



## 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
① Needs analysis and priority setting	Requests from the FOPH business areas for evaluations are collated annually. The senior management decides which evaluations should be commissioned and approves the E&F Service's "capacity and resource plan".	<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>	<i>Checklist "Criteria for Determining External Evaluation Needs"</i>
② Planning	(→ project start) The basic parameters of the evaluation are agreed. Evaluability / feasibility is verified. Expectations about the evaluation are clarified with internal partners.	<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>	<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>
③ Developing the terms of reference	The evaluation mandate as confirmed with internal and external partners and approved by commissioners, is available as the "terms of reference".	<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>	<i>Checklist "An Evaluation's Terms of Reference (Evaluation Mandate)"</i>
④ Competitive commissioning	The evaluation team offering the best proposal is awarded the evaluation mandate.	<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>	<i>Checklist "Developing and Assessing an Evaluation Proposal"</i>

Phases of Evaluation Management	Objectives	Main Activities in the Evaluation Management	Complementary Work Tools available on FOPH Internet
⑤ Accompanying / Supporting the evaluation activities	<p>The evaluation team benefits from E&amp;F's support as a "facilitator" throughout.</p> <p>The quality of scientific methods' applied is assured.</p>	<ul style="list-style-type: none"> <li>• Evaluation "kick-off meeting" takes place</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>
⑥ Reporting and disseminating findings	<p>The quality of evaluation products is assured.</p> <p>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.</p> <p>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></p> <p><i>Checklist "Formal Instructions for Writing the Evaluation Report"</i></p> <p><i>Checklist "Structure for the Executive Summary of an Evaluation Report"</i></p> <p><i>Checklist "Quality Assurance of the Translations of Evaluation Reports"</i></p> <p><i>Checklist "Management Response on the Evaluation Results"</i></p>
⑦ "Following-up" on using evaluation results	<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>