired change needs to be built on a robust legislative basis to ensure sustainability, and attitudinal and behavioral changes will follow, even if more slower than desired.
- The above leads us to recommend more active involvement in multi-dimensional lobbying and advocacy activities, including through joint initiatives made by platforms of organizations active in the field. It is necessary to create conditions in which the authorities' representatives are "constrained" not only by the social policy priorities (achieved in the context of approximation to EU norms), but also by the joint efforts of the NGOs, which auspices to assume in a more pronounced way the role of "Watchdog" and promoter of legislative changes.
- Despite the fact that more and more companies are willing to employ people with disabilities and create good working conditions, their number is rather modest and targets only the leading companies in their field of activity. Generally speaking, the situation is still not favorable enough and therefore it is necessary to contribute to the creation of additional facilities for employers so as to stimulate their desire to employ beneficiaries on a larger scale. An explicitly expressed employer's expectation is that it would be beneficial if state policies were to come with incentive Multiplying and distributing promotional materials already developed by the MMA.s, but not just to impose obligations on employers.

Among such incentives could be the following:

- *Tax facilities* for hiring a certain number or percentage of people with disabilities. This kind of facilities should benefit both employers on the one hand and people with disabilities (on the personal income tax);

- *Subsidizing the cost of equipment and renovation / adaptation of physical facilities* in terms of accessibility of offices and workplaces;
- *Subsidizing expenditure for training / (re) qualification of beneficiaries*, but also of the other employees for the development skills of interaction and relationship.

Also, from the data collected through the evaluation activities, some possible additional incentives for employers can be deduced, the application of which would significantly contribute to a higher rate of employment of the beneficiaries:

- *Methodological support*. Of course, to make it easier for employers to accept the employment of disabled people, their representatives need methodological assistance to promote a culture of acceptance and encouragement within the organizations they represent.
- *Promoting positive practices*. In order to make the employment of people with disabilities a more widespread phenomenon, it is important to know the positive practices already in place. This will lead to the desirable realization of predominant perceptions and the development of a culture more oriented towards integrating people with disabilities into social life.

In this context, let's not forget that public institutions are employers and it is necessary to ask that these institutions serve as an example for private employers.

- ***Identifying awareness and information activities of the society*** constitutes another priority that needs to be considered. Even though in recent years there has been an increasing perception of difficulty faced by people with disabilities and employers' receptivity, as we have seen previously, has increased considerably, it is necessary to amplify the activities that are oriented towards creating a perception adequate involvement of project beneficiaries in the life of society.

Despite the many initiatives in this field implemented by various organizations (mainly non-governmental), it is necessary to intensify information and awareness-raising actions, including through involvement of other stakeholders, such as employers, public authorities, influencers, etc.

- Following an idea previously expressed, it is necessary to ensure that the process of ***social inclusion continues to be promoted starting with school***. As it was mentioned by a representative of a stakeholder of the project "*First of all, when it comes to inclusive education, it is necessary to work with the teachers who are prepared to do so with the parents (the society).*" A part of the difficulties of employment and integration that young people with disabilities face is due to the attitudes, values and behaviors already formed by those with whom the beneficiaries interact. This is an additional argument for several initiatives in this area to take place within educational institutions.

The list of these recommendations does not pretend to be exhaustive. At the same time, we are convinced that taking them into consideration for the design, planning and implementation of future projects, both by the AMM or by other organizations active in the field, would create favorable conditions for a stronger empowerment of young people with disabilities and for an increased integration of beneficiaries into social life.

LIST OF INTERVIEWS

NAME/SURENAME	INSTITUTION	FUNCTION
1. Maricica Răilean	ANOFM	Main specialist, responsible with vulnerable people
2. Ion Sîngaci	ANOFM	Deputy Chief
3. Vasile Cușcă	Ministry of Health, Labor and Social Protection	Head of department, policies for people with disabilities -
4. Maia Antoniu	Vocational School Nr. 11	Director
5. Alexandra Safronova	International Center for Training and Vocational Development	
6. Galina Climov	AOPD	Director
7. Vitalie Meșter	Legal Assistance Center for People with Disabilities	Executive Director
8. Veaceslav Luca	IM Swedish Development Partner	Program Officer
9. Diana Borodin	LINELLA S.R.L.	Recruitment Manager
10. Svetlana Bodaci	ÎM „MOLDCELL”	Human resources manager
11. Diana Bragarenco		Beneficiary of the project
12. Oleg Șevcenco		Beneficiary of the project

LIST OF FOCUS -GROUP DISCUSSIONS

Date	Target Group	Number of participants
02.12.2017	Young people with disabilities - Beneficiaries of the project	9 persons
14.12.2017	Young people with disabilities - Beneficiaries of the project	10 persons