

# EVALUATION EDUCATION

## CORE COMPETENCIES FOR EVALUATION COURSES IN POSTGRADUATE PUBLIC HEALTH DEGREE PROGRAMS

**Juan Pablo Gutierrez**

**Himanshu Negandhi**

**Hemali Kulatilaka**

**Sian Curtis**

(On Behalf of the GEMNet-Health Postgraduate  
Evaluation Competency Development Task Group)

**October 28, 2016**

**American Evaluation Association Conference**



# Acknowledgements

- The work described in this presentation was completed by the GEMNet-Health Postgraduate Evaluation Competency Development Task Group: Dr. Juan Pablo Gutierrez (Instituto Nacional de Salud Publica, Mexico), Dr. Himanshu Negandhi (PHFI, India), Dr. Genevieve Aryeetey (University of Ghana), Dr. George Otieno (Kenyatta University), Dr. Kerry Richter (Mahidol University), Dr. Seblewengel Lemma (Addis Continental Institute for Public Health), Dr. Andy Beke (University of Pretoria), Dr. Sian Curtis, Ms Hemali Kulatilaka, Ms Alex Coombs, and Ms Lauren Hart (MEASURE Evaluation).

# Session Overview

- Global Evaluation and Monitoring Network for Health (GEMNet-Health)
- Harmonizing Postgraduate Evaluation Curricula
  - a. Competency Based Approach
  - b. Core Competencies
- Next Steps
- Discussion

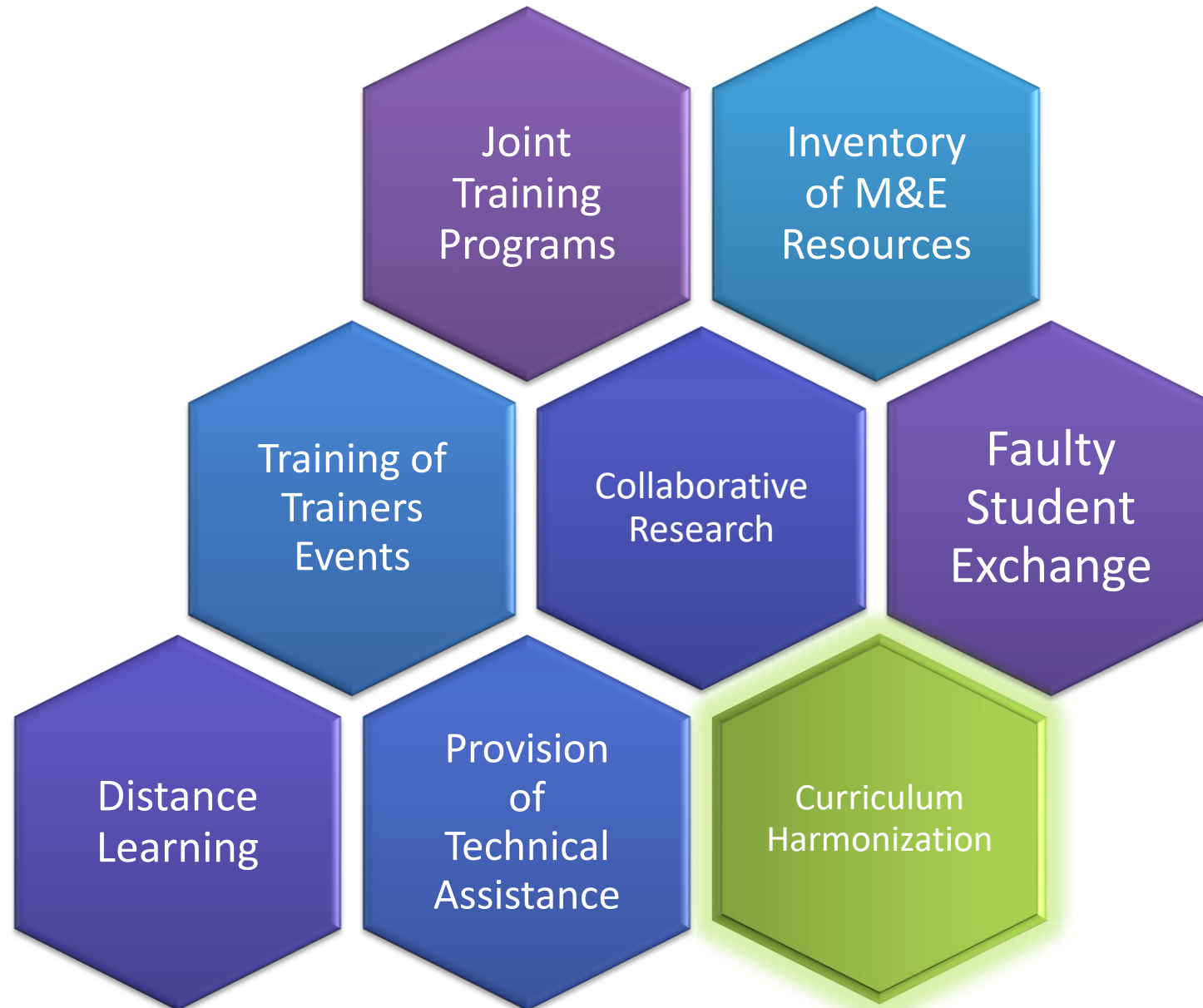
# Global Evaluation and Monitoring Network for Health (GEMNet-Health)



