

IMPACT SKILLS FRAMEWORK

The Competence Framework represents an innovative and strategic approach to the mapping of the competences that are required in the field of impact assessment. The framework is based on a deep understanding of impact assessment methods and tools (Result 1). It recognises that each approach requires specific and targeted skills. In addition, the framework includes transversal skills derived from studies and research that are essential to complete the profile of required competences.

The definition of the Competence Impact skills Framework will be promoted through a combined approach involving both bottom-up and top-down methods. The bottom-up method involves a survey of students from partner universities to gain direct insight into perceived competences and market needs. In parallel, the top-down method is based on an in-depth analysis of existing literature, secondary sources and key case studies to identify the skills required for effective and sustainable impact evaluation.

Our competency framework is divided into four main areas:

1. **Human and social skills:** This area focuses on the relational and communication skills that are essential for effective collaboration in diverse work contexts and for actively engaging stakeholders;
2. **Civic competences:** Here the framework explores the importance of ethical and sustainable behaviours, such as integrity, responsibility and respect for privacy, which are essential for promoting a culture of social responsibility;
3. **Statistical skills:** This covers knowledge of evaluation methods and the technical skills needed to analyse data and communicate results in a clear and meaningful way;
4. **Impact evaluation skills:** Finally, this area focuses on the practical and strategic competencies required to conduct effective impact evaluations and ensure that results are actionable for informed decision-making.

Each competency area is divided into four specific levels of capacity, ranging from Basic, where individuals *Basic* to understand and apply skills, to *Expert*, where they drive innovation and inspire change in the field of evaluation. This progression will allow individuals to develop their skills in a structured and step-by-step manner, thereby increasing their capacity to deal with the complex challenges associated with impact evaluation. The final output of this initiative will be an Impact Evaluation Skills Framework that complements existing European skills frameworks and provides a valuable reference for trainers, students and professionals in the sector. In doing so, we will not only enhance the specific skills needed for impact evaluation, but also contribute to a greater awareness and commitment to sustainability and ethics in all professional practices.

This framework is not only an opportunity for professional growth, but also a step towards building a global community committed to promoting positive and sustainable impact in different sectors of society.

In total, we have identified **four** areas of competence. These cover **19** Key Competences leading to **76** Learning Outcomes.

COMPETENCE AREA 1: HUMAN & SOCIAL COMPETENCES				
COMPETENCES	LEARNING OUTCOMES & LEVEL OF CAPACITY			
	BASIC Relying on the support of others (Discover, Explore)	INTERMEDIATE Building Independence (experiment, try, dare)	ADVANCED Take responsibility (improves, strengthens)	EXPERT Driving Innovation (expand, create)
1. EFFECTIVE COMMUNICATION	<p>You begin by learning how to communicate evaluation findings with clarity and precision. You rely on mentors to guide you in translating data into meaningful insights for stakeholders.</p> <p><i>Example:</i> You assist your supervisor in preparing a presentation for stakeholders, focusing on learning how to simplify</p>	<p>You experiment with different communication styles and techniques to find what works best for your audience. You focus on connecting your evaluation findings to actionable business or policy recommendations.</p> <p><i>Example:</i> You independently prepare a report for a community project evaluation. You</p>	<p>At this level, you take responsibility for improving communication within your team. You actively work on explaining complex data in business-related terms, ensuring that everyone understands its significance and value.</p> <p><i>Example:</i> You lead a workshop for your team, focusing on how to present evaluation data in a way that</p>	<p>As an expert, you drive innovation in communication by expanding your techniques and approaches. You are skilled at explaining data-based information in business-related terms, inspiring others to see the value and potential impact of their actions</p>

