



Checklist for evaluation managers

An Evaluation's Terms of Reference (Evaluation Mandate)

In order to develop an evaluation mandate, **several questions need to be clarified beforehand**. This helps to develop a common understanding of what the evaluation should address and what can be expected from the process and results.

An **evaluation mandate** must be as clear as possible about what the evaluation should address and towards what end. This checklist is intended to help formulate the evaluation mandate for an external evaluation.

Structure and Content of the Terms of Reference

0. Evaluation Title

The title should be as short and precise as possible.

Ideally, it should indicate what is to be evaluated (the evaluand), the evaluation type or form, and its focus. For example "Evaluation of the execution of the ordinance on veterinary medicinal products".

1. Background / context and purpose of the evaluation

The reason for wanting an evaluation should be explained in relation to the given context. This should be provided in a short, introductory paragraph that must also clearly indicate who wants the evaluation, who is the commissioner and what legal basis exists to support the evaluation.

2. The Evaluand (object of the evaluation) and its context

- **The Problem (related to health policy) and actions being taken**

The problem (for health policy) should be briefly explained as well as a description of what interventions (state or otherwise) are in place to respond. Which actors are involved, what is their mandate and on what authority is such action based (strategic or legal). It would also be useful to place the problem in context (international).

- **Description of the Intervention's design and activities**

This section should describe the current status of the intervention and its measures (packet of measures) with regard to planning and implementation, and if known, any information about their effects. The following points are essential:

- Objectives
- Actors, tasks, competences, responsibilities
- Illustration of the expected chain of results of the measure(s) or their flow chart (program logic)
- Framework conditions (finances, time)
- Important contextual issues / conditions
- Available data, reports

- **Brief Description of the evaluation focus**

Having provided a description of the evaluand, in context, the focal points for the evaluation should be identified (spectrum: concept – implementation / execution – output – outcome – impact).

3. Details of the evaluation

- **The evaluation's organisational chart**
 - Actors, roles, tasks and competences
- **Evaluation purpose and objectives**
- **Evaluation questions**
 - 'Descriptive', 'causal' and 'evaluative'
- **Evaluation design and methodology**
 - Evaluation approach
 - Methodological approach
 - Table of methods
- **Expected evaluation products and services**
- **Time schedule and milestones**
 - Milestones, deliverables and schedule, as well as
 - Simplified representation (e.g. table or graph) to show the timing between availability of results (intermediate and/or final) and the decisional agenda relative to the intervention / measures
- **Budget**
- **Dissemination strategy for enhancing evaluation results' utilisation (valorisation)**
- **Competence and skill requirements of the evaluation team**

4. Procedure for the adjudication of the mandate

- Information on the adjudication process and time plan
- Criteria for assessing the proposals

5. Confidentiality, independence, impartiality and managing conflict of interests

6. Complementary Information / documentation

- **Relevant websites (links) and/or documents**
 - relevant to the evaluand (including information about available data)
 - relevant to the evaluation more generally / possibly about any previous, relevant evaluations
 - relevant to regulations on public procurement
 - ...

7. Contact Details

- **Details of relevant person(s) and contact, as well as their competences and regular accessibility**
 - Evaluation Project Manager and Deputy
 - Specialists in the area XYZ