



**Support to Confidence Building Measures Programme**  
This Programme is financed by the European Union,  
co-financed and implemented by United Nations Development Programme



*Empowered lives.  
Resilient nations.*

## **Civil Society Support to Confidence Building Measures Programme** **“Expert and Civil Society Support to Confidence Building Working Groups”**

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### **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 organisations, 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 administrative 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.

Each member of the expert team will sign a contract for a set number of days.

#### E. SPECIFIC DUTIES

The implementation team will include the following, in the order of hierarchy:

Position	Source	Role and key responsibilities
Coordinator	SCBM Programme Manager	<ul style="list-style-type: none"> <li>• supervise the implementation of the project;</li> <li>• approve agendas of events;</li> <li>• approve lists of participants;</li> <li>• approve research visits;</li> </ul>

		<ul style="list-style-type: none"> <li>• supervise the drafting of the final reports;</li> <li>• ensure the delivery of the initiative according to plan</li> <li>• perform other tasks as necessary for the successful implementation of the initiative</li> </ul>
International expert (Team Leader)	Contracted (expected work load – 7 days per month)	<ul style="list-style-type: none"> <li>• serve as the Team Leader;</li> <li>• organize and implement 4 working meetings and 2 research visits, according to the plan of the initiative;</li> <li>• supervise and direct the work of the project team, including 4 consultants (2 from each bank);</li> <li>• supervise the administrative and logistical preparations, as well as the implementation of the project</li> <li>• direct the content of the initiative and provide the key intellectual and analytical input to the initiative, in consultation with the Coordinator;</li> <li>• together with consultants and the Coordinator, identify participants for events and research visits, negotiate with them and ensure their meaningful involvement</li> <li>• identify precise areas that the group will focus on;</li> <li>• deal, on behalf of the project, with Working Groups, experts and participants;</li> <li>• finalize agendas of events;</li> <li>• finalize, direct and implement research visits;</li> <li>• conduct de-briefings, lead the team in summarizing events, recommending further actions;</li> <li>• ensure continuous liaison with the participants and stakeholders, receive their feedback and solicit their input into the final paper outside of the planned events;</li> <li>• lead and coordinate the drafting of the final paper; ensure it is in line with the tasks and objectives of this assignment;</li> <li>• 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;</li> <li>• engage with key stakeholders to disseminate the findings, transform conclusions and recommendations into specific projects;</li> <li>• provide other expertise and support as requested by the Coordinator.</li> </ul>

<p>Experts: 4 consultants (2 from each bank)</p>	<p>Contracted (expected work load – 7 days per month)</p>	<ul style="list-style-type: none"> <li>• organize and implement 4 working meetings and 2 research visits, according to the plan of the initiative;</li> <li>• provide analytical/content support to the initiative as directed by the Coordinator and the team leader;</li> <li>• identify precise cooperation/development areas that the platform will focus on, explore these areas in detail;</li> <li>• identify participants for events and research visits, negotiate with them and ensure their meaningful involvement;</li> <li>• engage with WGs and their leaders in their respective areas of expertise, solicit their input both during and outside of the events;</li> <li>• draft agendas of events;</li> <li>• direct the discussions during the events towards areas where project work and further engagement are likely;</li> <li>• transform general ideas voiced during the events into specific projects;</li> <li>• summarize and analyze the outcomes of events, recommend further actions;</li> <li>• prepare and implement research visits;</li> <li>• ensure continuous liaison with the participants and stakeholders, receive their feedback and solicit their input into the final paper outside of the planned events;</li> <li>• provide input into the drafting of the final paper in areas of expertise; ensure it is in line with the tasks and objectives of this assignment;</li> <li>• draft an analytical report on the findings of the mission; provide key conclusions and recommendations, with a focus on the future actions to be taken;</li> <li>• draft a blueprint for further confidence-building activities based on the above;</li> <li>• provide other expert/analytical support in their areas of expertise as requested by the Coordinator and the team leader.</li> </ul>
<p>Logistics administrator</p>	<p>Contracted (expected work load – 10-14 days per month)</p>	<ul style="list-style-type: none"> <li>• provide the necessary administrative assistance in organizing and coordinating 4 events and 2 research visits;</li> <li>• take charge of all administrative aspects of the initiative, including contracts, logistical arrangements, booking of venues, national and</li> </ul>

