

EVALUATION AND FITNESS CHECK (FC) ROADMAP				
TITLE OF THE EVALUATION/FC		Thematic evaluation on support to Public Administration Reform in enlargement and neighbourhood countries		
LEAD DG – RESPONSIBLE UNIT		DG NEAR A3 AP NUMBER: 2015/NEAR/006	DATE OF THIS ROADMAP	08/2015
TYPE OF EVALUATION	Evaluation Interim, Final, Ex-post Mixed	PLANNED START DATE	12/2015	
		PLANNED COMPLETION DATE	1/2017	
		PLANNING CALENDAR	http://ec.europa.eu/smart-regulation/evaluation/index_en.htm	
This indicative roadmap is provided for information purposes only and is subject to change.				

A. Purpose
(A.1) Purpose DG NEAR will undertake a thematic evaluation for EU assistance to Public Administration Reform (PAR). The focus will mostly be on the enlargement countries¹, but will also address selected European Neighbourhood Policy countries². Based on assessment of performance, achievements and lessons learned from 2007-2013 past assistance and the new strategic importance put on PAR especially in the enlargement context, the evaluation aims to contribute to better design, programming and implementation of EU assistance over the period 2014-2020. The evaluation will also contribute to the cross fertilisation of experiences between the enlargement and neighbourhood countries. The evaluation will assess to which extent the lessons learned from past assistance and the new approach to PAR (2014-2015 Enlargement Strategy³, European Neighbourhood Policy (ENP)⁴, Principles of Public Administration⁵, Sector Approach and Sector Budget Support) are reflected in the Multi-Country Indicative Strategy Paper (MCSP) 2014-2020, the Indicative Country Strategy Papers (CSP), Single Support Frameworks (SSF), and especially in the already approved assistance/actions for the period as of 2014. The results of the evaluation will be used to: • support the decision-making, both at a strategic (planning) level, and at the level of the design of the interventions; • contribute to the preparation and adjustment of action programmes, namely for Instrument for Pre-Accession II (IPA II) assistance 2014-2020 in support of PAR, and to the extent possible also for the neighbourhood countries;

¹ Turkey, Albania, Bosnia and Herzegovina, Montenegro, Kosovo (this designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence), the former Yugoslav Republic of Macedonia, Croatia and Serbia. The Icelandic government has decided to put the EU accession negotiations on hold. In this context, the European Commission, in agreement with the Icelandic government, has suspended preparatory work on IPA for the period 2014-2020. As a consequence Iceland will not be covered by this evaluation. Croatia is included as an IPA beneficiary country 2007-2012.

² Moldova, Georgia, Ukraine, Armenia, Jordan, Morocco and Tunisia

³ http://ec.europa.eu/enlargement/pdf/key_documents/2014/20141008-strategy-paper_en.pdf

⁴ http://eeas.europa.eu/enp/pdf/2014/joint_communication_en.pdf

⁵ <http://www.sigmaweb.org/publications/Principles-Public-Administration-Nov2014.pdf>

- demonstrate whether already on-going/planned IPA (I) II and European Neighbourhood Instrument (ENI) interventions in the area of PAR have taken on board the latest lessons learnt and policy approaches to PAR, and demonstrate whether these programmes are relevant, and constitute a coherent Sector Approach to PAR;
- provide recommendations for the EC on the best way to approach and improve PAR work, both in terms of financial assistance and including complementarity between the different aid modalities and instruments, and the use of policy dialogue to enhance EC policy objectives in relation to PAR;
- contribute to accountability, transparency, visibility of IPA and ENI assistance in this area, enabling dissemination of information to the general public, stakeholders and civil society;
- strengthen the thematic support on PAR provided through DG NEAR centre of expertise

(A.2) Justification

The Enlargement Strategy 2014-2015 states that PAR is one of the three "fundamentals" of the strategy together with rule of law and economic governance. Even though not covered by a specific acquis chapter⁶, PAR has progressively become an issue of fundamental importance for the EU, being cross-cutting and related to many chapters, namely chapters 5 (public procurement), 16 (taxation), 32 (financial control) and 33 (financial and budgetary provisions). The sector is at the heart of DG NEAR policy and IPA assistance in 2014-2020⁷, where emphasis is clearly put on the "fundamentals first".

In the Neighbourhood⁸, PAR is identified as a key area for cooperation and support in some of the country programmes funded from the ENI.

