Organization and Management

This paper outlines the organizational setup and includes the implementation model, as well as key management and coordination systems and processes for RECONOMY in the Eastern Partnership and the Western Balkan regions.

1. Implementation Process

In the Main Phase of RECONOMY, the program adopts several delivery instruments. These include self-implementation (where the program implements the activities used) and co-facilitation (engaging selected non-governmental organizations [NGOs] and private consultancies with strong guidance and monitoring). The selection process for all co-facilitators is regulated by Sida's procurement procedures and RECONOMY's Financial and Administrative Manual (FAM).

Following the procurement procedure, the Program Facilitation Unit (PFU) enters into several agreements with different organizations in the Eastern Partnership and the Western Balkan countries. The role of the PFU includes forwarding funds to them, training in Market Systems Development (MSD) and related topics, co-designing intervention strategies, and setting up necessary systems and processes such as monitoring and providing both technical and administrative backstopping support. The nature of relationships between the PFU/Helvetas and Implementing Partners, including forwarding funds, is regulated in the terms and conditions of the agreements. These translate the requirements of the Agreement between Sida and Helvetas down to Implementing Partners, thus ensuring compliance at different levels.

The implementation model also allows for administrative and programmatic alignment between the two regional components of RECONOMY – the Eastern Partnership and the Western Balkan – through the following measures:

- The organizational setup of the PFU foresees two "regional hubs". The hubs consist of staff dedicated to a specific region under an umbrella structure of general management (led by the Regional Manager) and Program Officers who support specific interventions and ensure mainstreaming of the cross-cutting workstream in close coordination with regional Thematic Leads (KMLC, MRM, GESI, and ECC).
- Strong quality assurance team in technical areas (KMLC, MRM, GESI, and ECC). The team will lead the identification of necessary processes, practices, and tools, as well as build capacities of partners and the RECONOMY team (both core and extended teams) to establish a learning culture and strive for inclusive and green economic development.
- The shared Financial and Administrative staff, as well as administrative and financial procedures, allow for efficiency gains and synergies across the different regions. These are outlined in detail in the FAM, ensuring compliance with Sida and Helvetas requirements, systems, and processes.

Next to the collaboration with Implementing Partners around specific interventions/MSD initiatives, the implementation model foresees the utilization of existing capacities through regional and international experts who provide specific technical inputs as per needs. Some of this is intended to come from Helvetas Advisory Services in Switzerland, as well as from projects implemented by Helvetas throughout the two regions.

2. Organizational Setup

Table 1: Features of the Main Phase organizational setup

Features of organizational setup	Particulars of the different features of the organizational setup of the Main Phase
Shared personnel	Shared personnel between the EaP and Western Balkan regional components of RECONOMY (boxes in the PFU organigram) allow for maximum synergies between the two regions, the application of a coherent approach, and consistent quality assurance. While the dedicated regional personnel under the EaP and the Western Balkan hubs allow for in-depth work and closer collaboration with partners and stakeholders in selected regions.
PFU Management	A Program Manager provides overall oversight and responsibility of the program, leading strategic steering, and quality assurance, reporting directly to Sida and ensuring the program's integration into Helvetas organizational systems and processes. An Operational Manager, who deputizes the Program Manager, is responsible for work planning and deliverables, governance compliance, and processes and structures of the program. This distinction of management functions ensures sufficient management capacity across a large regional program.
Matrix structure	Personnel in the PFU are organized along with a matrix system with strong coordination between regional program management, quality assurance, and technical support for oversight of the work of partners in thematic areas, as well as governance and compliance. This means that personnel within a regional hub is led by the Regional Manager, who oversees the interventions implemented in-house and through Implementing Partners. The Regional Manager closely coordinates quality assurance through the Thematic Leads under the core PFU structure. Thematic Leads support Program Officers in building necessary systems to achieve a high degree of consistency and quality throughout the regional portfolio of activities and partnerships.
Regional hub	The regional hubs ensure a high degree of presence and visibility of RECONOMY towards partners and stakeholders in the regions; in fact, most of the PFU staff are based in different regions. The PFU personnel are based in their different home countries and work from Helvetas offices there (or from a home office or rented offices where Helvetas has no office).
Administration	The complexity of managing a program dispersed over several countries with multiple partnerships calls for increased administrative capacities of the PFU. The Financial Manager heads a team of administrative and financial staff, including a Procurement and Accounting Officer who leads on procurement matters, a Program Assistant, and two Finance/Admin officers with additional financial responsibilities under the regional hubs (matrix system).

