



## **TERMS OF REFERENCE**

### **International Expert to support the Civil Society initiative on Confidence Building Working Groups**

**Job title:** International Expert to support the Civil Society initiative on  
Confidence Building Working Groups (Team Leader)  
**Duty station:** Chisinau and field trips to Tiraspol  
**Reference to the:** “Support to Confidence Building Measures” Programme  
**Contract type:** Individual Contract (IC)  
**Contract Duration:** February 2013- February 2014

#### **Job content**

#### **A. BACKGROUND**

##### **1.1 SCBM Program**

“Support to Confidence Building Measures” Programme (SCBM Programme) is funded by the European Union and co-funded and implemented by the UNDP Moldova. The overall objective of the Programme is to build confidence between Chisinau and Tiraspol by involving local authorities, civil society organizations, business community and other stakeholders in joint work and spur economic and social development on both sides.

The SCBM Programme seeks, inter alia, to enhance the economic development and contribute to economic rapprochement between the two banks by promoting cross-river exchanges and expanding the range of business support services; empowering local communities and actors from both sides to participate in collaborative projects addressing pressing development needs and ensuring the delivery of essential public services; addressing common environmental development concerns; fostering civil society development by enhancing the capacity of NGOs to generate activities which promote cross-river collaboration and address key development needs.

The current phase of the SCBM Programme (April 2012 – March 2015) focuses on 5 key areas, which include a range of sub-projects with a strong focus on partnerships from both banks: business development, civil society, social infrastructure, environment and health.

The current initiative falls under the Civil Society component (No 3.1) of the SCBM Programme, which reads:

*Dialogues programme between experts, opinion leaders*

This flagship initiative will be a key mechanism to convene actors from both banks of the Nistru River, promote cooperation and encourage the development of joint solutions. It will succeed the

pioneering Transnistrian Dialogues project (2006-11) which established informal platforms (workshops, seminars, study visits, etc.) for linking top-level decision makers, members of the technical working groups and professionals and experts from the economic and social sectors on both sides of the Nistru River. The project will continue working with groups who have participated in Transnistrian Dialogues and will also expand to capture other segments of society who may be interested in joint collaboration in a range of different sectors. The project will draw lessons from other projects, such as IMPACT implemented in 2007-09.

## **1.2 Specific context**

A long spell of unresolved conflict has widened the divide between societies and elites on the two banks of the Nistru River. The dearth of official and unofficial channels for cooperation and policy formulation on salient issues prevents key stakeholders from engaging in realistic examination of policy options and solutions, which reduces the space for an informed discussion on what could be done to address burning social and economic needs.

Recently, some progress has occurred as cooperation between Chisinau and Tiraspol has improved. Relations have been reset after the change of leadership on both sides has opened the doors to communication on issues that have been intractable until now. The reset in relations has allowed them to start a dialogue on pressing social and economic concerns that have long been on the agenda and, if resolved, could bring clear benefits for both sides.

In this new environment, the divide between the sides can be further bridged in several fields by resolving a host of issues, which would pave the way towards a more robust engagement. Achieving this task requires a systematic effort to promote an interconnected public, expert and official dialogue.

CBM Working Groups play a pivotal role in this process and are best suited to generate positive dynamics through pragmatic cooperation in a range of areas. There are now 10 WGs – on Demilitarization and Law-Enforcement Cooperation; Military/Security Issues; Education; Economy/Trade; Agriculture/Environment; Health; Social issues and Humanitarian Aid; Roads/Road Infrastructure/Transportation; and Telecommunications.

These WGs deal with specific Confidence Building Measures. One of their roles is to design projects in their respective areas of expertise, if need be with the support of international partners, in order to provide support to the population and create a better environment for the settlement of the conflict.

## **B. OVERALL GOAL OF THE ASSIGNMENT**

The aim of the current initiative is to create an **informal platform** for **civil society leaders** and **experts** to support CBM Working groups. The informal setting and environment under this project will enable the groups to identify and focus on non-political, developmental areas and concerns that are of strong interest to both sides, and work out, with the help of civil society, experts and UNDP project team, the modalities of turning them into workable projects that could be realistically implemented on the ground.

