

**Table 2.** Proposal to main themes to address during Panel’s reading and interviews

Theme	CMS Self-eval and docs	The user survey	Interviews
<p><b>A. Quality of the processes and workflows, including cooperation with the client, i.e. the Ministry of Defence.</b> Are the Centre’s processes and workflows, including cooperation with the client, organized in a way which continuously strengthens and develops the Centre’s products and provides synergy between research and research based consultancy?</p>	<ul style="list-style-type: none"> <li>- Facts on management structures, processes, workflows, communication, incl. QC processes.</li> <li>- CMS’s own assessments and visions</li> </ul>		<p>5.2 Steer.Comm. 5.3 Mr. Salquist 5.4 CMS staff</p>
<p><b>B. Usefulness, quality and independency of the Centre’s activities (publications, events, research, teaching &amp; lecturing). And: Productivity.</b> Do clients, stakeholders and others involved in the work of the Centre assess the Centre’s products as useful, of high quality and independent? Is CMS productive, in view of usefulness and quality, as well as in view of CMS’s purpose and the available budget and resources? <i>Note: The part theme “Productivity” is not specifically indicated in the ToR, but it appears relevant to include an assessment of CMS’s productivity in the evaluation.</i></p>	<p>CMS’ own assessments of usefulness, quality and independency. Accounts of completed and planned activities (publications, events, research etc.).</p> <ul style="list-style-type: none"> <li>- financing, budgets, HR</li> </ul>	<ul style="list-style-type: none"> <li>- Quality and usefulness of activities</li> <li>- Independency</li> </ul>	<p>5.2 Steer.Comm. 5.5 User groups</p>
<p><b>C. Sufficient focus on the four themes, agreed in the Centre contract, for CMS’s basic research?</b> Have the Centre’s staff published research and analyses of high-quality and developed the field within the four themes? i.e.: Danish Defence Policy, - Comparative Studies, - Function and Purpose of Military Capabilities, - Strategy and Policy Studies</p>	<p>CMS’s own assessments</p> <ul style="list-style-type: none"> <li>- do the activities concern and develop the four themes?</li> <li>- Have/will new developments demand(ed) change of topics?</li> </ul>	<ul style="list-style-type: none"> <li>- Quality and usefulness of activities</li> </ul>	<p>5.2 Steer.Comm. 5.3 Mr. Salquist 5.5 User groups</p>
<p><b>D. Satisfactory facilitation of knowledge sharing and innovation, incl. facilitation of networks and research cooperation?</b> Does the Centre facilitate knowledge sharing and innovation in its field, including strengthening and developing of networks and research cooperation?</p>	<p>CMS’s own assessments regarding its facilitation of innovation and knowledge sharing.</p>	<p>CMS’s contribution to new, relevant knowledge and to networking</p>	<p>5.2 Steer.Comm.</p>
<p><b>E. Satisfactory research based teaching and other dissemination of knowledge and findings?</b> Does the Centre’s staff carry out satisfactory research based dissemination of knowledge and findings, and teaching – in view of usefulness and quality, as well as in view of CMS’s purpose and the available budget and resources?</p>	<p>Accounts of:</p> <ul style="list-style-type: none"> <li>- dissemination in press</li> <li>- Education activities</li> <li>- financing, budgets, HR</li> </ul>	<ul style="list-style-type: none"> <li>- Usefulness, quality etc. of CMS’s activities</li> <li>- Dissemination on website.</li> <li>- Users’ relationships to CMS.</li> </ul>	<p>5.1 CMS Man. 5.4 CMS staff</p>
<p><b>F. CMS’s role and place in the Danish and international defence and security landscape.</b> Why is there need for an entity like CMS, which role(s) does CMS play, which value does CMS add to the landscape? <i>Note: This theme is not specifically indicated in the ToR. However, it may be useful for the Panel to obtain knowledge about these circumstances for seeing “the whole picture”.</i></p>	<ul style="list-style-type: none"> <li>- Info on the “landscape”</li> <li>- CMS’s strengths and weaknesses</li> <li>- CMS collab. with other org.s</li> <li>- CMS’s own viewpoints and visions on its position</li> </ul>	<p>Users’ comparisons with other institutions</p>	<p>5.1 CMS Man. 5.2 Steer.Comm. 5.3 Mr. Salquist 5.5 User groups</p>
<p><b>G. Financial and organisational framework for CMS.</b> The conditions and framework for the Centre, including the financial/economic framework and human resources. <i>Note: This theme is also not specifically indicated in the ToR, but it may be useful to gain this information.</i></p>	<ul style="list-style-type: none"> <li>- CMS’s purpose and contract with the Min.o.Defence</li> <li>- CMS’s Steering Committee</li> <li>- Accounts of: financing, budgets, HR</li> </ul>		<p>5.1 CMS Man. 5.3 Mr. Salquist 5.4 CMS staff</p>