The organigram in Figure 1 shows the key features of the organizational setup with the functions distributed for management, quality assurance, and governance. The overall management, quality assurance, and governance remain with the core PFU. Regional hubs play a key role in increasing the presence in the regions and engaging with actors in the regions directly. A crucial role for quality assurance lies within the Thematic Leads of the PFU, ensuring the mirrored processes are built in regional hubs and Implementing Partners and are followed through to deliver high-quality sustainable results to the target groups.
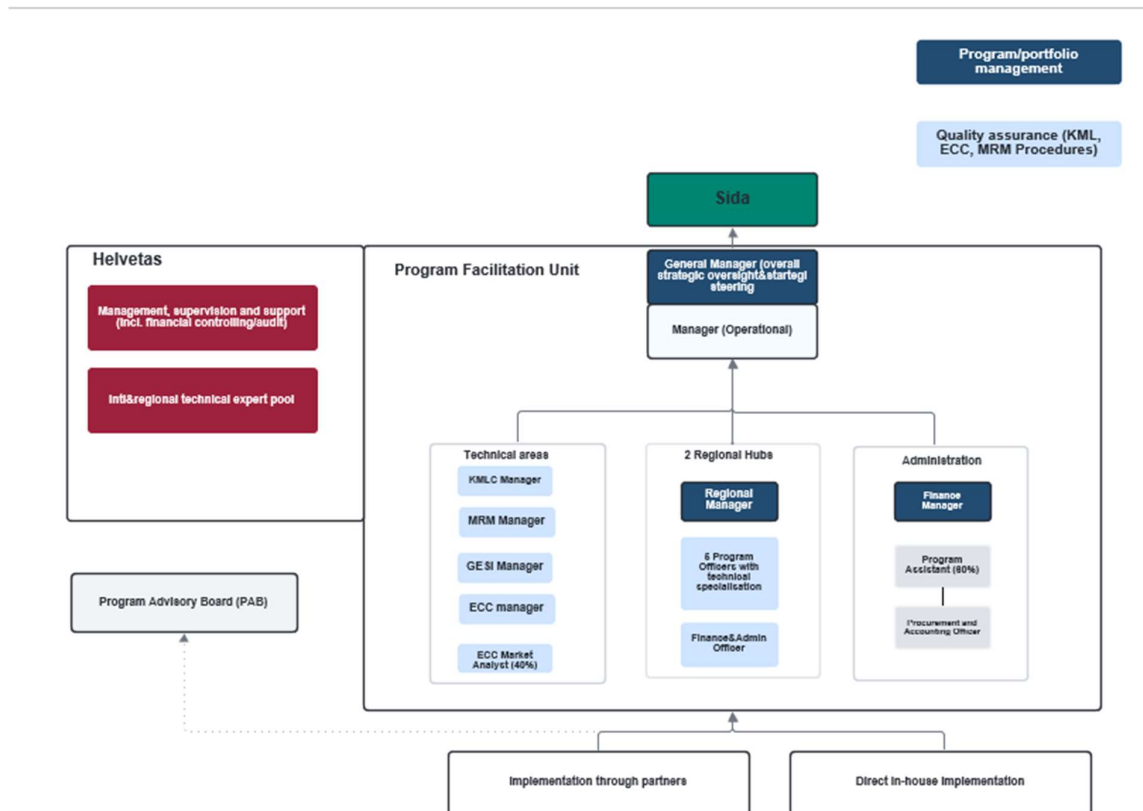
Figure 1: Organogram of the Main Phase in the Western Balkan region