# GEMNet-Health Purpose

To foster organizational growth, collaboration, and mutual support for monitoring and evaluation (M&E) of health programs globally through institutional linkages among members.

# GEMNet-Health Activities



# Curriculum Harmonization

## Competency-Based Approach

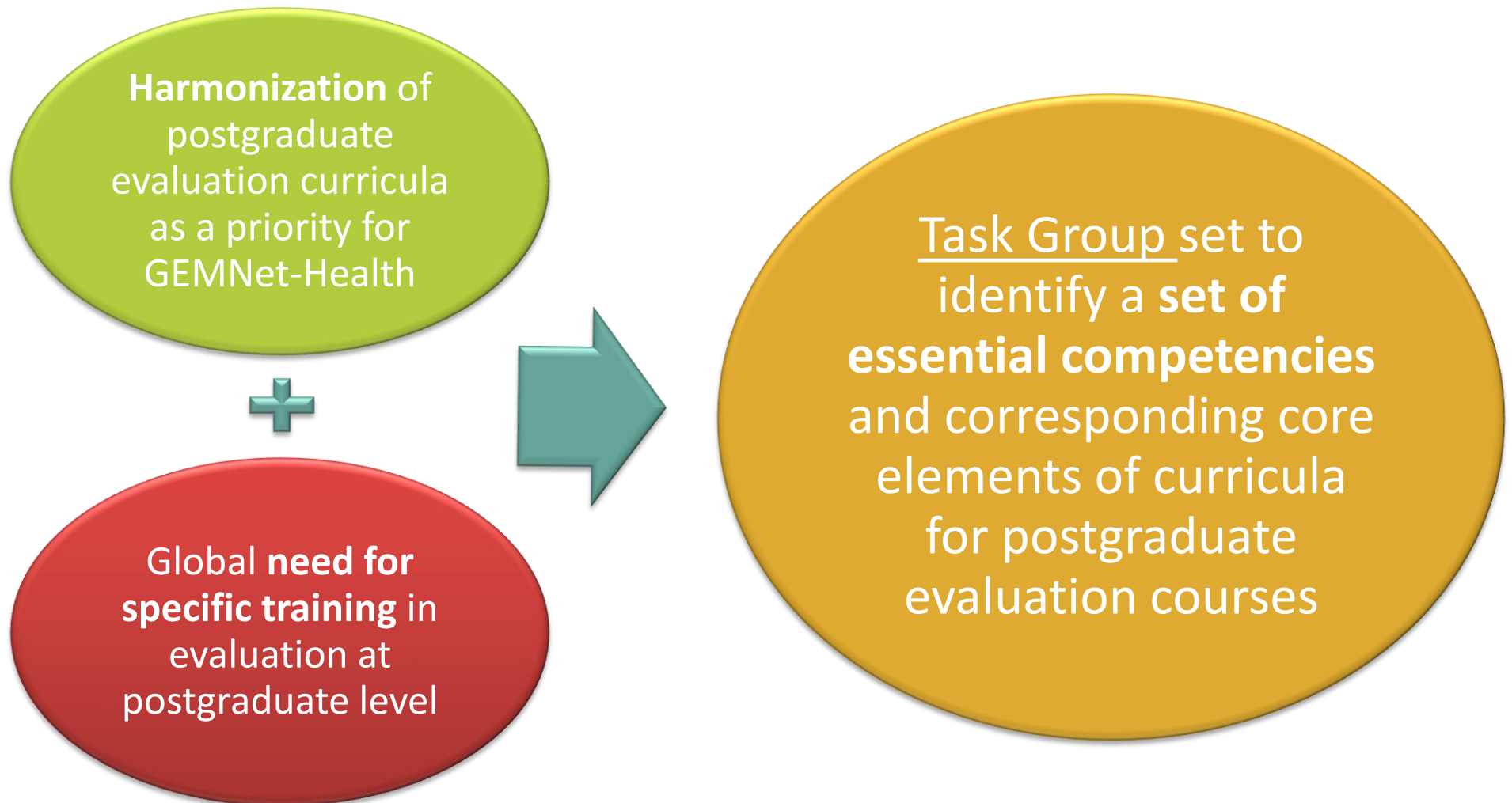
- Competency approach to education allows professionals to match with market needs
- Competencies include both skills and knowledge required to carry out a task
- Degrees of competence indicate how well these tasks can be performed.

