

Competency Domains

1. Managing client and stakeholder relationships: *Interpersonal skills* evaluators need to communicate effectively with clients, consumers and stakeholders taking into consideration the culture of those clients, consumers and stakeholders.
2. Understanding the evaluation context: *Understanding the unique circumstances and settings* of evaluations and their users/stakeholders at organisational and national levels.
3. Conducting an evaluation study (doing the evaluation): *technical aspects of inquiry* such as framing questions, designing studies, sampling, collecting and analyzing data, interpreting results, and reporting findings.
4. Managing an evaluation study: *Project management skills* evaluators needed to effectively negotiate, scope, manage and complete an evaluation.
5. Understanding the evaluation profession and professional bodies: *interaction with the evaluation community* - professional bodies and other evaluators - and knowledge of key documents e.g. standards and ethical codes that guide evaluation practice.

Competency Domain: Understanding the Evaluation Context (National)

1. Has a good understanding of national M&E policies and frameworks (e.g. GWME framework)
2. Has a good understanding of the procurement and contracting processes for evaluation studies
3. Has a good understanding of the relevant sector policies and strategies (e.g. Health or Education) in South Africa as these pertain to evaluation work
4. Has sound knowledge of national development policies and principles (e.g. Ubuntu, Batho Pele, NDP, SDGs)

Competency Domain: Understanding the Evaluation Context (Organisational)

5. Has a good understanding of the philosophy and ethos of the client and/or donor/funder organisation
6. Has good subject specific content knowledge (e.g. health, education)
7. Has a good understanding of how different organisations (NGO's, companies, government departments) work
8. Has a good understanding of the M&E system within the organization

Competency Domain: Understanding the evaluation profession and professional bodies

9. Has sound knowledge of and applies key principles of professional documents (standards, ethical codes and guiding principles) in evaluation studies
10. Is an active member of a Voluntary Organisation for Professional Evaluation (VOPE) (e.g. SAMEA)
11. Contributes to the strengthening of the field of evaluation through knowledge-sharing (e.g. publishes, presents at seminars and conferences)
12. Builds the capacity of others as is appropriate (e.g. participatory evaluation processes, mentoring)

Competency Domain: Managing Stakeholder and client relationships

13. Develops collaborative and co-operative relationships with project team members (the team that manages the intervention)

14. Are sensitive to any conflicts that may arise between the client and project team and provide remedial suggestions where required
15. Communicates effectively with stakeholders (e.g. communication protocols, presentations)
16. Is able to recognise key contextual issues and take these into account throughout the evaluation process (e.g. gender, sexual orientation, beliefs and values, politics, economics, and power/privilege)

Competency Domain: Conducting an evaluation study

17. Has sound knowledge of and can apply evaluation theories (e.g. TBE, realism, UFE)
18. Has sound knowledge of and can correctly use key evaluation concepts and definitions
19. Has a good understanding of different evaluation designs (e.g. experimental, quasi experimental)
20. Has a good understanding of different evaluation types (e.g. process, outcome and impact)
21. Understands the difference and interdependency between monitoring and evaluation
22. Is able to develop an M&E framework or evaluation plan (where necessary)
23. Is sensitive to issues of evaluation use and uptake
24. Is able to develop an appropriate theory of change for an intervention
25. Is able to develop an appropriate logic model or log frame for an intervention
26. Is able to develop and articulate appropriate evaluation questions
27. Is able to develop and articulate appropriate evaluation questions
28. Is able to make the right decisions about the appropriate methodology for an evaluation study
29. Is able to identify appropriate data sources for an evaluation study
30. Is able to select and apply relevant selection and/or sampling strategy
31. Is proficient in a number of data collection methods
32. Is proficient in quantitative/ statistical data analysis techniques
33. Is proficient in quantitative data analysis software (e.g. SPSS and Excel)
34. Is proficient in qualitative data analysis techniques
35. Is proficient in qualitative data analysis software (e.g. NVIVO, ATLAS.ti)
36. Is able to interpret findings in a fair and balanced manner and draw appropriate evaluation conclusions
37. Is proficient in writing clear and credible evaluation reports
38. Acts ethically throughout evaluation process
39. Carries out on-going reflection on practice

Competency Domain: Managing an evaluation study

40. Is proficient in planning evaluation studies (proper work plans, identification of milestone and deliverables)
41. Understands how budgets influence evaluation design
42. Is able to develop an appropriate evaluation budget
43. Understands how to supervise or co-ordinate evaluation team members
44. Monitors evaluation progress
45. Delivers evaluation report on time