



## Checklist for evaluation managers

### Objectives of Evaluation Management in the FOPH

Evaluation management in the FOPH is centrally located in the Evaluation and Research Service (E&F). The E&F is responsible for the process and quality assurance of evaluation projects.

Evaluation management – based on the quality standards of the Swiss Evaluation Society SEVAL – helps assure the quality of evaluations as set out below: These quality standards are used to guide the various phases of the evaluation management cycle.

#### **Assurance:**

For managing evaluation projects, the E&F adheres to the following quality standards. It is essential to ensure that:

- Evaluations respond to the information needs of the intended evaluation users
- Selecting and contracting evaluators strictly comply with public procurement regulations
- Evaluations are well designed, realistic, and are conducted in a diplomatic and cost-conscious manner
- Evaluations are legally and ethically planned and conducted, with due respect to the welfare of all stakeholders
- The scientific quality is unquestionable and its content is correct
- Evaluations produce timely, valid and useful information
- Evaluation findings are communicated and lead to decisions about what needs to be done.

The importance given to the above quality assurance objectives can differ in **the seven phases** of the **evaluation management process**. These are as follows:

1. Needs analysis and priority setting
2. Planning
3. Developing the terms of reference
4. Competitive commissioning
5. Accompanying / Supporting the evaluation activities
6. Reporting and disseminating findings
7. “Following-up” on using the evaluation results

## Managing an External Evaluation in the FOPH

Phases of Evaluation Management	Objectives	Main Activities in Evaluation Management	Complementary Work Tools available on FOPH Internet
<p>① Needs analysis and priority setting</p>	<p>Requests from the FOPH business areas for evaluations are collated annually, in line with the Office's integrated task and resource planning process. The senior management decides on the basis of defined criteria which evaluations should be commissioned and approves the E&amp;F Service's «capacity and resource plan».</p>	<ul style="list-style-type: none"> <li>• Leading the process: evaluation needs are gathered and collated in parallel with the integrated planning of the Office's tasks and resources</li> <li>• Annual and multi-year evaluation plan is updated</li> <li>• E&amp;F Service's "capacity and resource plan" is submitted to senior management for approval.</li> </ul>	<p><i>Checklist "Criteria for Determining External Evaluation Needs"</i></p>
<p>② Planning</p>	<p>(→ project start) Expectations about the evaluation are clarified with internal partners. The basic parameters of the evaluation are agreed. Evaluability / feasibility is verified. A project organization is established.</p>	<ul style="list-style-type: none"> <li>• Learning about the problem and clarifying the evaluation's basic parameters</li> <li>• Developing a table showing methods, cost estimates, time</li> <li>• Assessing the project's evaluability / feasibility</li> <li>• Putting into place the project's organisation; constituting an advisory group</li> <li>• Selecting a "request for proposals" and adjudication procedure</li> </ul>	<p><i>Interview guide "Setting the Basic Parameters of an Evaluation"</i> <i>Organising an Evaluation Project in the FOPH: the Principles</i> <i>"Tasks" of the External Evaluation's Advisory Group</i></p>
<p>③ Developing the terms of reference</p>	<p>The evaluation mandate as confirmed with internal and external partners and approved by commissioners, is available as the "terms of reference".</p>	<ul style="list-style-type: none"> <li>• Possibly developing a separate evaluation concept</li> <li>• Drawing up the terms of reference, highlighting the basic parameters and timetable</li> <li>• Leading the process: internal/external consultation, completion and approval of the terms of reference</li> </ul>	<p><i>Checklist "An Evaluation's Terms of Reference (Evaluation Mandate)"</i></p>
<p>④ Competitive commissioning</p>	<p>The evaluation team offering the best proposal is awarded the evaluation mandate.</p>	<ul style="list-style-type: none"> <li>• Invitation to submit an evaluation proposal</li> <li>• Selection of three best proposals</li> <li>• Leading the process: presentations by the evaluation teams and final choice made by commissioners</li> <li>• Drawing up the contract</li> <li>• Registering the evaluation project in ARAMIS (Confederal research databank <a href="http://www.aramis.admin.ch">www.aramis.admin.ch</a>)</li> </ul>	<p><i>Checklist "Developing and Assessing an Evaluation Proposal"</i></p>

Phases of Evaluation Management	Objectives	Main Activities in the Evaluation Management	Complementary Work Tools available on FOPH Internet
<p>⑤ Accompanying / Supporting the evaluation activities</p>	<p>The evaluation team benefits from E&amp;F's support as a "facilitator" throughout. The quality of scientific methods' applied is assured.</p>	<ul style="list-style-type: none"> <li>• Evaluation "kick-off meeting" takes place</li> <li>• Support for accessing individuals and/or data sources (e.g. introductory letters)</li> <li>• Regular exchange of information with evaluation team</li> <li>• Quality assurance of tools for data collection and analyses</li> <li>• Presentation and discussion of intermediate results is organised when relevant</li> </ul>	<p><i>Checklist "Kick-off Meeting of an External Evaluation"</i></p>
<p>⑥ Reporting and disseminating findings</p>	<p>The quality of evaluation products is assured.  The value of evaluation results is enhanced through a series of discussions with internal and external partners to decide on how they can best be used.  The evaluation results are published together with a management response. (→ Project end)</p>	<ul style="list-style-type: none"> <li>• Initial check made of evaluation products, and requested corrections to assure products' clarity, logic and comprehension are completed</li> <li>• Leading the process: meta-evaluation conducted together with the evaluation commissioners and stakeholders, (in accordance with the project organisation) and presentation, moderation and discussion of evaluation results</li> <li>• Meta-evaluation results are synthesised and sent to the evaluation team</li> <li>• Evaluation products undergo final check (including translations), and approved (depending on the project) by the evaluation's steering group</li> <li>• Leading the process: meeting with evaluation commissioners / stakeholders ("valorisation" meeting to addresses the following themes: dissemination and utilisation of evaluation results, management response and development of possible communication products to enhance utility of evaluation results)</li> <li>• Reporting back within the FOPH / Federal Department of Home Affairs</li> <li>• Publication / dissemination of evaluation products including the management response (possibly including statements of partners)</li> <li>• Up-dating ARAMIS (Confederal research databank <a href="http://www.aramis.admin.ch">www.aramis.admin.ch</a>)</li> <li>• Supporting commissioners to develop other possible products to enhance the utility of evaluation results (specific products for reporting results to specific audiences)</li> <li>• Checking possible valorisation products for accuracy and weighting</li> </ul>	<p><i>Check-list "Criteria for Assessing Evaluation Reports"</i> <i>Checklist "Formal Instructions for Writing the Evaluation Report"</i> <i>Checklist "Structure for the Executive Summary of an Evaluation Report"</i> <i>Checklist "Quality Assurance of the Translations of Evaluation Reports"</i> <i>Checklist "Management Response on the Evaluation Results"</i></p>
<p>⑦ "Following-up" on using evaluation results</p>	<p>Evaluation results and their utilisation are reported in the E&amp;F Service's "Multi-annual Report on Evaluation".</p>	<ul style="list-style-type: none"> <li>• Periodic following-up of implementation of decision made regarding the utilisation of evaluation results</li> <li>• Assuring knowledge transfer to other business areas</li> <li>• Providing summary to contribute to the multi-annual report on the E&amp;F Service's activities</li> </ul>	<p><i>Analytical Framework to "Follow-up" the Utilisation of Evaluations</i></p>