The ideas generated through these dialogues will be translated into specific confidence-building projects and blueprints for further development interventions, which will fill in the next phase of the CBM program. Following consultations with relevant stakeholders from both sides on the WGs that they would like to focus on, at the first stage this initiative will provide an informal

platform for **Economy/Trade** and **Social Protection/ Humanitarian Aid** groups. At a later stage, other groups will be added to this informal civil society platform.

### C. TASKS

The **main objective** is to establish an **informal platform** that would involve civil society, experts, professionals from relevant sectors and representatives of the WGs. This platform would enable to identify the key pressing issues, zoom them in to specific ideas and proposals, analyze them with the involvement of civil society, experts and professionals in a range of areas and seek ways to turn them into workable projects that would fill in the next phase of the SCBM program.

The initiative will combine the unique expertise and views of stakeholders who can contribute to this process. A fully-fledged process of **informal cooperation** will be organized through a series of working meetings to identify, analyze and research the problems, as well as support a research visit for each of the two groups to a location where related issues have been efficiently addressed.

Once the project starts, precise areas will be defined in consultations with civil society, experts, WGs and key stakeholders from both sides. While the priorities will emerge as the project moves along, specific areas will be explored and concrete **road map for actions** will be developed. Among them are trade, including trade between the two banks and international trade opportunities, investment opportunities as well as assistance programs for both sides, including projects that have been implemented by development agencies and international organizations and their possible implementation mechanisms on both sides.

The program will focus on the final product, and as a result, **two blueprints** will emerge which would have been worked out jointly by civil society, experts and WGs. These blueprints will analyze the selected issues, identify areas where joint work is possible in a development-driven way and provide a range of specific projects that would be supported by both sides and could be implemented during the next phase of the SCBM program.

### D. ORGANIZATIONAL SETTINGS

The initiative will be supervised by the Coordinator (SCBM Programme Manager). The Coordinator will direct the content and the conceptual part of this initiative, as well as analytical work.

The Coordinator, in consultation with relevant stakeholders, will assemble an expert team, which will include one international expert, who will serve as the Team Leader, 4 consultants (2 from each bank), one professional facilitator, all with proven experience and knowledge of their respective areas. The Team Leader will also supervise the administrative and logistical preparations with the help of the Logistics Administrator who will be hired for this initiative. Logistics Administrator will receive support from SCBM Programme's Project Assistant. Under the supervision of the Coordinator, the International Expert (Team Leader) and the Consultants will draft analytical papers that will emerge as the result of this initiative.

### E. SPECIFIC DUTIES

Deliverables by the International Expert (Team Leader) to support the Civil Society initiative on Confidence Building Working Groups include:

1. serve as the Team Leader;
2. organize and implement **4 working meetings and 2 research visits**, according to the plan of the initiative;

3. supervise and direct the work of the project team, including 4 consultants (2 from each bank);
4. supervise the administrative and logistical preparations, as well as the implementation of the project
5. direct the content of the initiative and provide the key intellectual and analytical input to the initiative, in consultation with the Coordinator;
6. together with consultants and the Coordinator, identify participants for events and research visits, negotiate with them and ensure their meaningful involvement
7. identify precise areas that the group will focus on
8. deal, on behalf of the project, with Working Groups, experts and participants;
9. finalize agendas of events;
10. finalize, direct and implement research visits;
11. conduct de-briefings, lead the team in summarizing events, recommending further actions;
12. ensure continuous liaison with the participants and stakeholders, receive their feedback and solicit their input into the final paper outside of the planned events;
13. lead and coordinate the drafting of the final paper; ensure it is in line with the tasks and objectives of this assignment;
14. write and finalize the blueprint for further confidence-building activities based on the input by the Consultants, as well as the findings, conclusions and recommendations of the initiative.
15. engage with key stakeholders to disseminate the findings, transform conclusions and recommendations into specific projects
16. provide other expertise and support as requested by the Coordinator.

