



European Entrepreneurs CEA-PME
Confédération Européenne des Associations
de Petites et Moyennes Entreprises

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Project: Engage H2O | Advancing the Green Agenda in Uzbekistan through Public Private Dialogue

Project Component: “Public Private Dialogue”

EU programme: EuropeAid

Lead Partner: European Entrepreneurs CEA-PME aisbl (B)

Object: Identification of a “Public Private Dialogue” Expert for the period July 2024 – March 2025

Terms of Reference

1. Introduction

The goal of the project is the advocacy campaign on water scarcity problems for that to build up the potential of local BMOs/CSOs through the development of communications, improve the visibility of BMOs/CSOs, develop the virtual PPD platform on the topic Green Deal with focus on water saving issues. The created film will become a tool for informing as well as promoting knowledge about public-private dialogue, informing about the best advocacy campaigns carried out in the EU and EaP countries, and will contribute to the active work of the PPD platform. It will contribute to the active work of CSOs members, improve the professionalism and quality of advocacy campaigns, and strengthen visibility.

The project focuses on engaging local communities and strengthening Civil Society Organizations (CSOs) to become active PPD stakeholders in efficient water management practices. Through a combination of participatory video production, capacity building workshops, and strategic outreach, the project intends to raise awareness, promote policy dialogue, and drive collective actions for sustainable water management.

The rural population is the most disadvantaged in building local civil society in comparison to the urban one. The Project focuses on this category, but not only.

- Promotes social justice in line with Sustainable Development Goals 6, 10-13, 16, 17 and Green Deal via including in community development plans.

- **Empower CSOs with Professional Skills:** *Conducting comprehensive Professional Skills Development (on PPD) training for CSOs to enhance their organisational capacity and equip them with the skills required for effective PPD, saying in "one voice", networking, and advocacy; upbringing of champions in PPD both from the public and the private sectors.*

- **Policy Dialogue and Advocacy:** Organising festivals involving local stakeholders, government representatives, and experts to discuss water management policies, practices, and potential improvements. These dialogues will be informed by the films produced and will drive evidence-based policy recommendations.

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- Mass Media and Influencer Outreach: Partner with Mass Media outlets and influencers to showcase the produced films and raise public awareness about water management issues. This outreach will leverage the reach and influence of media and social personalities to amplify the project's visibilities and messages.
- Participatory Video Production: Facilitating video film training sessions for local community members to produce impactful films highlighting water management challenges, success stories, and recommended solutions. This participatory approach will foster ownership and effective CSOs communication.
- Sustainability and Action Plans: Facilitate community-led development of action plans based on the insights generated through film production, training, and policy dialogue. These action plans will guide the implementation of sustainable water management practices and ensure long-term impact. **One of the main targets of activities are to ensure that BIOs can effectively and efficiently contribute to the public private dialogue to advance to advocate for their members' interest and that, whenever possible, they speak with one voice to public authorities. The program aims to develop cooperation between the private sector and state and local authorities.**

Governments that listen to the private sector are more likely to develop credible reforms and secure policy support. They are further diversifying their sources of information and promoting evidence-based policies.

The three specific objectives SO (outcomes OC) are:

OC1: Strengthening capacity of local CSOs to engage in youth inclusion and empowerment, gender equality and women empowerment, media literacy, environment, and climate change (consolidation of actors). Target indicators (related to PPD)

Number of champions in PPD both from the public and the private sectors.

The CSO membership base is expanding due to the functioning of the PPD hub.

Expected Output 1 (related to Outcome 1/PPD): BIOs and CSOs are capacitated and advanced to advocate for their members' interest in Youth inclusion and empowerment, gender equality and women empowerment; media literacy, environment, and climate change.

Indicators OP1

- 5 PPD hubs for local joint initiatives are established.
- 15 regional public actions/ initiatives are developed and arranged by PPD hubs in rural communities, districts, and regions (roundtables, etc.) with the participation of local authorities, >300 participants.
- 10 champions in PPD both from the public and the private sectors involve in PPD activities.
- 150 vulnerable people are involved and socialised.

OC2: Strengthening capacities of local CSOs to engage in policy dialogue at national level and in dialogue, implementation and monitoring of national development programmes and plans (arranging networking).