	<p>complex data points and make them understandable. You observe how they use visuals like charts and graphs to emphasise key findings.</p>	<p>experiment by using case studies and real-life examples to connect evaluation results to practical recommendations that local leaders can implement.</p>	<p>resonates with business stakeholders. You create guidelines and templates for reports to ensure clarity and consistency across the team's outputs.</p>	<p><i>Example:</i> You design a new interactive dashboard that visualises evaluation results in real-time, allowing stakeholders to explore data through different lenses (e.g., financial impact, social outcomes). You use this tool to train other evaluators on innovative ways to communicate complex data effectively.</p>
<p>2. INTELLECTUAL CURIOSITY</p>	<p>At this level, you begin to tap into your intellectual curiosity by relying on the support and guidance of others. You are eager to discover new concepts, asking questions and seeking out information from more experienced colleagues to satisfy your curiosity.</p>	<p>At this stage, you begin to build independence by experimenting with new ideas and approaches. Your intellectual curiosity drives you to test hypotheses and seek out novel solutions to problems, applying your knowledge in creative ways.</p>	<p>At this level, you take responsibility for nurturing your intellectual curiosity and encouraging it in others. You actively seek ways to improve your knowledge and skills, staying updated with the latest developments in your field.</p>	<p>As an expert, you drive innovation by expanding the boundaries of knowledge in your field. Your intellectual curiosity leads you to explore uncharted territories, inspiring others to follow your lead and discover new possibilities.</p>

	<p><i>Example:</i> You attend a workshop on sustainable development and ask questions to understand how global policies are created. You follow the recommendations of the speaker, reading suggested articles and engaging in conversations with peers to expand your understanding.</p>	<p><i>Example:</i> You propose a new method for data collection that combines qualitative interviews with digital surveys. You test this approach during a small pilot project, evaluating its effectiveness and refining your technique based on the results.</p>	<p><i>Example:</i> You organise regular knowledge-sharing sessions within your team where you present recent academic findings and discuss how they could be applied to ongoing projects. You also encourage colleagues to pursue professional development opportunities.</p>	<p><i>Example:</i> You conduct pioneering research on a novel evaluation technique that incorporates AI-driven data analysis. You publish your findings in an industry journal and mentor other evaluators on how to implement this cutting-edge approach in their own projects.</p>
<p>3. ETHICAL AND SUSTAINABLE THINKING</p>	<p>You can recognise behaviours that show integrity, honesty, responsibility, courage and commitment.</p> <p><i>Example:</i> You observe how colleagues prioritise environmental considerations in daily operations and begin to recognize the value of sustainable practices. You make an effort to follow these behaviours, such as reducing waste and</p>	<p>You are driven by honesty and integrity when taking decisions.</p> <p><i>Example:</i> When working on a project proposal, you ensure that all environmental and social impact assessments are conducted transparently, even if it means acknowledging potential challenges that could affect the project's approval. You prioritise long-term</p>	<p>You can take responsibility for promoting ethical behaviour in my area of influence</p> <p><i>Example:</i> You lead an initiative to implement a code of ethics within your organisation, focusing on sustainable sourcing and fair labour practices. You educate your colleagues on the importance of ethical impact and create opportunities for open dialogue on sustainability</p>	<p>You take action against unethical behaviour.</p> <p><i>Example:</i> When you discover that a supplier in your company's chain is involved in unethical labour practices, you take immediate steps to halt collaboration until proper measures are taken. You also advocate for establishing a more rigorous supplier vetting process to ensure ethical standards are</p>

	promoting recycling in your workspace.	sustainability over short-term gains.	and integrity in decision-making.	maintained, inspiring others to prioritise ethical considerations in all business activities.
4. RESILIENCE	<p>you show passion and willingness to achieve your goals.</p>	<p>you can overcome simple adverse circumstances.</p> <p><i>Example:</i> During a group project, a team member drops out unexpectedly. You quickly reorganise the tasks, take on additional responsibilities, and help your team adjust to ensure the project is completed successfully.</p>	<p>you can persevere in the face of adversities when trying to achieve YOUR goals.</p> <p><i>Example:</i> You encounter a challenging period at work where you are given multiple complex tasks. Despite feeling overwhelmed, you prioritise effectively, ask for support when needed, and continue working steadily until all tasks are completed.</p>	<p>you can cope with unexpected change, setbacks and failures</p> <p><i>Example:</i> When a personal goal, such as starting a small business, does not succeed as planned due to economic difficulties, you adapt by exploring new markets or services. You remain optimistic, learning from the failure and developing a more resilient and refined business strategy.</p>
5. TEAMWORK	<p>At this level, you are beginning to understand the importance of teamwork. You actively seek guidance and support</p>	<p>At this stage, you begin to take initiative within the team. You experiment with different approaches to problem-solving and</p>	<p>At this level, you take responsibility for enhancing team dynamics and outcomes. You actively work to improve collaboration and</p>	<p>At this advanced level, you take responsibility for enhancing team dynamics and outcomes. You actively work to</p>