## **F. ARRANGEMENTS AND DURATION**

The **International Expert** will work under the supervision of the Coordinator. The duration of the contract will be from February 2013 to February 2014.

The payment for services provided by the International Expert will be made according to deliverables completed, and approved by the SCBM Programme Manager. The payments will be processed based on the daily fee rate according to the total number of working days during that particular period, which is expected to be on average of 7 working days per month, but shall not exceed 84 days during the entire assignment.

## **G. EXPECTED OUTPUTS**

In addition to the above, the International Expert will supervise and deliver the following over the period of 12 months:

1. Conceptual	Preparatory work	Chisinau and Tiraspol	Together with the rest of the team, draft and prepare the events/research visits, draft agendas and concepts, identify the participants	February-March 2013
2. Civil society	Working meeting	Chisinau and	1 event (2 days)	April 2013

support to <b>economy/trade</b> processes		Tiraspol		
	Research visit	TBD	1 (3 days)	August 2013
	Drafting of analytical paper/blueprint	Chisinau and Tiraspol (5 experts and the coordinator)	1 product	April-January 2013
	Concluding working meeting	TBD	1 (2 days)	December 2013
3. Civil society support to <b>social protection/humanitarian aid</b> processes	Working meeting	Chisinau and Tiraspol	1 event (2 days)	May 2013
	Research visit	TBD	1 (3 days)	July 2013
	Drafting of analytical paper/blueprint	Chisinau and Tiraspol (5 experts and the coordinator)	1 product	April-January 2013
	Concluding working meeting	Chisinau and Tiraspol	1 (2 days)	January 2013

**The reports (blueprints) that the International Expert will supervise and produce will have the following tentative structure:**

- A. Executive summary
- B. Part 1 - Situation analysis:
  - 1.1 general overview of the area
  - 1.2 analysis of specific initiatives undertaken in the past in this domain
  - 1.3 analysis of their strengths and weaknesses; practical lessons learned
- C. Ideas and suggestions proposed by the participants during the events and research visit
- D. Part 2 –Blueprint for further action:
  - 2.1 Based on Chapters B and C, an overview of areas where joint work is possible in a non-political, development-driven way.
  - 2.2 Draft of specific, detailed projects that would be of interest to both sides and could be implemented at the next phase of the SCBM program.
  - 2.3 Road map for practical implementation of these projects.
- E. Conclusion

## **H. QUALIFICATION CRITERIA**

- A degree in international relations, conflict resolution, political science, economics or a related discipline;
- At least 5 years of practical experience or senior advisory role in confidence building projects, conflict resolution or conflict analysis;
- At least 3 years of experience in leading complex, composite teams in similar settings;
- Proven international expertise in negotiation processes, peace building etc;

- Proven ability to conceptualize and put together an informal program for civil society, experts, Confidence Building working groups, professionals and researchers;
- Proven experience in the Moldovan-Transnistrian setting; knowledge and in-depth understanding of the working environment, its sensitivities, economic and political challenges, ability to build solid ground for joint work between the two sides are strongly desirable ;
- In-depth understanding of the issues that the WGs on Economy/Trade and Social issues/ Humanitarian Aid deal with;
- Ability to propose ideas, conceptualize and design joint projects in areas where non-political, development-focused work is possible within the settings of the Working Groups;
- Experience of prior work with Working Groups would constitute an advantage;
- Excellent public speaking and presentation skills;
- Proven analytical and reporting skills, including skills in report-writing and communications;
- Flexibility, ability to work under tight deadlines;
- Ability to focus on goals and adapt processes to achieving goals.

## **I. DOCUMENTS TO BE INCLUDED IN THE PROPOSAL**

Interested persons should submit the following documents either in English, Russian, or Romanian:

### **1. Proposal:**

- (i) Explaining why they are the most suitable for the work;
- (ii) Provide a brief methodology on how they will approach and conduct the work;

### **2. Financial proposal;**

### **3. Personal CV including past experience in similar projects and the contact details of at least 3 reference persons.**