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Target indicators (related to PPD):

Number of policy decisions enabling water scarcity problems influenced by SCO's advocacy.

Output 2 (related to Outcome 2/PPD): BIOs and CSOs capacitated and advanced to advocate for their member's interest and engage in PPD on national level, contributing to policies and monitor their implementation.

Indicators OP2 (related to PPD):

- Creation of study film on PPD and distribution.
- ≥5 open public dialogues consolidated all concerned actors incl. villagers and authorities during the 3 thematic festivals,
- Network & PPD platform united ≥50 local / regional / national actors.

OC3: To increase the capacity of civil society organisations to perform their role as independent development actors more effectively and to enhance efforts to promote a conducive environment for CSOs (building civil community capacity through Public-Private Dialogue PPD).

Target indicators (related to PPD):

Number of participants in PPD trainings.

Number trainees of ToT in PPD.

Number of position papers.

Output 3 (related to Outcome 3)/PPD: BMOs and CSOs are capacitated to play an important role as independent developed actors and promote a conducive environment for the private sector.

Indicators OP3 (related to PPD):

- Training concept and materials with independent modules is in place.
- ≥225 stakeholders obtain the tools of PPD.
- 10 certified ToTs on PPD in rural regions.
- Policy papers to promote a conducive environment and water management policies.

Geographical scope

The Geographical scope covers the 6 target regions: Osh, Batken, Jalal-Abad, Andijan, Fergana, Namangan.

2. Requested services:

- 2.1. Development of 5 training programs, pre and post survey, and supportive materials. The training materials will consist of 5 separate modules: Memberships, Analytics, Positioning, Negotiation and mediation, Communications. (All materials (presentations, training cases, handouts) will be adapted and translated into Russian and Uzbek).
- 2.2. Assist the delivery of 5 training sessions (Activity Modules) in 5 target regions

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- 2.3. Expert support for the content of the study film consisting of 5 modules (Memberships, Analytics, Positioning, Negotiation and mediation, Communications) lasting 4-5 minutes each.
- 2.4. Expert support for the Concept for Hubs
- 2.5. Evaluation

For the trainings/seminars the following topics were identified as most important during implementation the similar programs under EU support:

1. Membership (Members and Advocacy)
2. Analytics (Analysis for a Dossier)
3. Positioning (Writing Position Papers and proposals/draft regulations)
4. Negotiation (Presentation, Argumentation, Negotiation)
5. Communication (Issue Tracking, Communication with Stakeholders)

a) Evaluation

Languages

All reports and presentations should be produced in English and Russian languages

3. Activity Modules

The Activity Modules consist of the 2-days training/seminar block and 1 hour Round-table, at the end, to discuss the strategies of the BIOs in their campaign and to report about what was done since the last round-table and to set new goals for the time until the next activity block.

3.1. Content of Activity Blocks

- Membership (Members and Advocacy)
- Analytics (Analysis for a Dossier)
- Positioning (Writing Position Papers and proposals/draft regulations)
- Negotiation (Presentation, Argumentation, Negotiation)
- Communication (Issue Tracking, Communication with Stakeholders)



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3.1.1. Membership

Content of the Training/Seminar:

Workshop	Content	Reason	Learnings
Name/Trainer	Description of the content of the training	Motivation text on why someone should participate in the training	What will be the key learnings and key skills a participant should have after the training
Membership	The training will highlight all different aspects of the relation between the organisation and its members. It will show how to achieve membership satisfaction, attract new members, and involve members in the day-to-day work of the organisation.	Most CSOs face the problem of satisfying their members and getting the necessary financing by membership fees. Keeping existing members and recruiting new members is a big challenge. The training will help to do better membership management.	How to build a solid memberships structure, recruit new members and keep existing members in the organisation. How to run membership campaigns. How to communicate with members and involve them in the CSOs work. How to use the member as recruiter for additional members. How to involve members in finding issues. How to use members know how for better advocacy.