		<p>international travels arrangements, hotels booking for participants and experts, timing of events etc;</p> <ul style="list-style-type: none"> <li>• draft contracts for goods and services to be purchased within the working groups activities, prepare payments and documents in accordance with UNDP rules;</li> <li>• arrange external and internal meetings, send invitations to events to participants, prepare printing materials;</li> <li>• take charge of all other organizational aspects of the initiative, including communication with and invitation of experts, participants, observers</li> <li>• maintain records of all activities performed under the project (reports, minutes, ToRs, agendas, lists of participants, etc.) in accordance with UNDP policies and procedures;</li> <li>• draft minutes of the events and other project related meetings, when required;</li> <li>• make sure that all the initiatives and the activities within this assignment are in line with the EU Delegation position and strategy, especially in terms of branding and promotion of EU visibility;</li> <li>• provide other logistics and administrative support in relation with the Working Groups assignments as requested by the Coordinator, Team Leader and Consultants.</li> </ul>
Facilitator	Contracted (expected work load – 4 days per month)	<ul style="list-style-type: none"> <li>• facilitate the 4 events and 2 research visits, steer discussions towards the goals and purposes of the initiative;</li> <li>• contribute to the process of selecting participants for events;</li> <li>• contribute to preparing agendas of events;</li> <li>• coordinate the flow of events;</li> <li>• make sure the discussions follow a constructive path that clearly pursues the goals and purposes of the initiative and avoids deadlocks;</li> <li>• identify and promote areas where successful projects may work and further engagement is possible;</li> <li>• provide support in summarizing and analyzing the outcome of events, recommend further actions;</li> <li>• suggest areas for improvement of events;</li> <li>• provide other facilitator support as requested by the Coordinator, the Team Leader and the</li> </ul>

		Consultants.
Administrative assistant	SCBM Programme Team	<ul style="list-style-type: none"> <li>provide support to the Coordinator and the Team Leader;</li> <li>assist the logistics administrator in handling the administrative aspects of the initiative, including payments, contracts, logistical arrangements, venues, travel etc;</li> <li>provide other administrative support as required by the Coordinator and the Team leader.</li> </ul>

## F. ARRANGEMENTS AND DURATION

The duration of contracts will be from February 2013 to February 2014. Accommodation and the transportation costs to and from the events locations will be covered by UNDP.

The payment for services will be made post factum on a lump-sum basis, according to deliverables completed, and as 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.

## G. EXPECTED OUTPUTS:

The program will require the delivery of the following over the period of 12 months:

Area	Activity	Location	Deliverables	Timeline
1. Coordination	Consultations with the key stakeholders, prior to the launch of the project, to ensure their buy-in and support for the initiative	Chisinau and Tiraspol	Nine consultations (2 with the offices of the Chief Negotiators, 4 with representatives of the two Working Groups, one with the EU, one with the OSCE and one with the UK/Swedish Embassies)	January/February 2013
2. Administrative	Hiring of project staff	Chisinau	1 international expert (Team Leader), 4 consultants (2 from each bank), one facilitator and the logistics administrator	February 2013
3. Conceptual	Preparatory work	Chisinau and Tiraspol	Draft and prepare the events/research visits, draft agendas and concepts, identify the participants	February-March 2013
4. Civil society support to <b>economy/trade</b> processes	Working meeting	Chisinau and Tiraspol	1 event (2 days)	April 2013
	Research visit	TBD	1 (3 days)	August 2013
	Drafting of analytical paper/blueprint	Chisinau and Tiraspol (5)	1 product	April-January

		experts and the coordinator)		2013
	Concluding working meeting	TBD	1 (2 days)	December 2013
5. 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**

While the profiles of respective experts will be specified in respective ToRs for each position, some general requirements will apply:

- A degree in international relations, conflict resolution, political science, economics or a related discipline;
- Practical experience or senior advisory role in confidence building projects, conflict resolution or conflict analysis;
- Experience of working in complex, composite teams in similar settings;
- Demonstrable (at least 3 years) expertise in negotiation processes;
- Experience in the areas of peace building etc;

- Ability to conceptualize and put together an informal program for civil society, experts, Confidence Building working groups, professionals and researchers;
- Demonstrable experience in the Moldovan-Transnistrian setting;
- Knowledge and in-depth understanding of the working environment, its sensitivities and the issues faced by both sides;
- Understanding of the local economic and political challenges on both sides;
- In-depth understanding of the economic, social and humanitarian issues that could constitute solid ground for joint work between the two sides;
- 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;
- Excellent analytical and reporting skills, including writing and communications skills