RECONOMY mapped processes

Regional Management	Quality assurance – all PCM	Governance &Compliance&Management
1. Assessments and studies	1. Mainstreaming ECC	1. Procurement
2. Management of hubs	2. Mainstreaming GESI	2. Tender evaluation process
3. Stakeholder engagement	3. Mainstreaming KMLC	3. Contracting
4. Donor coordination (regional)	4. MRM	4. Payments
5. HSI Coordination		5. Budgeting
6. Intervention Design		6. Budget monitoring
7. PFU led implementation		7. Risk management
8. IP led implementation		8. Agenda management
9. Backstopping		9. Recruitment
		10. Reporting

3. Management/Coordination

Steering and Coordination Processes

The following section summarizes the different coordination interfaces between the program and the main stakeholders/partners at different levels of operation. These are detailed in relevant documents, including the Agreement between Helvetas and Sida, agreements with Implementing Partners, the RECONOMY's FAM, etc.

Table 2: Coordination Interfaces and processes

Interface	Process
Sida HO – Helvetas/PFU (Collaboration Agreement)	Formal and regular reporting processes are fixed in the Agreement (Specific Conditions) between Sida and Helvetas.
Swedish embassies in the region – PFU	The Regional Managers ensure regular exchanges with contact persons in each of the embassies to inform and consult about program activities, partnerships, and priority areas – allowing also for program alignment with Swedish bilateral relations.
Program Advisory Board (PAB) – PFU / Helvetas	The PFU facilitates convening a meeting with the PAB on quarterly basis.
Implementing Partners receiving forwarding funds – PFU	The agreements detail reporting requirements and mechanisms of collaboration depending on the duration, scope, and volume of the agreement.

Alignment between RECONOMY Regions

Although administratively separated by two distinct Agreements (in line with Sida's internal organization), the EaP and Western Balkan regional focus of RECONOMY are linked and synchronized with each other through the following measures:

- A similar regional coordination structure under joint management, utilizing shared technical experts and administrative capacities (termed as "matrix structure" above). Altogether RECONOMY has two "regional hubs". The organizational setup is designed in such a manner that allows for maximum synergies between the two regions.
- Synchronized management and administrative processes: both regions are managed as one program – also to ensure cost efficiency. This includes joint planning processes, a joint PAB, and joint communication to Sida through a single person of contact on both sides. In terms of financial reporting, separate reports are submitted; the audit is done jointly for both agreements.
- A common strategy for MRM, KMLC, GESI, and ECC creates platforms and processes that are accessible to both regional components and ensure thematic cross-fertilization.
- Backstopping support provided by Helvetas regional/international experts and strategic partners benefits both regions equally, ensuring strategic consistency with the overall program objectives and alignment with the MSD approach. This includes joint learning events, internal strategic (peer) reviews, and the building-up of a regional pool of experts that can be drawn from equally.

4. Financial & Administrative Management

Collaborative partners

RECONOMY collaborates with multiple stakeholders at different levels and for different purposes. Table 3 summarizes the different relationships in the following section and highlights relevant administrative and financial processes.

Table 3: Collaborative partners and their descriptions

Partner	Description and references
Stakeholders and beneficiaries (market actors)	Written agreements are entered between Implementing Partners and the PFU (for forwarding of funds) and between market actors and/or service providers and the PFU (when implemented directly by the PFU). The agreements detail objectives, deliverables, and payment modalities, and are subject to continuous performance review. This includes a due diligence/analytical/selection process before entering agreements.
Implementing Partners (fund forwarding)	Implementing Partners are selected following processes outlined in the FAM. This is a regular procurement process that allows private sector organizations to be considered as Implementing Partners.
Service providers	Short-term to longer-term (backstopping) consultancies and other services are procured following procurement rules and processes as mentioned in the FAM.
Private sector engagement	Next to engaging with the private sector as Implementing Partners and service providers (see above), they also constitute the most important group of stakeholders (or market actors) for the project to work with. A Private Sector Engagement Management Guide has also been developed during the Inception Phase and approved by Sida; it generally outlines the nature of the relationship between RECONOMY and private sector entities, including different financial and non-financial instruments of engagement.