Programme of the Training/Seminar:

Membership
Content
Welcome - Introduction - Videos of PPDs
Session 1: Structure and Benefits, Organisation, Member - Group Work/Role Play
Session 2: The role of Members in the Organisation: contextualization & discussion
Session 3: Business Membership Organisations – Structure. Members' Satisfaction & Membership Fees. Membership Fees & Budget
Session 4: Members & Members' Satisfaction. Conflict of Interest.
Session 5: Members' Role in Advocacy
Session 6: Members and Issues (Group Work/ Study case)
Session 7: Communication with Members
Session 8: Members & Committees. Members & Regions
Wrap-Up and Evaluation



3.1.2. Analytics

Content of the Training/Seminar:

Workshop Name/Trainer	Content	Reason	Learnings
Analytics	Highlight the importance of proper analytic work as basis for a dossier. Show where and how information can be gathered and compiled to a dossier. Brainstorming on possible solutions. Analyse impacts and motivations of politicians and administration.	Most Advocacy campaigns fail for poor preparation and lack of appropriate data. No proper analysis of stakeholders and content is made. Positions of stakeholders not analysed. No coalitions are formed not positions are coordinated as no analytical work is done.	How to analyse the stakeholders and categorise them. How to analyse the issue and possible solutions. How to analyse the impact and cost of the issue solution. How to find a row of (alternative) solutions for the issue. How to find the benefit for the public side in a proper solution. How to form coalitions. How to involve the members and their know how into the analytical process. How to use external and internal researchers. How to compile a complete dossier.

Programme of the Training/Seminar:

Analytics
Content
Welcome - Introduction - Videos of PPDs
Session 1: Issue and Analytics
Session 2: Stakeholder Analysis. Group Work/Study case.
Session 3: In-house Analytics versus External Know-How
Session 4: Think Tanks, Researchers, Members, Cooperation
Session 5: International Cooperation. Organisation of In-house Research.
Session 6: Impact and Cost Analysis. Data Interpretation
Session 7: Forming Coalitions. Group Work/Role Play to Forming Coalitions
Session 8: Group Work: Dossier Writing
Wrap-Up and Evaluation



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3.1.3. Positioning

Content of the Training/Seminar:

Workshop	Content	Reason	Learnings
Name/Trainer	Description of the content of the training	Motivation text on why someone should participate in the training	What will be the key learnings and key skills a participant should have after the training
Positioning	Learn how to write a position paper, draft laws and draft regulations, draft deregulations and assist the public side in easy acceptance of the proposal. Learn to choose the right way to build the campaign (go public with media or negotiate quietly).	Advocacy is mostly perceived as critics with no substantial input. Assisting the public side with constructive critics and clear proposals is key to success. The rate of acceptance of readymade draft laws, draft-regulations considering needs of the public side are highly successful	Writing the perfect Position Paper and drafting the right regulations and laws. Present proposals and Position Papers the right way. Prepare your issue (content) for the use in different communication channels. Prepare the ground for negotiations. Use and show best practice in other countries to convince the public side.

Programme of the Training/Seminar:

Positioning
Content
Welcome - Introduction - Videos of PPDs
Session 1: From Dossier to Position
Session 2: Position Paper. Group Work/Role Play to Position Paper
Session 3: Presentations of Position Paper
Session 4: Needs of Public Side. Needs assessment
Session 5: Draft Law. Study case
Session 6: Draft Regulation. Study case
Session 7: Evaluation
Session 8: Implementation and Monitoring
Wrap-Up and Evaluation



3.1.4. Negotiation

Content of the Training/Seminar:

Workshop	Content	Reason	Learnings
Name/Trainer	Description of the content of the training	Motivation text on why someone should participate in the training	What will be the key learnings and key skills a participant should have after the training
Negotiation	Learn how to present your position, draft law or draft regulation. Learn the necessary rhetoric and presentation techniques. Learn the setups for negotiation and negotiation skills. Learn how to support your negotiations by communication tools.	Rhetoric skills and good presentation technique are not widely spread in the EaP countries. Unlike in the West these skills were and are not trained sufficiently. They are essential to get your arguments heard and proposals accepted	Rhetoric skills, Presentation Skills and Negotiation Skills improved using own examples (working on own issues). Experiencing how you appear in discussions, negotiations and on presentations by video analysis.

