
Technical support to the RECONOMY program on structures and processes

Terms of Reference (ToR)

A decorative graphic in the bottom left corner featuring several overlapping, rounded rectangular shapes in various colors: pink, yellow, light green, light blue, and teal. There are also several circles in yellow, light green, and light blue scattered around the shapes.

1. Background

In partnership with the Swedish International Development Cooperation Agency (Sida), HELVETAS Swiss Intercooperation is leading a regional inclusive economic development program, RECONOMY, in 12 countries in Eastern Partnership (Armenia, Azerbaijan, Georgia, Ukraine, Moldova, Belarus), and the Western Balkans (Kosovo, North Macedonia, Albania, Montenegro, Serbia, and Bosnia and Herzegovina). While the program is considered one for the 12 countries, the thematic focus for Western Balkans and Eastern Partnership countries slightly differs based on the economic and political dynamics of the region. What unites the program is the vision for change aiming at inclusive and green economic opportunities that build on common problems and common opportunities for the target group – women and youth, including the most disadvantaged and excluded.

The program was launched in 2020 with the inception phase that ended for the Eastern Partnership countries in December 2022 and will end in March 2023 for the Western Balkans. The main phase is foreseen for four years.

In the inception phase, the program was managed by a small team of ten people who were dispersed in the region with steering, coordination, strategic guidance, risk management and quality assurance functions. The core team members of the Program Facilitation Unit – PFU – is based in five countries: Switzerland, Albania, North Macedonia, Kosovo, and Georgia. During the inception phase, the PFU has maintained a lean structure: a Regional Manager based in Kosovo and another one based in Georgia. Interventions are managed through implementing partners, where key actors are supported by the program market actors driving a change for inclusive and green economic development.

The method program uses for implementation is *the facilitative approach*. In total, the program managed 14 IPs and 15 pilot interventions. The Program Management team is composed of three Senior Managers, one of whom (the Operations Manager who came on board in June 2022) is full-time. They are also supported by a team of four cross-cutting Leads in the areas of ECC, Monitoring and Results Management (MRM), Knowledge Management and Learning (KML), and Communications – as well as a full-time financial support specialist, and an administrative assistant.

For the main phase, the program intends to rethink the implementation model and organizational structure to ensure RECONOMY's capacity to implement the full range of important organizational and programmatic responsibilities indicated in this Main Phase proposal. This entails determining the level of internal capability that will be needed in comparison to outsourcing and the degree of reliance on Implementing Partners. The implementation models and organizational structure imply the increase of human resources and changes in the program organizational matrix.

The change anticipated foresees additional teams under regional management structure in Western Balkans and Eastern Partnership (i.e., “regional hubs”). The regional hub team members will also be dispersed in different countries, desirably where RECONOMY does not have staff to increase presence and visibility. The increased human resource and structure would need additional processes and improved structures.

In order to maintain the efficiency, and effectiveness of the complex program, and at the same time maintain adequate risk management, governance, and anti-corruption systems, RECONOMY would require professional support in redesigning key processes, documenting them, visualizing, and introducing key templates and procedures for fast and effective program management. Based on the inception phase management experience, RECONOMY has a clear vision for the changes, needs, and specific tasks related to the new processes and structures, however internal capacities are limited to the lean team. Thus, the external support is required to document key structures and processes.

The current terms of reference outline RECONOMY's needs for the changes in the structure outlined above and the necessary consultancy support for the assignment.

2. The Objective

The objective of the assignment is to support RECONOMY management in improving, visualizing, mapping, and documenting key processes and structures.

3. Outputs and Activities

In the frame of the current assignment, the consultant, in close coordination with Operations Manager for the RECONOMY and in consultation with other RECONOMY team members (needs-based) program, shall:

- Understand the needs of the program's core PF and extended team under regional hubs
- Review current processes
- Propose necessary changes
- Visualize key structures, processes, and systems in an easy and comprehensive manner
- Develop key templates
- Any other if needed

4. Budget, timeline, and other arrangements

Interested candidates shall submit their financial proposal based on the level of effort outlined in the current ToR. The budget shall be allocated based on the competitive offer and ratio of the best value for money and regional/international consultancy rates of Helvetas. The approximate level of effort is outlined below.

No	Activity	Level of effort (days)
1	Review materials provided by RECONOMY to understand key processes	2
2	Consult team members to understand the needs of the program core PFU and extended team under regional hubs	2
3	Coordinate with Operations Manager on key recommendations and proposed solutions	2
4	Visualize all processes	3
5	Develop key templates	3
6	Developing a report	2
7	Other	1
	TOTAL days	15

The deadline for offers is set to 31.01.2023 at 17:00 CET. The timeline for the completion of the task is the end of March 2023.