Program administration

The RECONOMY Program is part of the Helvetas Eastern and South-Eastern Europe Regional Program Unit. The RECONOMY PFU leads the overall management and coordination of the Program in accordance with Helvetas rules and processes, while performing regular reporting to Sida. Given the regional nature of the program, the PFU is dispersed over several countries with key management functions located in Bern, Switzerland, as well as in Belgrade, Serbia.

RECONOMY is Helvetas Head Office managed Program. The financial and administrative processes of RECONOMY are integrated into the Helvetas institutional setup. As a program implemented at the Head Office level covering a bigger region, the process called for a high degree of adaptation to accommodate the needs of the Program and Sida. As a result of these efforts, internal processes have been improved and aligned with the organization's financial and administrative systems and processes.

Head office administered finance	RECONOMY admin resources
1. RECONOMY unique structure (regionality) 2. Consolidated/centralized reporting and control 3. One centralized audit 4. Centralized payroll 5. Unified procedures	1. Operational Manager 2. Finance Manager 3. Assistant (60%) 4. Procurement and Accounting Officer 5. Finance and Admin Officer WB 6. Finance and Admin Officer EaP

5. Quality Assurance Processes

Table 4 summarizes the main processes related to quality assurance. These should also be seen in conjunction with the implementation model and organizational setup as described in the previous sections. The setup (PFU capacity and functions, its presence in the region, etc.) has been designed in such a manner that will allow Helvetas to provide quality assurance at different levels.

Table 4: Quality assurance process and references

Quality assurance process	Description and references
Internal Control System and financial administration	An internal control system (ICS) was developed for RECONOMY based on Helvetas' financial and administrative rules and guidelines, as well as the terms and conditions of the Agreement between Sida and Helvetas. The ICS is described in detail in the FAM.
Results-oriented PCM	Results-oriented project-cycle management, described in the MRM manual. At the heart of this lies a management approach that relies on KMLC for adaptive management, facilitated by continuous research, data provided by an IT-based monitoring system, and regular internal strategic reviews that critically assess progress and underlying assumptions of change processes. Information/data-driven management is key to effective program implementation.
Partner monitoring and support	The terms and conditions and ToR of agreements between the PFU and Implementing Partners lay out in detail the nature of the relationship, including mutual expectations, measurable deliverables, performance-based payment schedules, etc. The PFU maintains a close working relationship with Implementing Partners which includes operational and financial monitoring as well as technical backstopping support and capacity building. Results-oriented PCM as described in the MRM manual also applies to Implementing Partners, and the IT-based monitoring system allows the gathering of data from different partners and its aggregation at the program level for monitoring and steering purposes.
Risk management, Codes of conduct	The FAM and personnel regulations of RECONOMY provide reference to important Helvetas policy documents and guidelines that fully apply to RECONOMY as well.
Measures to anti-corruption	Corruption, fraud, and conflicts of interest impede the efficient use of funds, inhibit sustainable development, and hinder the impact of the work of Helvetas. Helvetas understands its engagement against corruption, fraud, and conflicts of interest as a contribution to an effective and purposeful, contractually, and legally correct employment of the entrusted means. Active prevention of corruption and consequent anti-corruption measures contribute to forestalling corruption. Helvetas understands its engagement against corruption as a contribution to effective poverty reduction and a purposeful, contractually, and legally correct employment of the entrusted means. The Regulations on Corruption, Fraud, and Conflicts of Interest explicitly formulate the stance of Helvetas regarding corruption, fraud, and conflicts of interest and define the main principles, roles and responsibilities, prevention measures and sanctions, as well as the complaint mechanism including the case management. These regulations are supposed to contribute to: • Tackle corruption, fraud, and conflicts of interest proactively and through effective preventive efforts. • Further sensitize the employees and partners of Helvetas about corruption, fraud, and conflicts of interest. • Assist employees and partners in difficult situations and assure others of our commitment and thereby preventing corruption, fraud, and conflicts of interest. • Define the roles and responsibilities regarding corruption, fraud, and conflicts of interest.