**THE GEMNET-HEALTH TASK GROUP ON  
CORE COMPETENCIES FOR  
POSTGRADUATE EVALUATION COURSES**



# Developing Core Competencies

## Introduction:



# Task Group Membership

## Members:

- Juan Pablo Gutiérrez (Chair), INSP, Mexico
- Himanshu Negandhi, PHFI, India
- Seblewengel Lemma, ACIPH, Ethiopia
- Andy Beke, University of Pretoria, South Africa
- Kerry Richter, IPSR, Thailand
- George Otieno, Kenyatta University, Kenya
- Genevieve Aryeety, University of Ghana, Ghana
- Sian Curtis, MEASURE Evaluation
- Hemali Kulatilaka, MEASURE Evaluation
- Alex Coombs, MEASURE Evaluation

# Methods to Identify Competencies


**Compilation of available material** related to M&E competencies from GEMNet-Health partners' collective work and a literature review



**Development of list of core evaluation competencies**



**Identification of level of competencies** (e.g. basic, intermediate, advanced) at entry and exit points



**Review of draft** competency list by GEMNet-Health experts



**Approval** by GEMNet-Health Steering Committee

# Categorization of Competencies

## Degree of expertise

- Basic
- Intermediate
- Advanced

## Core vs. Optional

- Core: Should be included in 60hs course on evaluation
- Optional: useful but not essential

# Core Themes

1. Characteristics of Evaluation

2. Evaluation Theory

3. Evaluation Design and Methods

4. Practical Considerations & Ethical Implications

5. Communication of Results

# COMPETENCIES BY THEME

# 1. Characteristics of Evaluation

Competency	Level	Core
Discuss evaluation in the context of public policy	Basic	X
Analyze policy cycle/results chain	Int	X
Assess the role of evaluation for policy making and the link of strategic information to evaluation	Adv	X

## 2. Evaluation Theory

Competency	Level	Core
Demonstrate knowledge of relevant evaluation theories	Basic	X
Outline program theory approach and describe its foundations and assumptions	Basic	X
Illustrate evaluation theories using stylized examples	Int	X
Compare evaluation theories highlighting their pros and cons related to a specific context	Adv	
Illustrate developments from program theory and explain the issues related to: Systems thinking; Developmental evaluation; Realist evaluation; Comprehensive evaluation	Adv	



# 3. Evaluation Design and Methods

Competency	Level	Core
Create sound and appropriate evaluation questions	Basic	X
Describe/recognize common quantitative and qualitative methods of data collection that are used in different types of evaluations	Basic	X
Recognize common statistical challenges in evaluation such as confounding, bias, selection, statistical power	Basic	X
Appraise common evaluation designs and appropriate contexts for using them	Int	X
Critique evaluation designs and their implementation	Int	X
Critically review evaluation results	Int	
Assess and select an appropriate evaluation method for a defined health program and resource context	Int	X
Apply selected evaluation design and methods rigorously	Adv	

## 4. Practical Considerations & Ethical Implications

Competency	Level	Core
Discuss practical constraints in evaluation research: List the key considerations in planning an evaluation and describe strategies for navigating these challenges	Basic	X
Illustrate ethical principles for research and how those apply to evaluation	Basic	X
Identify and list the ethical and political implications of evaluation work	Basic	X
Design an ethically acceptable evaluation plan	Basic	X
Assess strategies to overcome practical constraints in evaluation work	Adv	
Infer and prioritize key considerations in select evaluation situations	Adv	
Develop and implement evaluations that meet ethical principles	Adv	