This evaluation is foreseen in the DG NEAR multi-annual evaluation plan and will feed into the Mid-term review of the Union's instruments for financing external actions planned for 2017⁹.

B. Content and subject of the evaluation

(B.1) Subject area

A well-functioning public administration directly impacts governments' ability to provide public services and to foster competitiveness and growth. Public Administration Reform (PAR) aims at enhanced transparency, accountability and effectiveness and greater focus on the needs of citizens and business. Adequate management of human resources, better policy planning, coordination and development, effective management of the civil service, sound administrative procedures and improved public financial management (PFM) are of fundamental importance for the functioning of the state.

PAR, being an important part of political criteria for EU accession, has been continuously addressed in the enlargement process. It is also necessary in order to be able to implement the reforms needed for EU integration. Substantial IPA assistance has been provided to enlargement countries in this area over the period 2007-2013 both under national programmes and the multi-beneficiary programme. In line with the Enlargement Strategy 2014-2015, PAR, including support to Public Financial Management (PFM), is one of the priority areas for IPA II assistance over the period 2014-20, as identified in the Multi-Country Indicative Strategy Paper 2014-2020 and the Indicative Country Strategy Papers 2014-2020¹⁰.

PAR is also a priority sector for a number of ENP countries. PAR is especially relevant, but not only, for those countries that have concluded Association Agreements, including Deep and Comprehensive Free Trade Areas (DCFTA) with the EU and therefore have more urgency to adapt their administrative

⁶ Definition of acquis chapter: http://ec.europa.eu/enlargement/policy/glossary/terms/chapters_en.htm

⁷ Communication from the Commission to the European Parliament and the Council, Enlargement Strategy and Main Challenges 2013-2014, COM(2013) 700 16.10.2013

⁸ Regulation (EU) No 232/2014, 11.3.2014 <http://eur-ex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2014:077:0027:0043:EN:PDF>

⁹ <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2014:077:0095:0108:EN:PDF>

¹⁰ http://ec.europa.eu/enlargement/news_corner/key-documents/index_en.htm?key_document=080126248ca659ce

structures to comply with the obligations stemming from the agreements. PAR has been highlighted among the priority sectors in the 2014-17 Single Support Framework (SSF) for Armenia, Georgia and Republic of Moldova and EU-Ukraine agenda for reforms. Rule of law/good governance are mentioned in the SSFs for Jordan, Tunisia and Morocco. ¹¹
(B.2) Original objectives of the intervention
IPA I Council regulation¹² (No 1085/2006) covering the period 2007-2013 indicated as the overall objective "the progressive alignment with standards and policies of the EU, including where appropriate the <i>acquis communautaire</i>, with a view to membership. It identified nine areas for which EC assistance would be provided, among which Public Administration Reform. The regulation grouped these areas under five components including "Transition Assistance and Institution Building" (TAIB). The regulation establishing the ENPI¹³ covering the period 2007-2013 identified as the overall objective the promotion of "enhanced cooperation and progressive economic integration between the EU and the partner countries". "It shall also encourage partner countries' efforts aimed at promoting good governance and equitable social and economic development." The regulation goes on to identify 29 areas of assistance among which "promotion of the rule of law and good governance, including strengthening the effectiveness of public administration". In both cases, IPA I and ENPI, country specific objectives were to be elaborated in the subsequent programming documents. There has been an important effort to come up with a fully-fledged PAR strategy with the publication of the 2014-15 Enlargement Strategy. It reinforces the focus on PAR by highlighting its importance as one of the fundamental reforms beside rule of law and economic governance that the enlargement countries need to address early in the accession process. The EU regulation establishing the European Neighbourhood Instrument offers the neighbourhood countries a privileged relationship, building upon a mutual commitment to, and promotion of, the values of democracy and human rights, the rule of law, good governance and the principles of a market economy and sustainable and inclusive development. The ENI programming guidelines for the period 2014-2020 further highlight the importance of the rule of law and good governance. In both of these areas PAR can play a key role.
(B.3) How the objectives were to be achieved
In order to meet the very broad objectives of the IPA I and ENPI regulations (2007-2013), Multi-Annual Indicative Financial Frameworks (MIFFs) and Multi-Annual Indicative Planning documents (MIPDs) (for IPA I¹⁴); or Country Strategy Papers and Multi-annual Indicative Programmes (for ENPI¹⁵) as well as annual and/or multi-annual (action) programmes were to be elaborated. The guidelines for IPA II (2014-2020) programming emphasise the importance of EC assistance to be more strategic and simpler and the need to ensure sector-focused programming. The Sector Approach is seen as both a key cross-cutting principle and strategic target for the programming of IPA II. The Sector Approach can also entail the use of Sector Budget Support. There should be logical sequencing of the actions leading to the anticipated reforms. More strategic and result-oriented IPA II programmes require solid intervention logic with clear target setting and realistic milestones in order to achieve lasting impact. Consequently progress needs to be accurately monitored: performance measurement is a requirement to be anticipated at the programming stage and not later. In the enlargement strategy, the Commission has proposed to address PAR more systematically by structuring and focusing the work and reporting on PAR according to six horizontal key reform areas¹⁶:

¹¹ http://eeas.europa.eu/enp/documents/financing-the-enp/index_en.htm

¹² http://eacea.ec.europa.eu/tempus/documents/tempus_ipa.pdf

¹³ http://eeas.europa.eu/enp/pdf/pdf/oj_l310_en.pdf

¹⁴ http://ec.europa.eu/enlargement/news_corner/key-documents/index_en.htm?key_document=080126248ca659ce

¹⁵ http://eeas.europa.eu/enp/documents/financing-the-enp/index_en.htm

¹⁶ The six horizontal key PAR reform areas are defined in detail by the Principles of Public Administration, which the Commission developed in cooperation with OECD/SIGMA during 2014.

strategic framework of PAR, policy development and coordination, public service and human resources management, accountability, service delivery and PFM. Particular emphasis should be put on transparency, de-politicisation and meritocratic recruitment processes. In parallel, there will be an increased focus on civil society, including capacity building and encouraging the creation of an enabling environment for its development and greater involvement of stakeholders in reforms, including through greater transparency of government action and spending.

The ENI programming guidelines emphasise the need to focus on a limited number of priority sectors, the need to ensure coherence between policy and assistance, and stress the differentiation between the beneficiary countries and "more for more principle" with actual allocations decided on the basis of progress towards deep and sustainable democracy and implementation of agreed reform objectives contributing to the attainment of that goal.

During both periods (2007-2013, 2014-2020) different tools have been used to implement PAR related actions both in IPA and ENPI/ENI countries:

- 1) "Stand-alone" and integrated PAR projects/programmes at national and multi-country level that cover one or all six key areas of PAR (Strategic framework for public administration reform, Policy development and coordination, Public service and human resources management, Accountability, Service delivery, Public financial management (PFM including budget preparation and accounting))
- 2) Integrated programmes/projects, for example in the areas of rule of law and/or PFM that include areas or components also relevant to PAR, or Sector Budget Support programmes with components of PAR. The evaluation would only look at the PAR aspects of these programmes.
- 3) SIGMA¹⁷, TAIEX, twinning (when PAR related only in relation to their complementarity to public sector reform processes)¹⁸
- 4) Regional School of Public Administration ReSPA¹⁹
- 5) Sector Budget Support programmes directly addressing PAR and PFM

Throughout the period there has been a slow move from stand-alone projects towards integrated projects. Sector budget support, including sectors touching PAR/PFM, has been implemented in a number of ENP countries, and is being gradually introduced in selected IPA countries.

C. Scope of the evaluation/FC

(C.1) Topics covered

The evaluation will assess the performance of PAR related assistance funded under IPA I in all IPA countries and under the European Neighbourhood and Partnership Instrument (ENPI) in selected ENP countries over the period of 2007-2013 as well as assess the intervention logic of PAR related assistance foreseen under IPA II and ENI in selected ENI countries, draw lessons from these past and on-going experiences and provide recommendations for the EC to improve its work in relation to PAR. It is important to keep in mind the different policy contexts and EU strategic objectives, policies and tools

¹⁷ Support for Improvement in Governance and Management in Western Balkans (SIGMA) is a joint initiative of the Commission and OECD, principally financed by the EU.

¹⁸ SIGMA (<http://www.sigmaxweb.org/>) is the only multi-country programme addressing horizontal public administration reforms. It is complemented by other institution building instruments, namely Twinning and TAIEX, and other technical assistance projects which work at country level and which are aimed at building capacities on specific topics covered by the *acquis* in specific administrations.