6. Program Implementation

Program objective: Youth and women benefit from better income and decent/green jobs, generated inclusively and sustainably

Services: Support the increase of competitiveness in the private sector (e.g. through better financial services for companies)

Competences: Support employability of women and youth through inclusive, affordable, and demand-driven skills and intermediation services

Influences: Influence public and private sectors towards better regulatory environments for sustainable private sector development

Project Transversal topics:

Gender Equality and Social Inclusion

Ensuring GESI principles across RECONOMY:
- Market Systems Analysis, Intervention Guides, Procurement.
- Capacitation of team: Sida GESI resources.

Environment and Climate Change

Ensuring ECC principles across RECONOMY:
- Market Systems Analysis, Intervention Guides, Procurement.
- R&D in Green definitions and Green indicators

Knowledge Management, Learning and Communications

- Fostering regional collaboration (Program wise – Helvetas, CoP, BEAM, MS Symposium - and between market actors).
- Capturing lessons of the program (SenseMaker).
- RECONOMY communication and visibility through different products and channels.

Monitoring and Results Measurement

- Improved team skills and team structure.
- MRM trainings (DCED standard for results measurement)
- Impact assessments
- Development of intervention guides and joint quarterly reviews.
- RECONOMY Hub (IT Solution)

Projects:

Digitalisation

Target group	Services	Competences	Influences	Key actors/partners
Women, youth and disadvantaged	Gaming, freelancing and accounting services	Online curricula development to improve access to skills	Promotion and popularization of careers in gaming, freelancing and accounting through regional collaboration	Growzillas-Kosovo Next Gen Kosovo NGN-Kosovo, Melita & Partners, Gaming Association NM, BiH, SRB, Seliac, ICT Cortex,

Digitizing sectors for competitiveness

Target group	Services	Competences	Influences	Key actors/partners
Women, youth and disadvantaged	ICT companies develop green and digital solutions.	Digital skills for agriculture, tourism and manufacturing sectors	Promotion of use of digital solutions for efficiency	SDA, UEICT, ATIC

Labour Market Policy Implementation and Employment

Target group	Services	Competences	Influences	Key actors/partners
Women, youth and disadvantaged	Modernising PES services	Capacitating local PES on forecasting and labour trends	Strengthening Public institution	PES and Swedish Arbetsförmedlingen

Inclusive jobs in ICT

Target group	Services	Competences	Influences	Key actors/partners
Women, youth and disadvantaged	Promotion of internship placement through private sector	Skills curricula through private training providers	Promotion of enabling environment through institutions.	HELP, Beetroot, ATIC, Moldova IT Park

Energy efficient construction and renovation

Target group	Services	Competences	Influences	Key actors/partners
Women, youth and disadvantaged	Partnership between career centers and employers	Support development of the relevant skills supply	Promotion of EE awareness among key players	RE equipment installers in ARM and GEO, Construction companies, VET schools, Chambers, Associations

Resource efficiency in Textile and Apparel sector

Target group	Services	Competences	Influences	Key actors/partners
Women, youth and disadvantaged	Circular models in T&A	Skills new technologies, trend forecasting in fashion	Increased awareness of new markets, benefits of working with Western markets	Moldovan tech Uni, FDC, GAFA, APIUS, PMCG, UKRLEGPROM