# 5. Communication of Results

Competency	Level	Core
Describe how data from an evaluation study can be interpreted and how a final report should be written	Basic	X
Describe who the audience for the evaluation is, including their role	Basic	X
Learn how to develop a stakeholder engagement and dissemination plan for results	Basic	X
Illustrate how to organize results so that they provide evidence to answer evaluation questions	Int	X
Present results and recommendations that have practical application for the audience (evidence-based decision-making)	Int	X

# 5. Communication of Results cont.

Competency	Level	Core
Outline ways to increase demand for evaluation results and evidence-based decision making	Int	X
Structure results and apply methods such as data visualization to communicate to decision makers about the results of an evaluation study	Adv	
Generate opportunities for using evaluation results for learning within an organization	Adv	
Elicit and synthesize stakeholder comments into evaluation findings and recommendations	Adv	

# Mapping Existing Curricula with Core Competencies

Competency	Level	Core	#1	#2	#3	#4	#5	#5
<b>Characteristics of Evaluation</b>								
Discuss evaluation in the context of public policy	Basic	X	Green	Green	Green	Light Green	White	Dark Green
<b>Evaluation Theory</b>								
Demonstrate knowledge of relevant evaluation theories	Basic	X	Red	Red	Green	Light Green	White	Dark Green
Outline program theory approach and describe its foundations and assumptions	Basic	X	Red	Green	Green	White	White	Dark Green
<b>Evaluation Design and Methods</b>								
Create sound and appropriate evaluation questions	Basic	X	Green	Green	Green	Light Green	Light Green	Dark Green
Describe/recognize common quantitative and qualitative methods of data collection that are used in different types of evaluations.	Basic	X	Green	Green	Green	Light Green	Light Green	Dark Green
Recognize common statistical challenges in evaluation such as confounding, bias, selection, statistical power.	Basic	X	Red	Green	Green	Light Green	Light Green	Dark Green
<b>Communication of Results</b>								
Describe how data from an evaluation study can be interpreted and how a final report should be written	Basic	X	Red	Yellow	Green	Light Green	Light Green	Yellow
Describe who the audience for the evaluation is, including their role	Basic	X	Red	Yellow	Green	Light Green	Light Green	Dark Green
Learn how to Develop a stakeholder engagement and dissemination plan for results	Basic	X	Red	Red	Yellow	Light Green	Light Green	Red

Note: Green - Competency covered; Yellow - Competency partially covered; Red - Competency not covered

# Mapping Existing Curricula with Core Competencies

Competency	Level	Core	#1	#2	#3	#4	#5	#6
<b>Evaluation Design and Methods</b>								
Create sound and appropriate evaluation questions	Basic	X	Green	Green	Green	Light Green	Light Green	Dark Green
Describe common quantitative and qualitative methods.....	Basic	X	Green	Green	Green	Light Green	Light Green	Dark Green
Recognize common statistical challenges in evaluation.....	Basic	X	Red	Green	Green	Light Green	Light Green	Dark Green
<b>Communication of Results</b>								
Describe how data from an evaluation study can be interpreted.....	Basic	X	Red	Yellow	Green	Light Green	Light Green	Yellow
Describe who the audience for the evaluation is, including their role	Basic	X	Red	Yellow	Green	Light Green	Light Green	Dark Green
Develop a stakeholder engagement and dissemination plan for results	Basic	X	Red	Red	Yellow	Light Green	Light Green	Red

Note: Green - Competency covered; Yellow - Competency partially covered; Red - Competency not covered

# Next Steps

- ❑ Refining existing course curricula at GEMNet-Health member institutions to align with the core competencies
- ❑ develop learning objectives for the competencies; share and refine existing course materials; jointly develop course materials for competencies where there are gaps in existing materials
- ❑ Work on harmonizing curricula for other evaluation topic areas: Qualitative Evaluation; Module on evaluation theory; short course on impact evaluation for program managers and policymakers

# Discussion

*(Open it up for questions. Would be good to have a few discussion questions - on the approach and the list of core competencies - ready in advance)*



This presentation was produced with the support of the United States Agency for International Development (USAID) under the terms of MEASURE Evaluation cooperative agreement AID-OAA-L-14-00004. MEASURE Evaluation is implemented by the Carolina Population Center, University of North Carolina at Chapel Hill in partnership with ICF International; John Snow, Inc.; Management Sciences for Health; Palladium; and Tulane University. Views expressed are not necessarily those of USAID or the United States government.

[www.measureevaluation.org](http://www.measureevaluation.org)

