IDEAS Competencies Framework Survey

Awareness, Relevance and Use

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2013 IDEAS Global Assembly

Thanks to all of you that have accepted our invitation and answered the survey!

Purpose

- Document published and adopted by IDEAS on 07/02/2012

- Survey's objective is to learn about

  - ✓ Awareness

  - ✓ Relevance

  - ✓ Use

- Focus: professional development and activities of IDEAS Members

- Survey's institutional context: the Association's investment in fostering and contributing to professionals' formation and development, and quality of work

Methodology

- Platform: Survey Monkey

- Universe: IDEAS ListServ – 900 members

- Number of visits: 187 entries

- Filters:

   1. Double entries, one of them blank;

   2. Double entries, one of them exactly the same;

   3. Double entries differing on additions were merged into one;

   4. One case, the respondent answered NO for the 2nd question (did not know of the framework) and YES one month later, with plenty of observations. The early answer was thus eliminated

- Total answers: 168 (19% of all members)

Responsibility of Cristina Magro

The questionnaire

| Sections	Content	Q	Form
Self Identification	Name, country of work and e-mail	1	Optional
IDEAS Competencies framework	Awareness Reading	2 & 3	Yes/No
A tool for improving your capabilities	Self-evaluation Capacity building plan	4 & 5	4 multiple choice (one answer)
A tool for Evaluators	Capacity assessment in the context of a given evaluation	6 & 7	4 multiple choice (one answer)
A tool for Managers	Use How it was used	8 & 9	Yes/No 1 multiple answers
A tool for Commissioners	Use How it was used	10 & 11	Yes/No 1 multiple answers
Further observations	Open space for free participation		

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Self Identification

Answer Options	%	Count
Name	95,30%	142
Country of work	97,30%	145
Email	96,00%	143
Skipped	11%	19
Total responses	89%	149
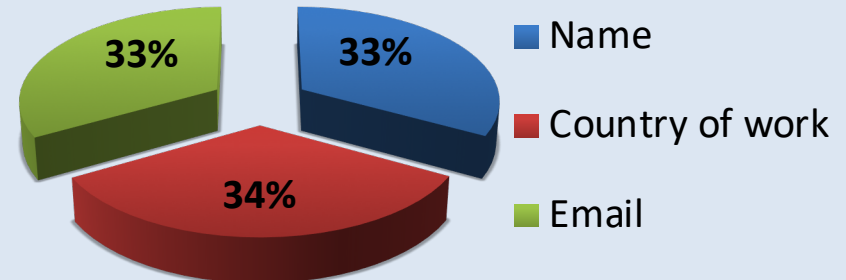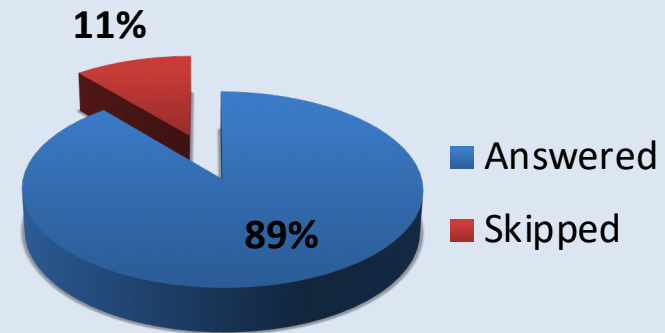
Awareness

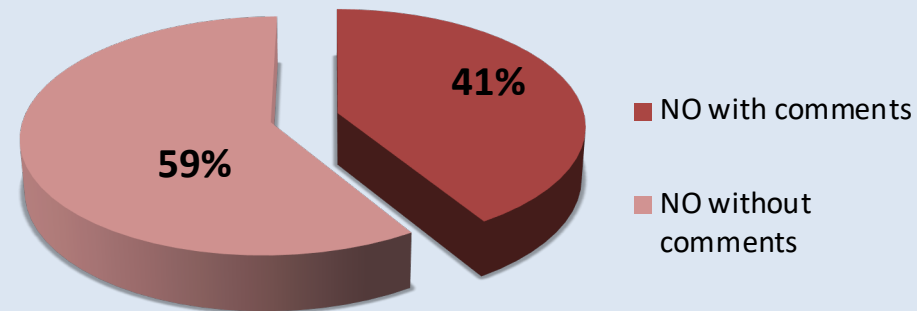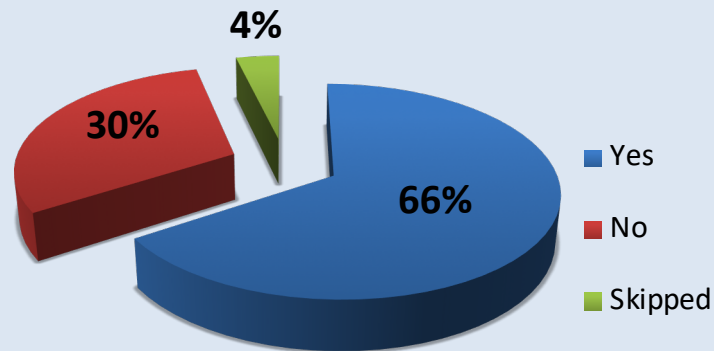**Question 2: Are you aware that IDEAS has adopted competencies for development Evaluators, Managers, and Commissioners?**
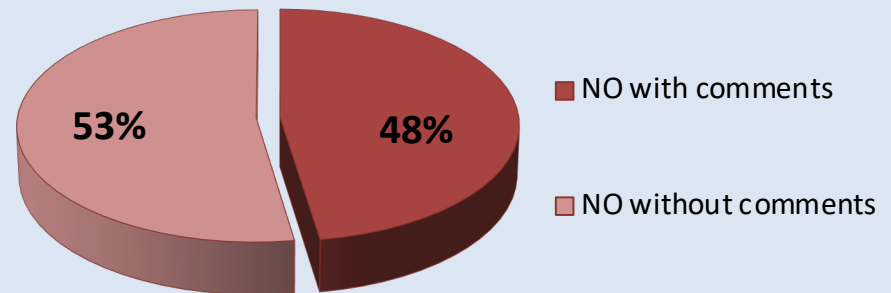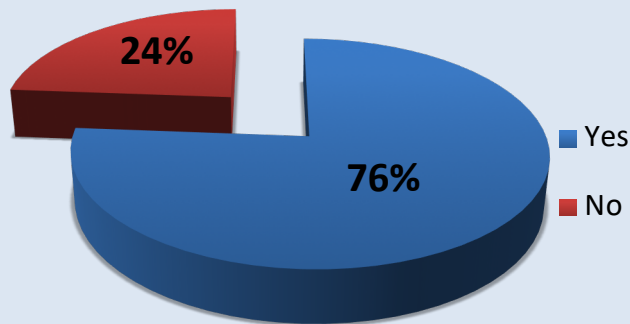
Question 3: Have you read the IDEAS document Competencies for Development Evaluation Evaluators, Managers, and Commissioners?