	<p>from team members and are open to learning from their expertise. You participate in team discussions and contribute your ideas, recognizing the value of diverse perspectives.</p> <p><i>Example:</i> Joining a research team as an intern, you rely on experienced members to guide you through the initial stages of the project. You ask questions and explore different viewpoints to grasp the project's objectives.</p>	<p>contribute more actively to discussions. You start building independence by suggesting innovative ideas and taking on small leadership roles.</p> <p><i>Example:</i> During a team meeting to brainstorm ideas for a community event, you share your thoughts on incorporating a new theme based on recent trends. You volunteer to research how similar events were organised in the past, demonstrating your willingness to take on responsibility</p>	<p>communication within the team, ensuring that all members are aligned with the project's objectives.</p> <p><i>Example:</i> You notice that team members are struggling to communicate effectively about their tasks. To address this, you propose a weekly check-in meeting where everyone can share updates and discuss challenges. You facilitate these meetings, fostering a culture of openness and collaboration.</p>	<p>improve collaboration and communication within the team, ensuring that all members are aligned with the project's objectives.</p> <p><i>Example:</i> You develop a training program focused on effective teamwork skills, including conflict resolution, active listening, and collaborative problem-solving. You conduct workshops for different teams within your organisation, sharing best practices and encouraging cross-departmental collaboration.</p>
6. ACTIVE LISTENING	<p>At this stage, you begin to understand the importance of active listening by observing and learning from others. You recognize that</p>	<p>At this stage, you start to build independence by experimenting with various active listening techniques. You practise focusing on</p>	<p>At this advanced level, you take responsibility for improving your listening skills and encourage others to do the same. You actively seek</p>	<p>As an expert, you drive innovation by expanding the role of active listening in your organisation. You</p>

	<p>effective communication starts with truly hearing what others have to say.</p> <p><i>Example:</i> During team meetings, you pay attention to how experienced colleagues engage with each other. You observe their techniques, such as nodding and summarising what others say, and start to apply these behaviours when participating in discussions.</p>	<p>the speaker’s words, body language, and emotions to fully understand their message.</p> <p><i>Example:</i> You are part of a focus group discussing a new product. You consciously make an effort to listen actively by maintaining eye contact, avoiding distractions, and asking clarifying questions to ensure you grasp the speaker’s intent and emotions.</p>	<p>feedback on your listening abilities and work to eliminate any barriers that might hinder effective communication.</p> <p><i>Example:</i> After a project meeting, you ask colleagues for feedback on how well you listened during discussions. You reflect on their comments and adjust your approach, making a point to summarise key points during conversations to ensure mutual understanding.</p>	<p>recognize that listening is not just a skill but a mindset that can lead to creative solutions and breakthroughs.</p> <p><i>Example:</i> You initiate a company-wide workshop on active listening, emphasising its importance for collaboration and problem-solving. You create exercises that encourage participants to practise active listening in various scenarios, promoting a culture where listening is valued as a critical component of effective teamwork and innovation.</p>
<p>7. WRITTEN COMMUNICATION</p>	<p>At this stage, you begin to learn the basics of effective written communication by observing and relying on the guidance of</p>	<p>At this stage, you begin to write independently, experimenting with different formats and styles to find the most effective</p>	<p>At this level, you take responsibility for enhancing your writing skills and refining the written communication processes</p>	<p>As an expert, you drive innovation in written communication by expanding your organisation’s influence</p>

