



planning, monitoring and evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

Report on the Assessment of Government Evaluations

Evaluation Title:	Implementation Evaluation of the Business Process Services Incentive Scheme Programme
Evaluation Number:	301
Evaluation Completion Date:	16 May 2013
Period of Evaluation:	January 2011 to December 2012
Submitted:	04 October 2013 by Tim Mosdell
Approved:	11 October 2013 by Mike Leslie

Evaluation Details

Evaluation Title:	Implementation Evaluation of the Business Process Services Incentive Scheme Programme
Evaluation Number:	301
Evaluation Completion Date:	16 May 2013
Created:	29 July 2013 by Mike Leslie
Submitted:	04 October 2013 by Tim Mosdell
Approved:	11 October 2013 by Mike Leslie
Period of Evaluation:	January 2011 to December 2012
Known Cost:	R 897 408,00
Known Cost Type:	Audited
Initiated By:	DPME in partnership with DTI
Initiated By Internal:	Yes
Undertaken By:	Genesis
Undertaken By Internal:	No

Assessors

Tim Mosdell	tim@pdg.co.za
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Assessment Documents

Document Name:	Document Type:	Added By:	Added On:
TORS BPS 12 08 22.doc	Terms of Reference (ToR) for the evaluation	Mike Leslie	29 July 2013
Genesis Analytics, DPME, Implementation evaluation of the BPS inventive scheme, Final report, 16 May.pdf	Evaluation report	Mike Leslie	29 July 2013
Genesis Analytics, DPME, Implementation evaluation of the BPS inventive scheme, Final report_1,3,25, with TOC and page numbers 6 June 2013.pdf	Evaluation report	Mike Leslie	29 July 2013
BPS Terms of Reference.doc	Terms of Reference (ToR) for the evaluation	Tim Mosdell	26 August 2013
Assessment Report at Moderation.pdf	Assessment Report at Moderation	Mike Leslie	27 September 2013

Quality Assessment Summary

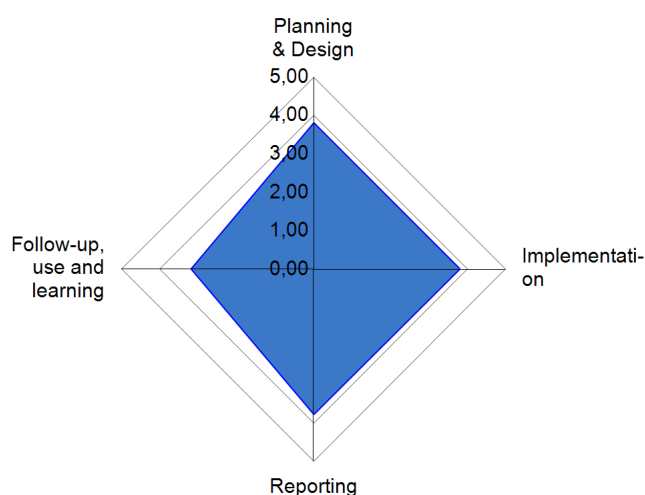
The quality assessment has found the evaluation to be of a high standard, scoring 3.67 using the assessment tool. In terms of the phases of the evaluation, scores were relatively consistent, with somewhat lower scores for 'Follow-up, Use and Learning'. In terms of overarching considerations, scores were relatively consistent with 'Capacity Development' scoring somewhat higher. The report is a good quality document that is well structured. The process was guided by a coherent TOR and adequately addressed the broad objectives of the evaluation. The findings and recommendations are well structured and clearly articulated. In the course of follow-up interviews, it emerged that there were some issues regarding the draft report and that some disagreement arose around some of the elements of that report. After a process of engagement between the client and service provider, the report was edited to the point where it was accepted by the client. Both parties were confident that this process of editing did not impact on the independent nature of the evaluation. On the issue of utilisation and impact, it is too soon after the evaluation to determine this.

Quality Assessment Scores

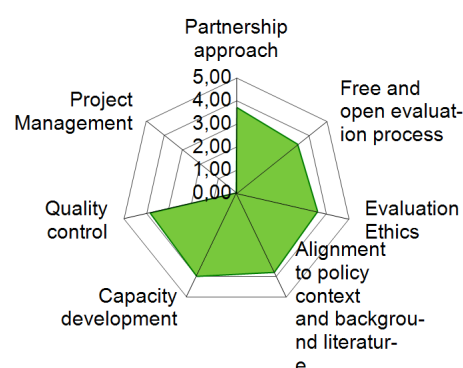
Phase of Evaluation	Score
Planning & Design	3,80
Implementation	3,82
Reporting	3,78
Follow-up, use and learning	3,18
Total	3,67