Chart 1:
- Yes — 66%
- No — 30%
- Skipped — 4%

Chart 2:
- NO with comments — 41%
- NO without comments — 59%

Responsibility of Cristina Magro

Questionnaires completed

- 168 respondents:
  - ✓ 128 were aware of the document
  - ✓ 84 read the document
  - ✓ 5 did not answer

- Questionnaires completed: 84

- Comments offered by those that either were not aware or that had not read the document: 35 total

- Comments in answer to Question 12: 79 total

A tool for improving your capabilities

Question 4: Have you used the document as a self-evaluation tool to improve your own evaluation practice?

Answer Options	%	Count
Yes, and found it useful for that purpose	40,5%	34
I tried to, but did not find it useful for that purpose	3,6%	3
Not yet, but I might use it for that purpose in the future	48,8%	41
No, and I do not have any intention of using it for that purpose in the future	3,6%	3
Observations	21,42%	18
Skipped	4,76%	4
Total responses		80

Responsibility of Cristina Magro

Question 4: Have you used the document as a self-evaluation tool to improve your own evaluation practice?

- Yes, and found it useful for that purpose
- I tried to, but did not find it useful for that purpose
- Not yet, but I might use it for that purpose in the future
- *No, and I do not have any intention of using it for that purpose in the future*
- Skipped

Pie chart values: 40%, 3%, 48%, 4%, 5%
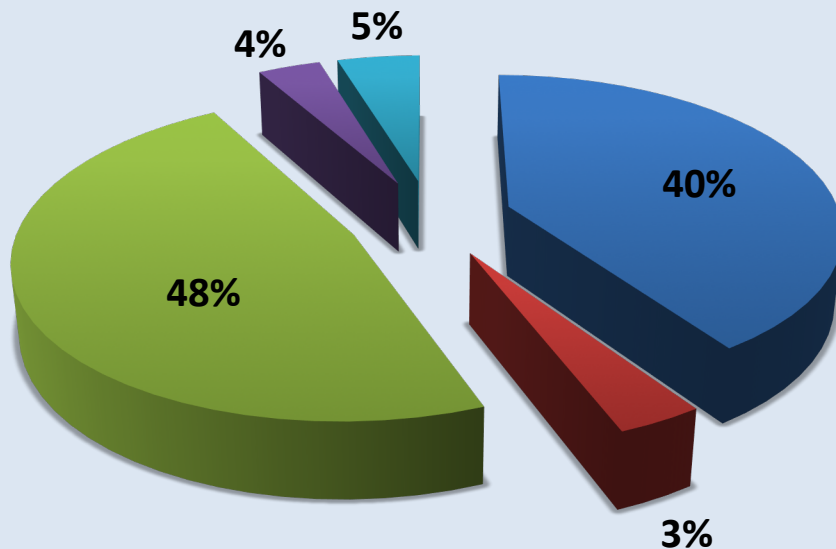
Positive use for self improvement (16,66%)

- It is always a great reference for myself and for my clients.

- It was an interesting and informative tool. But I have not gone back to it since my first encounter with the tool. Maybe an annual self-evaluation could help us get back to them? :)

- This has helped to assess my strengths and competencies in evaluation practice.

Other positive commentaries (27,77%)

- ◎ My current position does not directly relate to International Development Evaluations but nevertheless it is very useful document because no comparable document at the national or EU level has been drawn up yet.

- ◎ It was a good resources to guide evaluation commissioners who did have enough technical background. It helped us also build-up the competencies of our young professionals.

- ◎ These Competence frameworks are Empowering if complied to; would enhance development work in developing countries by reducing donor-driven evaluations' practices.

- ◎ It is comprehensive and can serve that purpose. It can also serve to develop a curriculum for a capacity building training for an organization or individuals

- ◎ My impression is that the set of competencies is quite reasonable and we more-or-less naturally look for/promote such competencies, but we have not yet gone through them, and our practices, systematically.