	<p>experienced evaluators. You discover how to document findings clearly and concisely.</p> <p><i>Example:</i> You read previous evaluation reports to understand how complex data is translated into clear, actionable insights. You discover the importance of clarity, precision, and structure in written documents.</p>	<p>way to communicate your findings. You focus on connecting your evaluations to actionable recommendations.</p> <p><i>Example:</i> You draft a report for a marketing campaign evaluation, trying out various formats like infographics and bullet points to present key metrics. You incorporate visual elements to enhance readability and emphasise actionable recommendations for future campaigns.</p>	<p>within your team. You focus on ensuring that all written documents are clear, accurate, and impactful.</p> <p><i>Example:</i> You lead a workshop for your team on effective writing techniques, sharing best practices for structuring reports and ensuring clarity. You implement a peer-review process for all major documents, where team members provide feedback to improve the quality and impact of each report before submission.</p>	<p>through effective dissemination of evaluation insights. You focus on reaching broader audiences and leveraging new technologies and platforms.</p> <p><i>Example:</i> You publish articles and papers in academic journals and industry publications, expanding the reach of your evaluation findings and positioning your team as thought leaders in the field</p>
<p>8. FACILITATION AND MODERATION</p>	<p>At this stage, you begin by observing experienced facilitators and moderators to understand the basics of leading discussions and workshops. You rely on others to model effective techniques.</p>	<p>You experiment with leading small group discussions or breakout sessions, applying different facilitation techniques to keep participants engaged and focused on the evaluation goals.</p>	<p>You take responsibility for enhancing facilitation practices within your team and organisation. You focus on developing new methods and tools to improve group engagement and decision-making.</p>	<p>As an expert, you drive innovation in facilitation by expanding the scope of your organisation's engagement strategies. You explore new techniques and technologies to enhance</p>

	<p><i>Example:</i> You attend a stakeholder meeting led by a senior evaluator and observe how they facilitate discussions, ensuring all voices are heard and the conversation remains focused on the evaluation</p>	<p><i>Example:</i> You lead a breakout session during a multi-stakeholder workshop, experimenting with open-ended questions to stimulate discussion and gather diverse perspectives on the evaluation findings.</p>	<p><i>Example:</i> You lead a training session for your team on advanced facilitation techniques, sharing strategies for managing group dynamics and improving meeting outcomes.</p>	<p>stakeholder interaction and collaboration.</p> <p><i>Example:</i> You create new opportunities for collaboration and dialogue by establishing networks and platforms that bring together diverse stakeholders to address complex evaluation challenges.</p>
COMPETENCE AREA 2: CIVIC COMPETENCES				
COMPETENCES	LEARNING OUTCOMES & LEVEL OF CAPACITY			
	BASIC	INTERMEDIATE	ADVANCED	EXPERT
9. INTEGRITY AND TRANSPARENCY	<p>You rely on others to understand the importance of integrity and transparency in evaluations. You observe how senior evaluators disclose potential conflicts of</p>	<p>You start taking independent steps to ensure transparency. You begin to justify your evaluation decisions clearly to stakeholders and disclose any challenges</p>	<p>You take responsibility for ensuring that all aspects of your evaluations are transparent, from methodology to reporting. You also encourage your</p>	<p>You innovate by developing new frameworks or tools to promote transparency in impact evaluations. You ensure that your organisation's</p>

	<p>interest and share methods transparently.</p> <p><i>Example:</i> During your first evaluation project, you observe your mentor explain the evaluation methodology in detail to stakeholders to ensure transparency.</p>	<p>faced during data collection.</p> <p><i>Example:</i> You experiment by including a section in your report that explains any biases or limitations in the data collection process and how they might affect the results.</p>	<p>team to adhere to high standards of integrity.</p> <p><i>Example:</i> You lead a team meeting where you review the transparency of each step in your evaluation process and develop guidelines for addressing ethical challenges.</p>	<p>evaluations set a new standard for openness.</p> <p><i>Example:</i> You create a transparency framework that includes automated tools for tracking the sources of data and verifying the accuracy of reported findings across multiple projects</p>
<p>10. RESPECT FOR PRIVACY AND CONFIDENTIALITY</p>	<p>You follow established procedures to protect privacy and confidentiality, relying on experienced team members to ensure compliance with data protection laws.</p> <p><i>Example:</i> When handling sensitive data, you consult with your supervisor to make sure the data is stored securely and anonymized properly</p>	<p>You take initiative in safeguarding privacy by experimenting with different methods for anonymizing and securing data. You ensure that all stakeholders' information remains confidential.</p> <p><i>Example:</i> You develop a system to remove personally identifiable information from evaluation reports before</p>	<p>You take full responsibility for maintaining the highest standards of privacy and confidentiality within your evaluations, ensuring that all legal and ethical guidelines are followed.</p> <p><i>Example:</i> You introduce a comprehensive privacy protocol for your evaluation team, including encryption methods and clear rules for data access.</p>	<p>You drive innovation by creating new approaches to privacy and confidentiality in evaluations, particularly when dealing with sensitive data across multiple platforms and jurisdictions.</p> <p><i>Example:</i> You design a privacy-by-design framework that incorporates advanced encryption technologies and cross-border data</p>