¹⁹ ReSPA is an international organisation, located in Danilovgrad, Montenegro. It has been entrusted with the mission of boosting regional cooperation in the field of public administration in the Western Balkans and to support the creation of accountable, effective and professional public administration systems for the Western Balkans on their way to EU accession. <http://www.respaweb.eu/home>

between enlargement and neighbourhood countries, both in the past and presently in place, when carrying out the evaluation. At the same time, despite the differences, it is believed that interesting lessons and best practices can be learned from the different countries/regions/instruments which will provide for useful cross-fertilisation between them.

(C.2) Issues to be examined

The evaluation shall:

Part 1 - Assess Performance (relevance, efficiency, effectiveness, coherence, impact, sustainability and EU value added) of interventions financed through IPA I 2007-2013 national and regional programmes targeting PAR as well as a selected number of ENPI actions. The evaluator will take into consideration the results from previous evaluations on the performance of IPA I and ENPI in relation to PAR;

- assess the use and experiences of different instruments/tools/aid modalities like SIGMA, Safe Trust fund²⁰, PAR related Twinning, TAIEX and technical assistance as well as regional organisations such as ReSPA to support PAR and sector budget support in relation to PAR especially in neighbourhood countries.

Part 2 - Take stock of the new EC approach concerning PAR, reconstructing the implicit theory of change: Enlargement Strategy 2014-2015, Principles of Public Administration, IPA II and ENI Programming guidelines, DG DEVCO and DG NEAR sector budget support guidelines

- Assess the use of policy dialogue in enlargement and neighbourhood countries in support of PAR objectives and taking into account that there is no specific acquis chapter directly related to PAR but it being a cross-cutting issue

- Assess the Intervention logic of IPA II, and selected ENI, Multi-Country Strategy Papers 2014-2020, CSPs, SSFs, and sector planning documents addressing PAR, in order to assess their coherence with the 2014-15 Enlargement Strategy, Neighbourhood Policy, Principles of Public Administration and IPA II and ENI programming guidelines especially addressing the issues of relevance, coherence, efficiency, effectiveness and EU value added; assess how they take on board past lessons, have moved towards Sector Approach and Sector Budget Support, taken on board cross cutting issues, and assess to which extent they have established clear objectives, targets, indicators and baselines and monitoring mechanisms

– assess already on-going action programmes, especially their intervention logic, addressing PAR to see how well they reflect the new approach and assess their efficiency and likely effectiveness at this early stage of their implementation

Evaluation questions

As regards the evaluation questions, the evaluation will be based on the criteria defined in the Better Regulation guidelines²¹ (relevance, efficiency, effectiveness, coherence and EU added value) and complemented by two additional OECD-DAC criteria (impact and sustainability). The evaluation questions will be further refined during the inception phase. Evaluation questions are at least the following:

Judgement on the performance of IPA I/ENPI support to PAR 2007-2013

Relevance

- To which extent do the objectives, defined in the programmes correspond to the needs and capacities of the beneficiary countries? To what extent have the IPA I/ENPI interventions proved relevant to those needs?

²⁰ a World Bank led programme on public financial management

²¹ http://ec.europa.eu/smart-regulation/guidelines/toc_guide_en.htm

As regards the initial assessment of implementation of IPA II/ENI in support of PAR 2014-2020:

- To what extent are the priorities in the area of PAR identified in the CSPs, SSFs and the Multi-Country Strategy Paper (and where appropriate other key reference documents) translated into appropriate actions into the Sector Planning Documents/Action Programmes/Action Documents? How coherent and consistent are they?
- To what extent has the IPA II/ENI assistance been designed to fit to the policy objectives and national strategies and how have they been translated into IPA II/ENI actions in relation to PAR?
- To what extent does programming of this assistance provide for linkages between national and regional programmes and assistance from other donors?

Efficiency

- Were the outputs and effects achieved at a reasonable cost? Why was this possible? Could the same results have been achieved with less funding?
- To what extent has the choice of aid modality been the most appropriate? Could the use of other type of financing or mechanisms have provided better cost-effectiveness?

As regards the initial assessment of implementation of IPA II/ENI in support of PAR 2014-2020:

- How adequate and relevant are monitoring and evaluation framework and the performance indicators to measure the results, outcomes and impacts?
- What are the main gaps/weaknesses of the programming in the field?