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Positive experiences (22,22%)

- ◉ Recently conducted a reflective self-assessment of two voluntary evaluations to identify systemic issues and concerns in terms of two start-up initiatives in Kenya. The evaluative review conducted (only look at the perspectives by requested by the two NGOs) required assessing performance at meeting start-timelines , timelyness of obtaining basic supplies and equipment for stage one project implementation. What was revealed and highlighted in the IDEAS Competencies framework was the need to assess the project managers' and key players roles' in terms implementation oversight responsibilities during start-up phases of a development initiative.

- ◉ 1. As a Trainer in evaluation, I have designed the courses keeping in view capabilities listed in the document; *2. I have not fully utilized the document to evaluate myself but certain part I tried to*

- ◉ I have been mainly using it for people I coach in M&E - to help them identify their competencies. Also looking at evaluations and seeing if their implementation reflects these competencies - not what it was meant for I know.

- ◉ We partially used the document as a basis for the Code of Ethics and for the Evaluation Standards to be used by the Czech Evaluation Society

Caveats (16,66%)

- It may need customizing to context , i.e. organization, region, subject matter ?

- Oftentimes Commissioners of evaluation put disproportionate weight on experience in the type of evaluation they are commissioning thereby undermining the competencies of evaluators stipulated in the IDEAS framework

- The responsibility for selection and application of the document as a self-evaluation tool to improve evaluation practice in the Bank does not reside at my level of operation but at the policy level.

Use of other frameworks (11,11%)

- UNEG has adopted similar types of competencies and my office uses them actively.

- Using Canadian ones

Question 5: Have you used the document to set up a capacity building plan for yourself?

| Answer Options	%	Count
Yes, and found it useful for that purpose	14,3%	12
I tried to, but did not find it useful for that purpose	1,2%	1
Not yet, but I might use it for that purpose in the future	22,6%	19
No, and I do not have any intention of using it for that purpose in the future	1,2%	1
Observations	5,95%	5
Skipped	61%	51
Total responses	39,28%	33

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A tool for improving your capabilities

Question 5: Have you used the document to set up a capacity building plan for yourself?

Legend:
- **Yes, and found it useful for that purpose** (14%)
- *I tried to, but did not find it useful for that purpose* (1%)
- Not yet, but I might use it for that purpose in the future (23%)
- *No, and I do not have any intention of using it for that purpose in the future* (1%)
- Skipped (61%)

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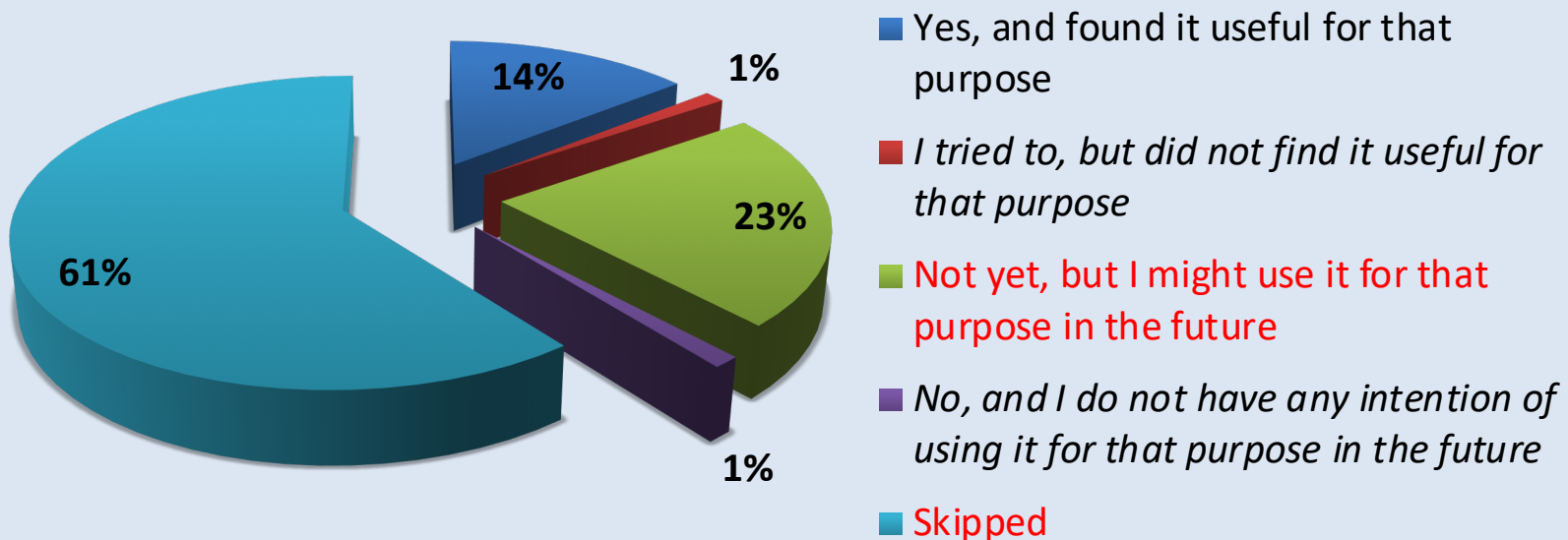
Answers suggest positive use for setting a capacity building plan for him/herself or for others

- The e- learning program offered through My M&E on Equity-Focused, Country-Led has so far been very helpful to that end

- The adopted competencies framework provides an excellent start-up process for IMandCD, LLC to enhance its' capabilities as a future international systemic evaluation and impact analysis training business.