		sharing them with external stakeholders		protection protocols, setting a new benchmark for handling sensitive evaluation data.
11. KNOWLEDGE OF THE LOCAL CONTEXT	<p>You rely on others to understand the local context where the evaluation is conducted. You gather information from local stakeholders under the guidance of senior evaluators.</p> <p><i>Example:</i> During a community survey, you ask local partners for insights into cultural norms and socioeconomic factors that might affect the evaluation.</p>	<p>You experiment with building your knowledge of the local context by conducting your own research and engaging directly with local communities to better understand their needs and perspectives.</p> <p><i>Example:</i> You independently organise focus groups to gather information about local challenges and preferences, adjusting your evaluation methods accordingly.</p>	<p>You take responsibility for ensuring that the evaluation fully incorporates local knowledge, and you adapt your approach to respect local customs and conditions.</p> <p><i>Example:</i> You revise the data collection strategy after learning about specific cultural sensitivities, ensuring that the process is respectful and effective.</p>	<p>You expand your expertise by integrating advanced knowledge of diverse local contexts into innovative evaluation methods. You mentor others in understanding and leveraging local nuances.</p> <p><i>Example:</i> You create a tailored evaluation model that adjusts for regional differences in economic conditions, cultural practices, and governance structures, and you train other evaluators on how to apply it.</p>

<p>12. ADAPTABILITY</p>	<p>You rely on others to navigate changing circumstances during an evaluation. You observe how experienced evaluators adjust their approaches when faced with unexpected challenges.</p> <p><i>Example:</i> During a data collection phase, you watch your supervisor change the sampling method in response to low response rates and learn from their adaptability.</p>	<p>You begin to experiment with adapting your methods to overcome obstacles, trying different solutions when faced with unexpected setbacks in the evaluation process.</p> <p><i>Example:</i> When a scheduled field visit is cancelled due to weather conditions, you adapt by organising virtual interviews with local stakeholders to ensure the data collection continues.</p>	<p>You take responsibility for ensuring that your evaluation processes remain flexible and adaptable. You lead your team in responding proactively to unforeseen changes.</p> <p><i>Example:</i> When funding cuts impact your evaluation, you redesign the project to focus on the most critical outcomes, ensuring that key objectives are still met.</p>	<p>You innovate by creating adaptable evaluation frameworks that can easily adjust to new variables and complex environments. You help your organisation stay agile and responsive.</p> <p><i>Example:</i> You develop a dynamic evaluation framework that allows for real-time adjustments to data collection and analysis methods based on evolving field conditions, such as political changes or natural disasters.</p>
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COMPETENCE AREA 3: STATISTICAL SKILLS				
COMPETENCES	LEARNING OUTCOMES & LEVEL OF CAPACITY			
	BASIC	INTERMEDIATE	ADVANCED	EXPERT
13. KNOWLEDGE OF ASSESSMENT METHODOLOGIES	<p>You rely on others to learn about basic evaluation methodologies. You observe how senior evaluators apply different approaches depending on the type of evaluation (e.g., experimental, quasi-experimental).</p> <p><i>Example:</i> You assist in preparing documents for an impact evaluation and begin to understand when to apply randomised controlled trials (RCTs) versus observational methods</p>	<p>You experiment with selecting appropriate evaluation methodologies. You independently apply standard methods like RCTs or difference-in-differences (DiD) in simple evaluations.</p> <p><i>Example:</i> You design a simple evaluation using a quasi-experimental method to assess the impact of a local educational intervention.</p>	<p>You take responsibility for choosing the most suitable evaluation methodologies based on the context and goals of the evaluation. You can adjust and combine methods to improve accuracy.</p> <p><i>Example:</i> You lead an evaluation team in selecting and justifying the use of mixed methods (quantitative and qualitative) to evaluate the long-term impact of a healthcare program.</p>	<p>You innovate in developing new or advanced methodologies to suit complex evaluation needs. You expand your organisation's methodological toolkit by creating or adapting frameworks.</p> <p><i>Example:</i> You develop a hybrid evaluation approach combining machine learning algorithms with traditional statistical techniques to analyse</p>

