ToR for a Human Resources Management Consultant

**Background**
RYCO is an intergovernmental organisation that stewards and promotes regional, cross-border and intercultural cooperation within and among its six Western Balkans (WB) contracting parties. The Agreement on establishment of RYCO was signed by the WB 6 Contracting Parties Prime Ministers on the WB Summit held in Paris, on 4 July 2016, within the Berlin Process. RYCO Head Office (HO) is located in Tirana, while the organization has six Local Branch Offices (LBOs) located in Albania, Kosovo*, Montenegro, North Macedonia, Bosnia and Herzegovina, and Serbia.

To become a model of institutional and organisational excellence (as outlined in its 2019-2021 Strategic Plan), RYCO is engaged in an organisational development process supported by the PeaceNexus Foundation (PN). As part of this process, RYCO is looking to engage an expert who will support the organisation in strengthening its Human Resources management, including through the development and roll out of a Management by Objectives system (MbO).

PN will contract the consultant on behalf of RYCO. He/she will be accountable to RYCO and report directly to RYCO’s Director of Operations. PN will remain engaged in the overall process and provide support and feedback, as required by RYCO.

**Objectives and scope of the assignment**
Since becoming operational in 2017, RYCO has considerably grown, with higher budgets and an increasing number of projects. In 2019, RYCO’s staffing has tripled: today the organisation employs 43 people that are internationally or locally recruited. Overall, 30 people are based in Tirana while other staff are based in the LBOs. At the moment, RYCO counts 17 core staff positions and 26 project staff positions. In 2019, RYCO has also moved to a more vertical structure and added layers of middle and senior management.

Through this consultancy, RYCO seeks to develop a strategic approach to the management of its human resources and transition towards a consolidated mid-sized intergovernmental organization. More specifically, this assignment should enable RYCO to:

- Improve, update and strengthen its recruitment and onboarding process
- Introduce a Management by Objectives (MbO) system which enables a regular review of staff performance and fosters a culture of mutual accountability and professional development
- Retain talent by ensuring that staff members are supported to identify and follow up on individual professional development objectives.
- Gauge where additional investment in human resources would be required in the mid to long-term by assisting RYCO’s management in planning Human resources needs and anticipating new issues.

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1 This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.
Responsibilities and deliverables
To meet the above-mentioned objectives, the consultant is expected to:

1. **Review key documents** (e.g. Strategy, organigramme, job descriptions, staff regulations) and **engage in consultations with RYCO’s senior management and staff**. On this basis, deliver an inception report outlining (a) preliminary findings, questions, recommendations and (b) final suggested workplan.

2. **Develop a user-friendly MbO framework and associated templates/tools, in line with RYCO’s strategy and structure.**
   - Provide a draft MbO framework and finalise it based on RYCO’s feedback,
   - Provide written guidance regarding the use of the MbO framework,
   - Support RYCO’s management in reviewing and updating the terms of reference of all staff.

3. **Accompany RYCO in the piloting of the MbO system**
   - Provide RYCO’s senior management with change management recommendations on how to effectively roll out the system across the organization
   - Train and/or coach all managers (including HR staff) to adequately use the MbO system and set performance objectives, including to ensure that all staff are orientated to the system
   - Provide feedback and suggest any required adaptation to RYCO after one round of implementation; provide actionable recommendations for the long-term success of the system

4. **Provide RYCO’s management with strategic HR management recommendations**
   - Provide recommendations and written guidance for the strengthening of RYCO’s recruitment and onboarding process. This guidance should enable RYCO to attract the best possible fits for all new positions and ensure that new hires are adequately oriented to all organisational policies and processes relevant for their position.
   - Based on the MbO process and updated ToRs, provide RYCO’s management with relevant talent retention and human resources planning advice (e.g. in relation to any further training required for mid-management staff and/or new HR investments to foresee in 2021)

Under the guidance of RYCO, the consultant will also be responsible to align his/her products with products of other consultants, whose scope of work interrelate with the scope of this specific consultancy work.
Duration and timeframe
The assignment is expected to require approximately 35 consultancy days, from June to December 2020. The assignment is expected to require several face-to-face visits in Tirana (as soon as possible, in view of COVID-19 pandemic related travel restrictions) and remote support.

Qualifications
The consultant shall:

• Have at least 10 years’ experience in human resources management and organisational development, preferably in international organisations similar to RYCO
• Demonstrate that they have successfully undertaken similar advisory mandates
• Have experience with capacity development and/or mentoring mandates
• Have a high level of written and oral communication skills in English,
• Have excellent analytical and facilitation skills,
• Demonstrate familiarity and understanding with the regional and operational context in which RYCO operates;
• Be flexible and ready to work in a fast-paced environment,

Application process
If you are interested in supporting us and meet the criteria, we encourage you to submit your application via email to recruitment@peacenexus.org no later than 18 May 2020 (23.59 CET). Your application should consist of:

• CV
• Expression of interest indicating your understanding of the mission and relevant skills and for this assignment, including recent experience with human resources management. Please include your proposed workplan and methodology (including to work remotely in an initial phase).
  If you are partnering with another consultant, your expression of interest should explain how you will divide the work within the team.
• Financial proposal comprising a detailed quotation for the assignment, showing working days and expected fee, availability as well as travel costs from place of residence and back.
• Contact details of two references/previous clients who are able to comment on your ability to advise organisations on human resources.

Applications will be assessed by RYCO and PeaceNexus and shortlisted candidates will be invited for an interview.