- I have been mainly using it for people I coach in M&E …

Limited opportunities to use it as a tool for setting a capacity building plan for him/herself or for others

- Partially, we try to influence the evaluation procedures within the Czech ODA program, it will take some time…

- Limited opportunity to practice in real evaluation.

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A tool for Evaluators

Question 6: Have you used the document to assess your own capability to conduct a given evaluation?

| Answer Options	%	Count
Yes, and found it useful for that purpose	22,6%	19
I tried to, but did not find it useful for that purpose	2,4%	2
Not yet, but I might use it for that purpose in the future	10,7%	9
No, and I do not have any intention of using it for that purpose in the future	0,0%	0
Other	5,95%	5
Skipped	61,90%	52
Total responses	38,90%	32

Responsibility of Cristina Magro

A tool for Evaluators

Question 6: Have you used the document to assess your own capability to conduct a given evaluation?

- Yes, and found it useful for that purpose
- *I tried to, but did not find it useful for that purpose*
- Not yet, but I might use it for that purpose in the future
- No, and I do not have any intention of using it for that purpose in the future
- Skipped

63%

23%

3%

11%

0%

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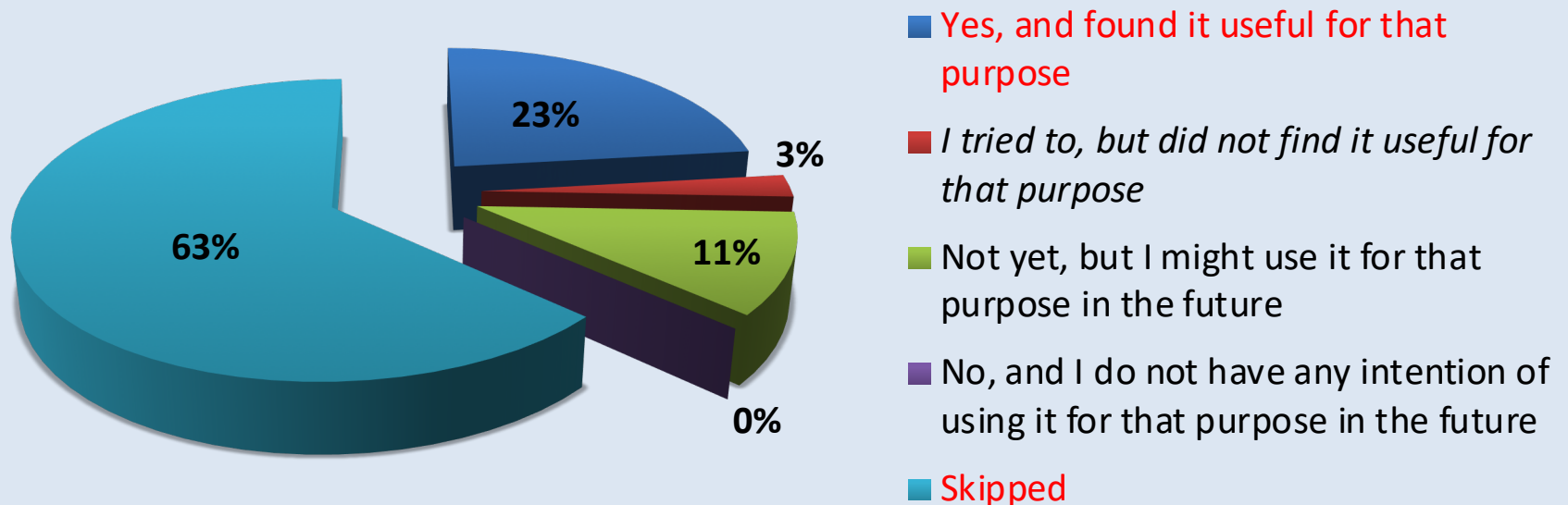
Answers suggest positive use for setting a capacity building plan for him/herself or for others

- ⊙ This has helped to assess my strengths and competencies in evaluation practice. (same as answer to Q 4)

- ⊙ The document has given me an additional opportunity to find out where to focus on self development in the future as evaluation professional.

- ⊙ It has really helped me to identify areas I need to improve upon.

- ⊙ The framework has been value-added exploratory learning experience.

- ⊙ However, that has not increased my chances of being commissioned

- ⊙ Please refer to answer for Question No. 5.

- ⊙ Only theoretically

A tool for Evaluators

Question 7: Have you used the document to assess the capabilities of others to conduct a given evaluation?

Answer Options	%	Count
Yes, and found it useful for that purpose	21,4%	18
I tried to, but did not find it useful for that purpose	3,6%	3
Not yet, but I might use it for that purpose in the future	63,1%	53
No, and I do not have any intention of using it for that purpose in the future	3,6%	3
Observations		10
Skipped	5,95%	5
Total responses		79

A tool for Evaluators

Question 7: Have you used the document to assess the capabilities of others to conduct a given evaluation?