				large datasets more effectively.
14. RESEARCH DESIGN CAPACITY	<p>You rely on others to design simple research plans. You observe how senior evaluators define research questions, hypotheses, and the overall structure of the evaluation.</p> <p><i>Example:</i> You assist in drafting a research design for a small-scale project, helping to refine the objectives and key indicators under supervision.</p>	<p>You start building your independence by designing research plans for moderately complex evaluations. You experiment with different sampling methods and data collection tools.</p> <p><i>Example:</i> You independently design the research framework for a program evaluation, selecting appropriate sampling strategies and defining clear metrics for success</p>	<p>You take responsibility for designing comprehensive and rigorous research plans that align with the evaluation’s goals. You ensure that all aspects, from data collection to analysis, are coherent and feasible.</p> <p><i>Example:</i> You lead the development of a complex research design, ensuring that both qualitative and quantitative methods are effectively integrated and align with stakeholder needs.</p>	<p>You drive innovation in research design by creating adaptable frameworks that can address complex, multi-faceted problems. You expand your organisation’s capacity to design evaluations in challenging contexts.</p> <p><i>Example:</i> You create a modular research design that can be customised for different sectors or regions, allowing for greater flexibility and precision in large-scale impact evaluations.</p>
15. DATA ANALYSIS	<p>You rely on others to guide you through data wrangling, visualisation,</p>	<p>You experiment with independently handling data wrangling and</p>	<p>You take responsibility for the entire data analysis process, from wrangling to</p>	<p>You innovate by developing new tools and methods for data</p>

	<p>coding, and software use. You assist in simple tasks such as cleaning datasets and creating basic visualisations.</p> <p><i>Example:</i> You work with a senior evaluator to clean a dataset by removing duplicates and correcting errors, then create a simple bar chart in Excel to visualise the results.</p>	<p>visualisation tasks. You apply coding skills to automate basic analyses and use software to generate more sophisticated charts.</p> <p><i>Example:</i> You merge multiple datasets using R or Python and create interactive visualisations to display trends in program outcomes over time</p>	<p>coding and visualisation. You ensure that the data is correctly cleaned, analysed, and presented for decision-making.</p> <p><i>Example:</i> You design and code a custom dashboard in R to provide stakeholders with real-time insights into the evaluation's key performance indicators, ensuring all data is accurate and up-to-date.</p>	<p>analysis, incorporating advanced coding techniques and visualisations to convey complex findings. You expand the use of cutting-edge software.</p> <p><i>Example:</i> You create a machine-learning-based tool to automate data wrangling and visualisation, allowing for faster and more accurate evaluation processes across multiple projects.</p>
<p>16. CAPACITY OF SYNTHESIS.</p>	<p>You rely on others to help synthesise information from evaluation findings. You assist in drafting summaries and extracting key points from reports.</p> <p><i>Example:</i> You help your team by summarising data tables and identifying key</p>	<p>You start building independence by experimenting with summarising complex findings into concise reports that are understandable to stakeholders.</p>	<p>You take responsibility for synthesising large volumes of data and evaluation results into actionable insights. You ensure that your reports are clear, concise, and tailored to the needs of the audience.</p> <p><i>Example:</i> You lead the creation of an executive</p>	<p>You innovate by developing new methods to synthesise complex, multi-source data into coherent, actionable frameworks. You guide your team in creating impactful synthesis techniques.</p>

	trends in the evaluation findings for inclusion in a final report	<i>Example:</i> You draft a summary report that distils a multi-page evaluation into key findings and recommendations, ensuring clarity for non-technical stakeholders.	summary that highlights the evaluation’s critical insights, presenting them in a way that drives decision-making for policy changes.	<i>Example:</i> You develop an automated synthesis tool that combines qualitative and quantitative data into a single report, allowing for a more integrated understanding of complex program impacts.
17. PLANNING AND ORGANISING	<p>You rely on others to plan and organise evaluations. You assist in logistical tasks such as scheduling interviews, organising data collection, and tracking deadlines.</p> <p><i>Example:</i> You help your supervisor by coordinating meetings and organising data collection schedules for field visits.</p>	<p>You begin experimenting with independently organising and planning small-scale evaluations. You manage timelines, resources, and ensure that tasks are completed on schedule.</p> <p><i>Example:</i> You manage the logistics of a mid-sized evaluation, ensuring that all team members have the necessary resources and that data collection stays on track.</p>	<p>You take responsibility for planning and organising large-scale or complex evaluations. You ensure that all components—from budgeting to staffing—are well-coordinated and delivered on time.</p> <p><i>Example:</i> You lead the project management for a multi-year evaluation, ensuring that all milestones are met, and resources are efficiently allocated.</p>	<p>You innovate in planning and organising by developing new tools and strategies that improve efficiency and effectiveness in evaluation management. You mentor others in these techniques.</p> <p><i>Example:</i> You create a project management framework that integrates digital tools and advanced planning techniques to streamline multi-country evaluation</p>

