

Evaluation of Governance, Rule of Law, Judiciary Reform and  
Fight against Corruption and Organised Crime in the Western Balkans (Lot 3)  
Terms of Reference  
**Project Director**

## **Background**

Western Balkan countries are moving closer to the EU, albeit with considerable differences from country to country, by carrying out important structural reforms and by meeting established criteria and conditions. The region encompasses countries which are striving to achieve candidate status and eventually start EU accession negotiation, and countries which have been granted candidate status and are currently making progress towards EU integration, each according to the pace of reforms put in place and their alignment with the EU laws.

Irrespective of the differences in the accession process, in much of the Western Balkans, state-building, consolidation of institutions as well as better governance constitute priority concerns. The enforcement of the rule of law, notably through judicial reform and the fight against corruption and organised crime remains a major issue throughout the region.

The European Commission is making full use of its pre-accession instruments in order to address the key challenges related to state building, good governance and the rule of law. As of 2001 the CARDS programme (Community Assistance for Reconstruction, Development and Stability in the Balkans) has provided significant financial support for fundamental reforms in these areas in the Western Balkan region. The new Instrument for Pre-accession Assistance (IPA) has replaced CARDS and PHARE assistance as of 2007 and has brought about a further increase in the available funds.

The Enlargement Directorate-General of the European Commission (DG ELARG) has now commissioned an evaluation to provide findings and recommendations to assist in the programming of pre-accession assistance to candidate and potential candidate countries in the Western Balkans and to improve the EC instruments to support the reform process, with particular regard to the areas of Governance, Rule of Law, Judiciary Reform, Fight against Corruption and Organised Crime.

## **Purpose and Objectives**

The specific purpose of Lot 3 of the evaluation is to provide operational recommendations to assist DG ELARG in the programming of future pre-accession assistance to candidate and potential candidate countries in the specific areas of Rule of Law, Judiciary and Fight against Corruption and Organised Crime. The recommendations are expected to include identifying good practices in other countries and how they could be applied to the enlargement countries. The evaluation questions identified are as follows:

- ⤴ Which have been the weaknesses and strengths of assistance and related reforms in achieving results?
- ⤴ Which lessons can be learned from the implementation of assistance and how these lessons can be embedded into future EU pre-accession programming?
- ⤴ Which are the types of assistance and reforms (legal and institutional) as well as their sequencing that have achieved the most sustainable results in transition countries?
- ⤴ How can they be applied in the Western Balkans countries?
- ⤴ Which lessons can be learned from other transition countries? How could these lessons taken into consideration in the programming and reform process and be tailored to the Western Balkans?
- ⤴ Intervention logic /relevance (To what extent has financial assistance addressed the priorities outlined in key enlargement strategic and policy documents in the area of rule of law, judiciary, fight against organised crime and fight against corruption?)
- ⤴ Efficiency (How efficient is the selection of interventions to address priorities in the above areas?)
- ⤴ Impact/Sustainability (Are there/What are the key factors having an influence on the impact and sustainability of assistance in the above areas?)

A highly qualified team to conduct the evaluation has been identified. It includes a Team Leader and three other key experts. A consortium led by Berenschot is now seeking to recruit a Project Director. The Project Director will have the ultimate responsibility for the evaluation, including the communication with high level representatives and committees of the bodies of the European Union and other important stakeholders, quality control of draft and final reports, and the timely delivery and effective presentation of results. The position involves a total input of 80 working days over a period of 12 months. The indicative starting date of the assignment is 1 November 2011.

## **Requirements**

The minimum qualifications of the Project Director include:

- ⤴ A graduate/post-graduate degree;
- ⤴ Minimum of 15 years post-degree relevant professional experience, of which at least 7 years in an international environment;
- ⤴ The above experience must include management responsibilities in complex evaluations;
- ⤴ Previous experience in one or more of the thematic areas of this evaluation, and in particular in the areas of governance, rule-of-law, or judicial reforms, is essential;
- ⤴ Experience in the Western Balkans and/or knowledge of the EU accession process and relevant financial instruments will be an advantage.
- ⤴ Superior communication and presentation skills;
- ⤴ Excellent oral and writing skills in English;

Interested candidates write to [mail@imagos.de](mailto:mail@imagos.de) and include an up-to-date CV. Only shortlisted candidates will be contacted.