- Yes, and found it useful for that purpose
- *I tried to, but did not find it useful for that purpose*
- Not yet, but I might use it for that purpose in the future
- *No, and I do not have any intention of using it for that purpose in the future*
- Skipped

Pie chart values: 4%, 6%, 22%, 4%, 64%
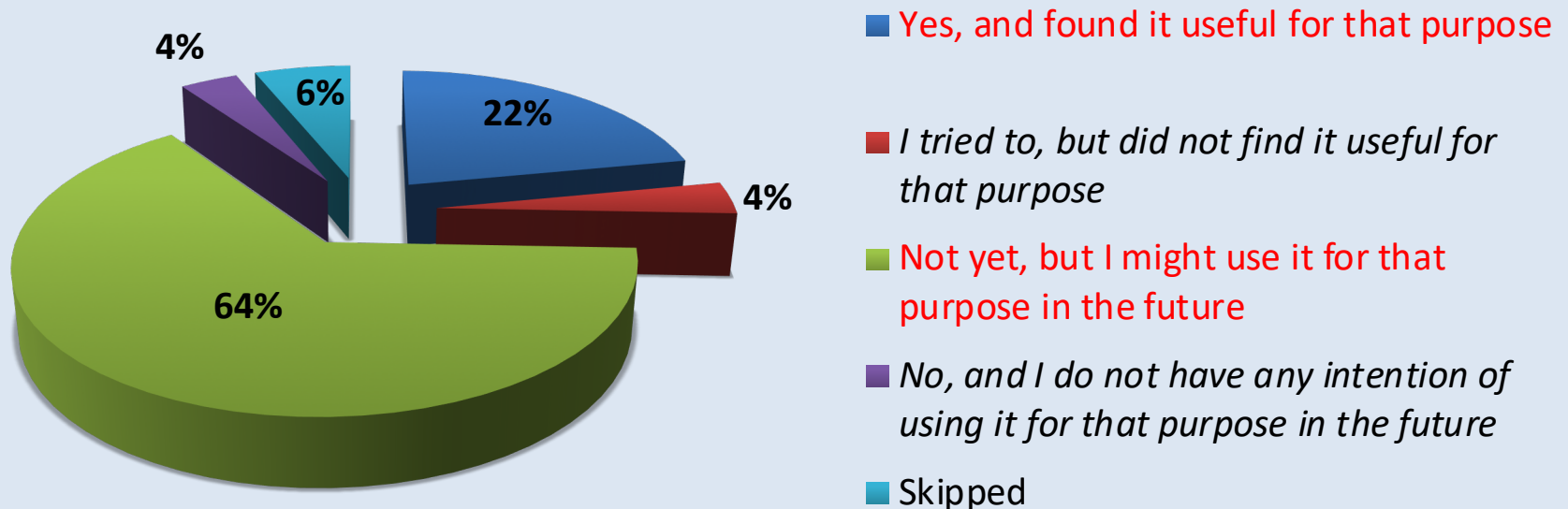
Observations Q 7

- As an evaluator have not had the opportunity

- For assessing Managers and Commissioners who took part in my last 2 evaluation assignments.

- Used it to assess capabilities of consultants who conducted a Public Works Tracking study

- I am intending to use the document for the above mentioned assessment in regard of ADB performance in Mongolia

- The document has been useful in assessing consultants capabilities to conduct a Public Works programme evaluation using a Tracking Study and found the competences to be useful.

- This is a qualified yes response. My use to date has been instructive within my Global Business Management and Development course at the University of Maryland University College and my Global Grant Development and Management Course at Howard University.

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Observations Q 7

- But for self assessment and a basis for discussion rather than me doing it to them
- Reading comments from fellow IDEAS members show that the network has professionals whose evaluation capacities are high
- Please note that I have every respect for this document, and that the only reason I cannot use it in the indicated way is that I'm old and retired (but still active and kicking).
- Same comments as previous question. The competencies might be useful as a reference document for, say, evaluators or evaluation teams we engage, but I'll have to re-visit them.

Question 8: When acting as a Manager of development evaluations, have you referred to the document Competencies for Development Evaluation Evaluators, Managers, and Commissioners?

Answer Options	%	Count
Yes	21,4%	18
No	3,6%	3
Have not acted as a Manager of development evaluations	3,6%	3
Other	10,71%	9
Skipped	8,33%	7
Total responses		77

Responsibility of Cristina Magro

A tool for Managers

Question 8: When acting as a Manager of development evaluations, have you referred to the document Competencies for Development Evaluation Evaluators, Managers, and Commissioners?

- Yes — 32%
- No — 13%
- Have not acted as a Manager of development evaluations — 37%
- Other — 10%
- Skipped — 8%

Responsibility of Cristina Magro
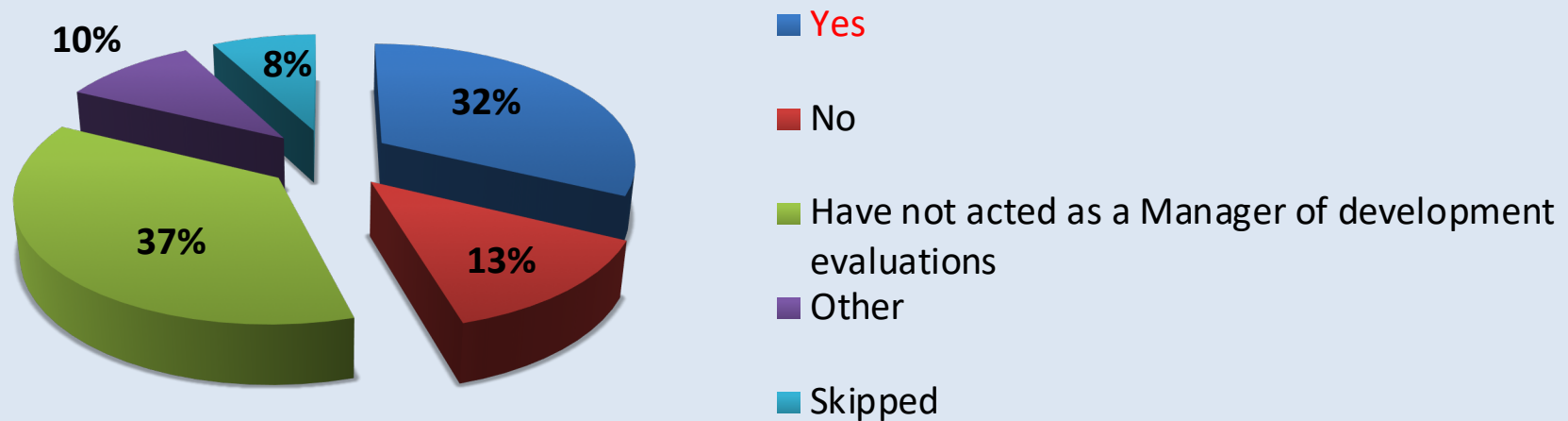
Observations Q 8

