



## **TERMS OF REFERENCE**

### **International Expert to support the Civil Society initiative on Confidence Building Measures in the areas of Economy/Trade and Humanitarian Aid/Social issues (Team Leader)**

<b>Job title:</b>	International Expert to support the Civil Society initiative on Confidence Building Measures in the areas of Economy/Trade and Humanitarian Aid/Social issues (Team Leader)
<b>Duty station:</b>	Chisinau and field trips to Tiraspol
<b>Reference to the:</b>	"Support to Confidence Building Measures" Programme
<b>Contract type:</b>	Individual Contract (IC)
<b>Contract Duration:</b>	September 2013- April 2014

#### **Job content**

#### **A. BACKGROUND**

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

The "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 Civil Society Initiative falls under the Civil Society component (No 3.1) of the SCBM Programme, *"Dialogues programme between experts, opinion leaders"*. It is intended to serve as 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 the 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.

This initiative will focus on dialogue between experts from both banks in order to work out development projects and will provide an analytical tool for elaboration of projects that may later be implemented on the ground.

## 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 in several specific areas. 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, which can help to design development 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, through dialogue, the initiation of mutually beneficial** development projects. 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 processes**. Representatives of SCBM Working Groups could be involved in their capacity as experts who can provide a “reality check” on project ideas offered by the group and help to turn them into practical initiatives. At a later stage, other groups will be added to this informal civil society platform.

## C. TASKS

The **main objective** of the initiative is to establish an **informal platform** that would involve civil society, experts, professionals from relevant sectors and, to the extent possible, experts from WGs. This platform would enable to identify the key pressing issues, further zoom into 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.

Precise areas will be defined in consultations with civil society, experts 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 stakeholders from both sides. 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.

As the initiative began to be implemented in May 2013, two joint Working Meetings of civil society representatives from both banks have already taken place, in Bender (on Economy and Trade, July 3-4) and Chisinau (on Social and Humanitarian Issues, July 10-11). Based on the ideas voiced during these meetings, two conceptual papers have been drafted, that would serve as a basis for the future development of the final blueprints.

#### **D. ORGANIZATIONAL SETTINGS**

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

The Coordinator, in consultation with relevant stakeholders, assembled already an expert team, in consultation with the relevant stakeholders, consisting of 4 consultants (2 from each bank), that will be joined by the Team Leader, 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 SCBM project administrative team. 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, as well as conduct other project-related activities as per the duties specified below.

#### **E. SPECIFIC DUTIES**

Deliverables by the International Expert (Team Leader) to support the Civil Society initiative on Confidence Building Working Groups include, but are not limited to the following:

1. serve as the Team Leader;
2. organize, implement, facilitate and assume overall responsibility for **2 working meetings and 2 research visits**, according to the plan of the initiative;
3. supervise and direct the work of the Civil Society initiative implementation team, including 4 consultants (2 from each bank);
4. supervise the administrative and logistical preparations, as well as the implementation of the project, to ensure the achievement of the overall goal of the assignment;
5. direct the content of the initiative and provide key intellectual and analytical inputs to the initiative, in consultation with the Coordinator;
6. together with the consultants and the Coordinator, identify participants for events and research visits, negotiate with them and ensure their meaningful involvement;
7. further define or redefine precise areas that the group will focus on;
8. conduct de-briefings, lead the team in summarizing events, recommending further actions;
9. oversee the process of ensuring continuous liaison with the participants and stakeholders, receiving their feedback and input proposals for the final paper in the context of thematic meetings, as well as outside of the planned events;
10. lead and coordinate the process of drafting of the final paper, including its intermediary drafts; ensure it is in line with the tasks and objectives of this assignment;

11. 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;
12. engage with key stakeholders to disseminate the findings, transform conclusions and recommendations into specific projects;
13. 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 September 2013 to April 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 expected workload is on average of 8 working days per month, but shall not exceed 64 days during the entire assignment. Expected travel during the assignment period includes at least 3 trips to the Duty Station (Inception, Concluding Working meetings, finalization of blueprints and their presentation) and one trip per each location of the research visit (2 trips in total).

## G. EXPECTED OUTPUTS

In the implementation period, the work of the International Expert should correspond to the following tentative schedule:

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, elaborate a work plan for the rest of the project	September-October 2013
2. Civil society support to <b>economy/trade</b> processes	Research visit	TBD	1 (3 days)	October 2013
	Thematic meetings	Chisinau and/or Tiraspol	Up to 4 (1 day each)	October 2013 – April 2014
	Drafting of analytical paper/blueprint	Chisinau and Tiraspol (5 experts and coordinator)	1 product	March-April 2014
	Concluding working meeting	Chisinau or Tiraspol	1 (2 days)	February-March 2014
3. Civil society support to <b>social protection/humanitarian aid</b> processes	Research visit	TBD	1 (3 days)	November 2013
	Thematic meetings	Chisinau and/or Tiraspol	Up to 4 (1 day each)	October 2013 – April 2014
	Drafting of analytical paper/blueprint	Chisinau and Tiraspol (5 experts and	1 product	March-April 2014

		coordinator)		
	Concluding working meeting	Chisinau or Tiraspol	1 (2 days)	February-March 2014

**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**

- University degree in international relations, conflict resolution, political science, economics or a related discipline;
- At least 5 years of proven practical experience and/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 expertise in conflict and post-conflict situations in Europe and the former Soviet space;
- Proven ability to conceptualize and put together an informal program for civil society, experts, Confidence Building working groups, professionals and researchers;
- Proven familiarity with 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 ;
- 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;
- 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.
- Knowledge of Russian language is a clear advantage.