				projects, setting a new standard for efficiency.
COMPETENCE AREA 4: IMPACT EVALUATION SKILLS				
COMPETENCES	LEARNING OUTCOMES & LEVEL OF CAPACITY			
	BASIC	INTERMEDIATE	ADVANCED	EXPERT
18. IMPACT ASSESSMENT METHODS	<p>At this level, you begin to understand the fundamental concepts of impact evaluation methods. You rely on guidance from experienced evaluators and learn to recognize different methodologies.</p> <p><i>Example:</i> You participate in a workshop on evaluation methods and learn about basic concepts like Randomised Controlled Trials (RCTs) and surveys.</p>	<p>You start to apply specific impact evaluation methods independently. You experiment with various techniques and begin to analyse data collected using these methods.</p> <p><i>Example:</i> You design a simple evaluation using a quasi-experimental method to assess the impact of a new community health initiative. You gather data from both the intervention</p>	<p>You take responsibility for selecting and implementing appropriate impact evaluation methods based on the context and objectives of the evaluation. You can adapt methodologies to suit specific needs.</p> <p><i>Example:</i> You lead an evaluation team for a large educational program, deciding to use a mixed-methods approach that combines qualitative</p>	<p>You drive innovation in impact evaluation methods by developing new approaches and methodologies. You mentor others in best practices and contribute to advancing the field through research and publications.</p> <p><i>Example:</i> You publish a paper proposing a new framework that integrates machine</p>

	<p>You assist in collecting data for a small-scale evaluation project, observing how different methods are applied.</p>	<p>and control groups, analysing the differences in health outcomes using basic statistical tools.</p>	<p>interviews with quantitative surveys. You design the evaluation framework, ensuring that both data types complement each other to provide a comprehensive understanding of the program's impact.</p>	<p>learning techniques with traditional evaluation methods to analyse complex datasets. You lead workshops to train other evaluators on this innovative approach, encouraging them to apply these techniques in their own evaluations.</p>
<p>19. AWARENESS AND APPLICABILITY OF SDGs</p>	<p>You rely on others to understand how the SDGs can be integrated into impact entrepreneurship. You begin to learn about the SDGs and how they relate to sustainable business models.</p> <p><i>Example:</i> You assist in identifying which of the 17 SDGs are most relevant to an entrepreneurial project by reviewing case studies and relying on more experienced evaluators</p>	<p>You start building independence by experimenting with incorporating specific SDGs into entrepreneurial projects. You explore how aligning business goals with SDGs can enhance both impact and sustainability.</p> <p><i>Example:</i> You design an impact assessment framework that measures a startup's contribution to SDG 8 (Decent Work and Economic Growth) and SDG 12 (Responsible</p>	<p>You take responsibility for ensuring that impact entrepreneurship initiatives are closely aligned with the relevant SDGs. You actively work on creating strategies to maximise contributions to multiple SDGs within entrepreneurial projects.</p> <p><i>Example:</i> You lead an entrepreneurial venture that aligns its core mission with SDG 7 (Affordable and Clean Energy), developing a business model that integrates renewable energy</p>	<p>You drive innovation by expanding the application of SDGs across the entire lifecycle of impact entrepreneurship ventures. You create new tools and methodologies to ensure that businesses can simultaneously meet profitability goals and contribute to sustainable development.</p> <p><i>Example:</i> You design a comprehensive impact measurement system that helps entrepreneurs</p>

		<p>Consumption and Production) through its supply chain practices.</p>	<p>solutions into underserved markets, and measures its impact across social and environmental metrics.</p>	<p>assess their contributions to multiple SDGs, such as SDG 1 (No Poverty) and SDG 13 (Climate Action), and mentor others in embedding SDGs into scalable business models.</p>
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