- As a teacher, I assess student's ability to explain what competencies of an Evaluator should be, and it is considered seriously especially because it is backed by IDEAS and encompassed elements from others framework (CES, EES, etc.)

- I have not managed an evaluation since the document was published.

- Commissioners need to comply to the best practices as guided by the frameworks. This is because when commissioners of evaluation are donors, they tend to look for areas of weakness in project performance and take evaluation results as basis for terminating funding support.

Responsibility of Cristina Magro

Observations Q 8

- I have acted many times as manager of development evaluations, but that was in my active time as Head of the Evaluation Division of Directorates General "Development" and "External Relation" of the European Commission. I am now retired, but still very much interested in all substantive questions concerning Development Intervention Management and Evaluation

- Not yet.

- Again, my impression is that I/we manage evaluations in ways that are consistent with the IDEAS competencies, but we haven't yet systematically assessed our practices against the set of competencies.

- Not yet, but I will use it the next time I manage an evaluation.

A tool for Managers

Question 9: When you referred to the IDEAS Competencies as a Manager of development evaluations, did you use them to help with:

Answer Options	%	Count
a. Writing Terms of Reference	19,0%	16
b. Selecting the consultant(s) to conduct the evaluation	17,9%	15
c. Designing the evaluation	19,0%	16
d. Conducting the evaluation	13,1%	11
e. Overseeing the contract	15,5%	13
Observations	4,76%	4
Skipped	61,90%	52
Total responses		32

Responsibility of Cristina Magro

A tool for Managers

Question 9: When you referred to the IDEAS Competencies as a Manager of development evaluations, did you use them to help with:
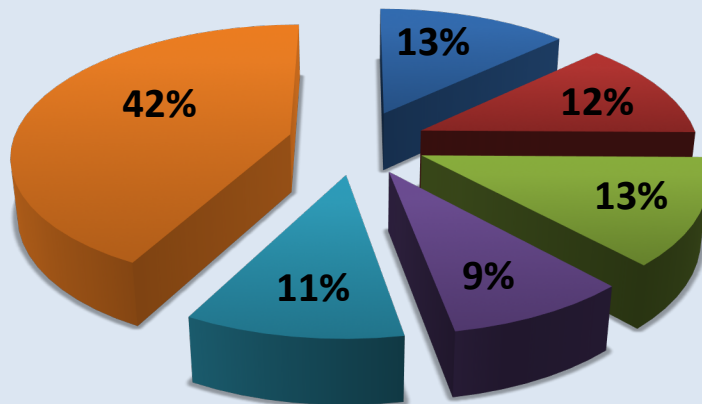
- a. Writing Terms of Reference
- b. Selecting the consultant(s) to conduct the evaluation
- c. Designing the evaluation
- d. Conducting the evaluation
- e. Overseeing the contract
- skipped   (37% had not acted as managers)

13% 12% 13% 9% 11% 42%

Responsibility of Cristina Magro

- Useful as an international standard, but very vague and too broad to be really useful.
- N.A
- None of the above - though I should
- Teaching

A tool for Commissioners

Question 10: When acting as a Commissioner of development evaluations, have you referred to the document Competencies for Development Evaluation Evaluators, Managers, and Commissioners?

Answer Options	%	Count
Yes	23,8%	20
No	11,9%	10
Have not acted as a Commissioner of development evaluations	53,6%	45
Other	7%	6
Skipped	4%	3
Total responses	96%	81

Responsibility of Cristina Magro

A tool for Commissioners

Question 10: When acting as a Commissioner of development evaluations, have you referred to the document Competencies for Development Evaluation Evaluators, Managers, and Commissioners?