Effectiveness

- To what extent are the interventions coherent in achieving the strategic objectives of the EU priorities in relation to PAR? In particular, as regards the enlargement countries, to what extent are they coherent in achieving the strategic objectives of the EU priorities linked to accession preparation?
- What was the level of transparency and the stakeholders' active participation in the process of prioritisation and selection of interventions in the programming phase?
- To what extent do the outputs and results correspond to the objectives? To what extent have the objectives been met? Where expectations have not been met, what factors have hindered their achievement?
- To the extent possible considering the fact that most of these programmes are still on-going, assess to what extent have budget support operations delivered in terms of both policy dialogue and results achieved, especially in selected ENPI countries? When and in which conditions were results achieved? Could these same results have been achieved using other aid delivery modes?

As regards the initial assessment of implementation of IPA II/ENI in support of PAR 2014-2020:

- To what extent does the intervention logic facilitate the quality of the programme? How robust is the intervention logic in terms of depicting causal relationships between inputs, results, and outcomes?
- To what extent has IPA II/ENI assistance been designed based on the lessons learned from the past and on-going experience of IPA I/ENI?

Coherence

- Were the following "support mechanisms/options/tools" used in the best and most coherent way to achieve the stated objectives: national/multi-beneficiary/regional projects, SIGMA, TAIEX, twinning, stand-alone/integrated projects?
- Were the cross-cutting issues (especially gender and climate change) sufficiently included in the

projects? <i>Impact</i> - Are the outputs and immediate results delivered by IPA I/ENPI translated into the desired/expected impacts; namely in terms of achieving the strategic PAR related objectives/priorities, and in the case of enlargement countries linked to accession preparation? Are impacts sufficiently identified /quantified? Are there any additional impacts (both positive and negative)? <i>Sustainability</i> Are the identified impacts sustainable (or likely to be sustainable)? Are there any elements which (could) hamper the impact and/or sustainability of assistance? What are the risks to the sustainability of PAR related projects (including the usefulness of project outputs in the medium and long term)? <i>EU value added</i> - What is the additional EU value resulting from the interventions in the area of PAR, compared to what could be achieved by the beneficiary countries at national and/or regional levels? - What is the comparative efficiency and value added of the different type of financing provided or that could have been provided complementarily?
(C.3) Other tasks
- Analyse the results of the stakeholder consultation

D. Evidence base
(D.1) Evidence from monitoring Both ENPI/ENI and IPA I/II projects have been subject to the results-oriented monitoring system (ROM). It is a performance based monitoring system, which systematically conducts monitoring missions in all regions and sectors of EU Aid, using the same consistent methodology to rapidly assess selected projects. The system is based on regular onsite assessments (once a year) by independent experts to ongoing projects and programmes. Projects and programmes are given scores against agreed criteria (efficiency, effectiveness, potential impact, relevance and likely sustainability) using a structured and consistent methodology. The ROM monitoring reports, as well as internal monitoring reports will be used by the evaluators during the Inception and Desk phases and to prepare the field missions.
(D.2) Previous evaluations and other reports Some relevant EC studies/evaluations have taken place at national, regional and EC level concerning PAR or closely related sectors. They, together with the relevant performance audits of the European Court of Auditors, will be taken into account in the carrying out of the current evaluation. Hereunder a non-comprehensive list of available studies/evaluations: - Annual Progress Reports, for both enlargement and neighbourhood countries, with regard to PAR²² - Strategic Interim Evaluation of SIGMA (2011/276342), which was carried out in 2012²³ - PAR assessments based on the Principles of Public Administration in 2015 carried out by SIGMA in all IPA II countries (except Iceland) as well as other relevant documents prepared by SIGMA - SIGMA country-specific 2015-2016 work plans (adoption by September 2015) - DG BUDG Fact Finding Mission Reports that include direct reference to PAR - Thematic evaluation of Rule of Law, Judicial reform and Fight against corruption and organised crime in the WB (contract 2010/256638) which assessed the performance of IPA assistance 2007-2011 in all

²² http://ec.europa.eu/enlargement/news_corner/key-documents/index_en.htm

²³ http://ec.europa.eu/enlargement/pdf/financial_assistance/phare/evaluation/2012_final_report_on_sigma_evaluation.pdf