Programme of the Training/Seminar:

Negotiation
Content
Welcome - Introduction - Videos of PPDs
Session 1: Model of negotiations. Negotiator's competencies.
Session 2: Dealing with interests. Types of interests. Video. Exercise. From interests to options. Identification of stakeholders. Widening the field for negotiation. Exercise.
Session 3: Dealing with stakeholders: who, why, how. Exercise.
Session 4. Rhetoric Skills: dealing with questions, active listening, framing, reframing, paraphrasing. Exercise. Video.
Session 5: The balance of power. Sources of power in negotiations. Video
Session 6: Alternatives (Plan B). Managing of the Process. What we can learn from mediation process.
Session 7: Difficulties and constraints in public-private dialogue. Overcoming the constraints. Panel discussion. Exercise.
Session 8: Lobbying
Wrap-Up and Evaluation



3.1.5. Communication

Content of the Training/Seminar:

Workshop Name/Trainer	Content	Reason	Learnings
Communication	Highlight the importance of issue tracking and methods and tools of issue tracking. Communication of the work to members and the public. Communication in all phases of the Advocacy process.	CSOs work hard to achieve advocacy goals but then are too exhausted to communicate their successes. Communicating on their work done and the results is essential to get a positive image as a CSO and to convince members that they are with the right organisation and that their fees are well spent.	What will be the key learnings and key skills a participant should have after the training How to do issue tracking and how to communicate your work to your members and the public. How to support your advocacy work with well-coordinated communication. How to choose and use the right tools. How to draft press releases and to communicate with media. How to use social media and your webpage for these purposes.

Programme of the Training/Seminar:

Communication
Content
Welcome - Introduction - Videos of PPDs
Session 1: Issues and Issue Tracking. Methods and Tools of Issue Tracking
Session 2: Issues Database and Monitoring
Session 3: Internal Communication. Role play.
Session 4. Communication with Members. Exercise. Video.
Session 5: Preparing Speeches (for Board Members and Representatives)
Session 6: Press Releases and Video Production. Study case.
Session 7: Optimizing the use of Social Media. Exercise.
Session 8: Monitoring/Assessing the Impact of Communication. Panel discussion.
Wrap-Up and Evaluation



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4. EXPERTS PROFILE OR EXPERTISE

4.1. Profile or expertise required.

Your Qualification / Skills

- University degree in one of the fields of administrative sciences, economics, education, social sciences or in the absence of such a degree at least 15 years of working experience in either business management or public administration
- Excellent communication skills and intercultural competencies
- Full command of written and spoken **Russian** and **English**
- Highly self-motivated
- Very good organisational skills and ability to manage deadlines also under stressful conditions
- A methodical approach and very good problem-solving skills

Your Working Experience

- A minimum of 20 years of working experience in or with NGOs
- A minimum of 7 years of working experience Public Private Dialogue and **capacity building of Civil Society Organisations** is required
- Experience in at least one but preferably in three EC funded Projects in **Central Asia or EaP countries**
- Experience in at least two **institution building / capacity development Projects** involving NGOs as main beneficiaries
- Working experience with EC grant projects will be an asset.

The expert should have extensive project/studies experience related to PPD in the EU and in EaP/Central Asian countries, both nationally and cross-border. S/he should be able to demonstrate expertise on the priority PPD topics that the project will focus on.

Working Languages

All reports and presentations should be produced in English and Russian languages.

4.2. Starting date and location(s) of assignment

The preparatory works shall not earlier than July 2024. The trainings and workshops within the frame of the respective modules shall take place in the months of October, November, and December 2024 (preliminary). The implementation period can change according to the overall project progress, but the implementation shall not be later than January – May 2025.

Duration of the service: 30-40 person/days in total, divided into preparation days included (approximately 10-12 field and 20-28 home office / remote working days).

The expert must travel to the target regions for the offline training (ToT).

Deadline for the expression of interest: 29/05/2024 (23:59/CET).

Applications to be addressed to Stefan Moritz, General Secretary, European Entrepreneurs CEA-PME (www.european-entrepreneurs.org), E-Mail: stefan.moritz@cea-pme.com (Please send a short letter of motivation, CV and your daily expert fee expectation).