Legend:
- Yes — 24%
- No — 12%
- Have not acted as a Commissioner of development evaluations — 54%
- Skipped — 3%
- Other — 7%
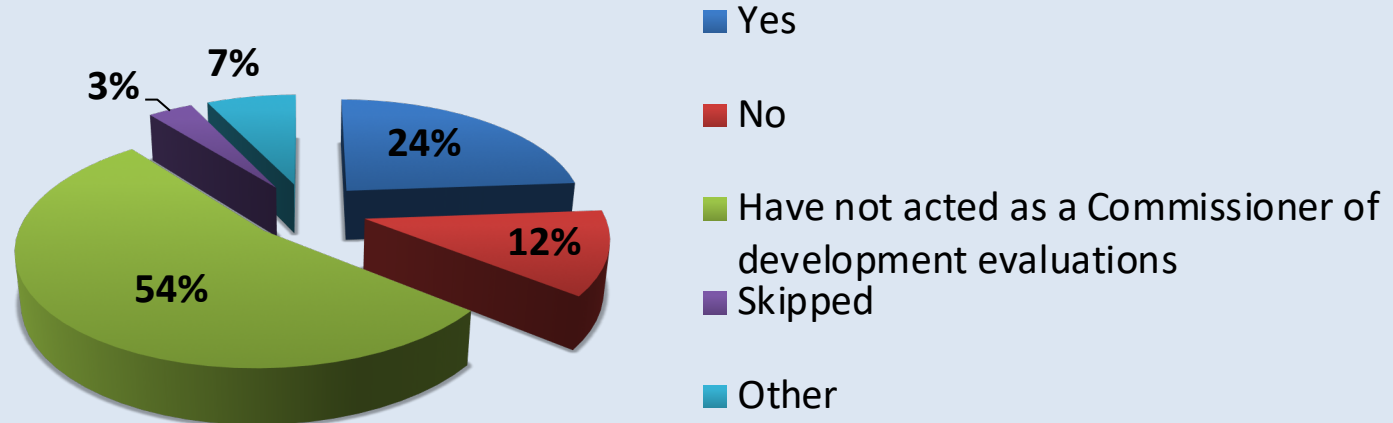
- N.A
- Presenting the document to the respectable National Commissioners is the first step in raising an awareness of the importance of development evaluation in my country. I am glad to see that Ms. Jana Repansek from Slovenia was a member of a team which draw up the document which represents a remarkable step forward in my country.
- I used the tool largely as a manager of the evaluations but some aspects also applied as a commissioner of the evaluation
- See previous answer.
- The document did not exist at the time of my active service
- Same comments as for previous question

A tool for Commissioners

Question 11: When you referred to the IDEAS Competencies as a Commissioner of development evaluations, did you use them to help with:

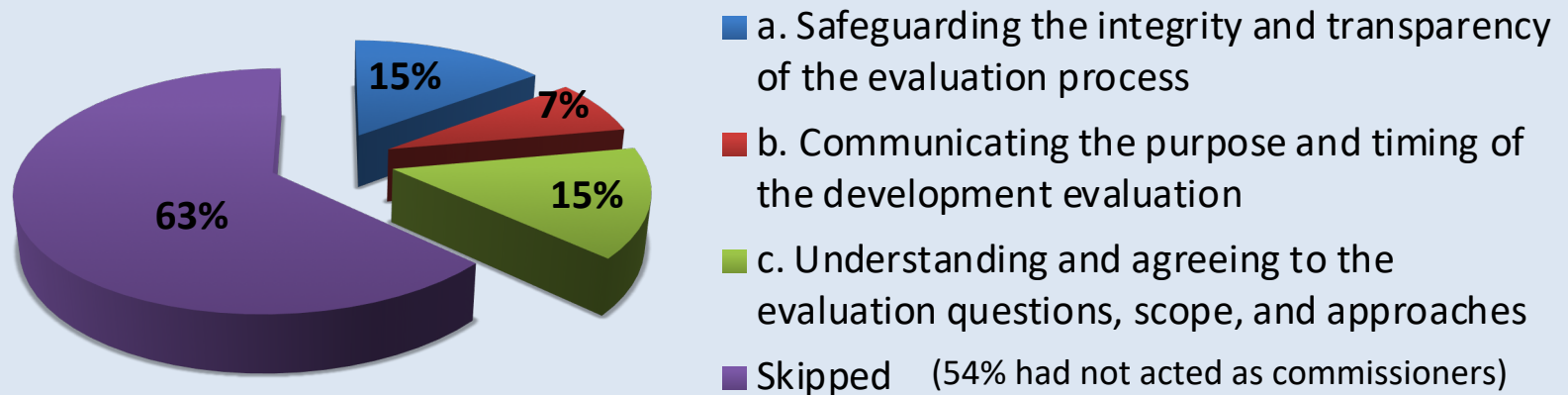| Answer Options	%	Count
a. Writing Terms of Reference	16,66%	14
b. Selecting the consultant(s) to conduct the evaluation	8,33%	7
c. Designing the evaluation	16,66%	14
Other		2
Skipped	71,42%	60
Total responses		24

A tool for Commissioners

Question 11: When you referred to the IDEAS Competencies as a Commissioner of development evaluations, did you use them to help with:

- a. Safeguarding the integrity and transparency of the evaluation process
- b. Communicating the purpose and timing of the development evaluation
- c. Understanding and agreeing to the evaluation questions, scope, and approaches
- Skipped (54% had not acted as commissioners)

Responsibility of Cristina Magro

Observations Q 11

- ⦿ N.A
- ⦿ None of the above - not because it wouldn't work, just that at the stage we are, it didn't change things

VOICES FROM THE FIELD

A selection of all observations made during the survey and as an answer to question 12

Responsibility of Cristina Magro

RAISE AWARENESS!

1. **Make an effort to engage, at least IDEAS members, with the practical use of the document, its importance, and, actual application since its adoption**.

2. Make it **more accessible to many many members.**

3. **The document needs to be circulated widely.**

4. … (t)**here is need to enhance demand and accountability for quality evaluations by various means, including providing information on the IDEAS Competence Framework for individual members of IDEAS who can serve as points of reference** to respective governments and Official Development Assistance (ODA) organizations(…).

5. **Distribute (the) work to members' email** (…)

Responsibility of Cristina Magro

6. It needs to be **more widely disseminated**. Perhaps **linking with the web of other institutions** that people check looking for evaluation and competencies information.