WB countries²⁴ - Technical Assistance for Evaluation of Rule of Law sector implemented and financed by IPA Programme and other Donors in the Republic of Serbia (2013/313178) - Prevention and Fight against Corruption (Serbia 2013/325-924) - Overall Assessment of the Anti-Corruption Framework in Albania (Albania 2014/ 338008) - Thematic Evaluation on judiciary and fundamental rights in Turkey (2011/277332)²⁵ - Business, corruption and crime in the WB: impact of bribery and other crime on private enterprise (2013), -Evaluation of European Union's co-operation with Georgia (2007 – 2013) - Prospective, Retrospective (2015) - Study on the Uptake of Strategic Evaluations in EU Development Cooperation – Ref. 1331 Egypt, Ukraine and Tunisia-2014²⁶ - Synthesis on Budget Support Evaluations 2010-2014 (includes Tunisia and Morocco)-2014²⁷ - Strategic Evaluation of EC Cooperation with Hashemite Kingdom of Jordan - 2014²⁸ - Joint strategic evaluation of budget support operations in Morocco 2005-2012- 2014²⁹ - Programme Support for Improvement in Governance and Management (SIGMA) for European Neighbourhood Region (SIGMA/ENPI) - 2013 - EU Support to two European Neighbourhood Policy Regions (East and South) - Ukraine, Georgia, Tunisia, Morocco and Egypt - 2013³⁰ - Thematic evaluation on IPA support to the fight against corruption (2015)
(D.3) Evidence from assessing the implementation and application of legislation (complaints, infringement procedures)
N/A
(D.4) Consultation
A public consultation will be initiated and undertaken during the evaluation to verify preliminary findings. It will be open on line for 12 weeks for all interested parties to provide their input. During the Inception and Desk phase the contracted evaluators will consult the main national stakeholders (NIPACs/NACs) via email. Comments will be sought from these stakeholders before the finalisation of the Inception report and the Desk phase report. A stakeholder workshop will be held towards the end of the field phase before the drafting of the Draft Final report. The Draft Final report will be sent for comments to the stakeholders listed below and consulted during the evaluation. A dissemination seminar will be held at DG NEAR once the evaluation has been completed. <i>The stakeholders for this evaluation include:</i> <u>National stakeholders include (non-exhaustive list):</u>

²⁴ http://ec.europa.eu/enlargement/pdf/financial_assistance/phare/evaluation/2013_final_main_report_lot_3.pdf

²⁵ http://ec.europa.eu/enlargement/pdf/financial_assistance/phare/evaluation/2012_turkey_jhr_final_report.pdf

²⁶ https://ec.europa.eu/europeaid/study-uptake-strategic-evaluations-eu-development-cooperation-2014_en

²⁷ https://ec.europa.eu/europeaid/sites/devco/files/strategic-evaluation-synthesis-ec-budget-support-1335-main-report-201411_en.pdf

²⁸ https://ec.europa.eu/europeaid/sites/devco/files/strategic-evaluation-cooperation-ec-jordan-1340-main-report-201502_en.pdf

²⁹ https://ec.europa.eu/europeaid/sites/devco/files/strategic-evaluation-budget-support-morocco-1332-main-report-201409_fr_0.pdf

³⁰ https://ec.europa.eu/europeaid/sites/devco/files/evaluation-eu-support-enp-1320-main-report-201306_en_0.pdf

-National IPA (NIPAC) and ENI aid Coordinators (NAC), relevant structures, responsible for programming, implementation, monitoring of IPA I and IPA II and ENI assistance, -General Secretariats of Government/ Deputy Prime Minister's or Prime Minister's Offices, Ministries of Finance, European Integration, Interior, Justice, Procurement institutions, Civil Service Management Agencies, Public Administration Bodies, Regulatory Management Authorities, Supreme Audit Institutions and Parliamentary Secretariats etc.; -Regional organisation e.g. Regional School of Public Administration (ReSPA) -Representatives of the Civil Society Organisations in the beneficiary countries, business associations, academic institutions, and final beneficiaries of IPA/ENI <u>International stakeholders (non-exhaustive list):</u> - The Organisation for Economic Co-operation and Development; - World Bank, International Monetary Fund - International donors, playing a role in the area of PAR.
(D.5) Further evidence to be gathered
During the Field phase sampled countries will be visited by the evaluators, tentatively 5-6 countries. They will meet with the EU Delegations, national and international stakeholders relevant for each country listed above. SIGMA and ReSPA will be visited during the field phase. Use of surveys, questionnaires and other tools will be considered and decided on during the inception phase.

E. Other relevant information/ remarks