7. (…)**There may be a need to give it a wider dissemination to promote among evaluation practitioners. For example, I posted the link to the competences on the UNDP Evaluation page on Team works.**

8. The competencies framework is actually a great job, and it is very important that this survey is being done, as a way to bring the framework again to the table of development evaluation. As it is clear that there has been a lot of work and debate for its development, probably **it is needed an extra effort in its diffusion and presentation to different publics / audiences**.

9. Maybe **it needs to be hammered-out more loudly during Evaluation fora and platforms** :)

Responsibility of Cristina Magro

PROMOTE EDUCATION AND DISCUSSION OF ACTUAL USES OF THE FRAMEWORK

1. It is important that IDEAS **introduce the competency framework**.

2. …(e)**ducate members about the competencies framework through webinar, information sharing etc.**

3. It would be good to have **a virtual community of practice and more direct exchange of experiences.**

4. (…) Some **promotion of competencies would be helpful - and some examples. Maybe an on-line forum (…)**

5. I would suggest that **the document Competencies for Development Evaluation Evaluators, Managers, and Commissioners gets systematically presented at the regional offerings and at the main courses of IPDET**.

Responsibility of Cristina Magro

Awareness

6. (…) It needs to be more widely disseminated. Perhaps **linking with the web of other institutions that people check looking for evaluation and competencies information**.

7. **It would be useful, if not essential, to disseminate IDEAS Competencies to DMCs throughout IFIs, Bilateral institutions within available legal framework,** (…) **Feedback of DMCs is critical.** This would help us further strengthen the professionals' formation and quality of work.

8. (…) **We would suggest ensuring that IDEAS translate the competencies framework in French, Arabic, Spanish, and Portuguese.** We would suggest also to **foster the collaboration with universities** to ensure that the framework is included in their curricula related to development evaluation.

9. Pls, **continue this helpful exercise, we all learn from that.**

Responsibility of Cristina Magro

Relevance

1. These Competence frameworks are **Empowering** if complied to; would enhance development work in developing countries by **reducing donor-driven evaluations' practices**.

2. Presenting the document to the respectable National Commissioners is the 1st step in **raising awareness of the importance of development evaluation** in my country (...)The document represents **a remarkable step forward**...

3. (...) **it definitely contributes to enhance quality of evaluation**. It substantially **helps** the Development Evaluator or Team of Evaluators and other two parties, **in particular for making the evaluation independent and unbiased and reaching consensus and agreeing on common principles and more on ethics**. In an ideal scenario, it should be mandatory for Evaluation Mangers to read and understand Competency for Manager prior **to planning (practically preparing the terms of reference) the evaluation**. (...)

4. I think if IDEAS can develop a competency framework which is acceptable to governments, donors, multi-lateral bodies, then, on the one hand, **the accountability process of development process will have gone a long way** and, on the other hand, **the professionalism in systematic evaluation** will be lot easier.

Uses

1. **Developing curriculum** for capacity building training for organization or individuals. / 2. **Designing courses. /** 3. **Conducting evaluation training.**

4. **Coaching in M&E** - to help coachees identify their competencies.

5. **Evaluating evaluations implementations**.

6. **As a basis for the Code of Ethics and for the Evaluation Standards** to be used by the Czech Evaluation Society.

7. **During the start-up process of a future international systemic evaluation and impact analysis training business**.

8. **Assessing capabilities of consultants** in specific tasks.

9. As a **self evaluation tool in higher course on Global Grant Development and Management**.

Caveats

1. It **may need customizing to context , i.e. organization, region, subject matter**.

2. **Useful as an international standard**, but v**ery vague and too broad to be really useful**.

3. Oftentimes **Commissioners of evaluation put disproportionate weight on experience** (…) thereby undermining the competencies of evaluators stipulated in the IDEAS framework.

4. **Commissioners need to comply to the best practices as guided by the frameworks**. (…) when commissioners of evaluation are donors, they tend to look for areas of weakness in project performance and take evaluation results as basis for terminating funding support.

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5. There is an **incongruity between what IDEAS or other associations consider what an evaluation [competencies,etc] means and what contractors think**. (…) Contractors [financing organizations, bilaterals, etc.] still use for their own specific purposes.

6. My impression is that the set of competencies is quite reasonable and we more-or-less naturally look for/promote such competencies, but **we have not yet gone through them, in our practices, systematically**.

Recommendations

1. (…)t**he competencies are too broad - not useful for one individual** unless that individual is being hired to set up an entire M&E framework. **They should also clearly indicate resources** in references and with hyperlinks.

2. (…) **what competencies are required to support the design and oversight of (…) monitoring systems**.

3. (…) **IDEAS must work in collaboration with evaluation associations to avoid fragmentation of the profession**.

4. **Having 4 documents is confusing**, sould be better just a summary and the document.

Recommendations

5. (…) **What else can IDEAS put in place to cause participating parties move away from the tradition of donor bias** (…)? Suggestion: **IDEAS would set up e.g bi-annual forums to review development evaluation experiences from case studies of best practice and contrast those with case studies from bad, non compliant development evaluation experiences of the previous years. In between these 2-year periods, IDEAS members would share through e-mail discussions the way teams and entire IDEAS body shares**.

6. (…) it is necessary to **differentiate competencies for diferent levels: basic, advanced, expert**, etc. It is necessary to **include different types of experience and practices** in development evaluation.

thank
you

Cristina Magro
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