Overarching Consideration	Score
Partnership approach	3,73
Free and open evaluation process	3,40
Evaluation Ethics	3,61
Alignment to policy context and background literature	3,80
Capacity development	4,00
Quality control	3,84
Project Management	
Total	3,67

Scores: Phases of Evaluation



Scores: Overarching Considerations



Phase of Evaluation	Area of Evaluation	Score
Planning & Design	Quality of the TOR	3,88
Planning & Design	Adequacy of resourcing	3,73
Planning & Design	Alignment to policy context and background literature	4,00
Planning & Design	Appropriateness of the evaluation design and methodology	3,67
Planning & Design	Project management (Planning phase)	4,00
Implementation	Evaluation ethics and independence	3,36
Implementation	Participation and M&E skills development	4,00
Implementation	Methodological integrity	4,00
Implementation	Project management (Implementation phase)	4,00
Reporting	Completeness of the evaluation report	4,13
Reporting	Accessibility of content	4,00
Reporting	Robustness of findings	3,82
Reporting	Strength of conclusions	3,00
Reporting	Suitability of recommendations	3,77
Reporting	Acknowledgement of ethical considerations	3,70
Follow-up, use and learning	Resource utilisation	2,80
Follow-up, use and learning	Evaluation use	3,50
Total	Total	3,67

Planning & Design

Quality of the TOR

Standard:	The evaluation was guided by a well-structured and complete TOR or a well-structured and complete internal evaluation proposal (e.g. Background, Purpose, Evaluation Questions, Design & Methodology, Deliverables & Timeframes, Resource requirements, Intended Audience & Utilisation, etc).
Comment and Analysis:	The evaluation was guided by a comprehensive TOR issued jointly by DPME and DTI in which the rationale, guiding principles, purpose, evaluation questions, scope, expected deliverables, methodology/approach as well as milestones and timeframes were all clearly set out.
Rating:	4: The evaluation was guided by a well-structured and complete TOR or internal evaluation proposal of a good standard
Moderation:	Accepted
Approval:	Accepted
Standard:	The purpose of the evaluation stated in the TOR (or an internal evaluation proposal) was clear and e
Comment and Analysis:	The purpose of the evaluation was clearly set out is to investigate whether the BPS incentive programme is achieving its key objectives, namely job creation and foreign direct investment.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted
Standard:	The approach and type of evaluation was suited to the purpose and scope of the evaluation TOR (or an internal evaluation proposal)
Comment and Analysis:	A multi-method approach was highlighted in the TOR to evaluate the effective and efficient implementation of the programme. This included the following methods: Review of Programme and Project Administrative Records, Site visits and interviews, Review the design of the BPS incentive scheme, and Basic cost-effectiveness analysis. This approach was suited to the purpose and scope of the evaluation TOR.
Rating:	4: The approach and type of the evaluation was well-suited to the purpose and scope of the evaluation TOR
Moderation:	Reconsider
Moderation Comment:	The comment begins to talk about the approach of the evaluators in terms of the criteria, while the standard is referring to the approach and type of the evaluation proposed in the ToR. Considering the stated purpose and scope along with the questions, consider revising the comment and rating on the appropriateness of the type and approach proposed in the ToR.
Approval:	Accepted

Standard:	The TOR (or an internal evaluation proposal) identified the intended users of the evaluation and their information needs
Comment and Analysis:	While the intended users were not explicitly identified in the TOR, the dti as the Department responsible for managing the BPS incentive scheme is clearly an intended user of the evaluation. In addition to this, a stakeholder workshop to discuss the draft report implies that other parties may be users of the evaluation.
Rating:	3: The TOR (or an internal evaluation proposal) identified the intended users of the evaluation and their information needs
Moderation:	Reconsider
Moderation Comment:	Consider revising the comment and rating to address the intended users and their information needs as stated from evidence relevant to the planning and design phase.
Approval:	Accepted

Standard:	The evaluation questions in the TOR (or an internal evaluation proposal) were clearly stated and ap
Comment and Analysis:	<p>The following evaluation questions were posed, aimed at addressing the evaluation purpose (to investigate the extent to which the BPS incentive scheme is achieving its main objectives of job creation and attracting foreign direct investment) :</p> <p>Are the objectives of the programme being achieved?</p> <p>What are the key factors influencing the success of the BPS sector in South Africa?</p> <p>Is the design of the incentive programme supporting the achievement of programme objectives?</p> <p>What is the current rate of job creation through the BPS incentive scheme?</p> <p>How cost-effective and competitive is SA's BPS incentive programme relative to those of competing countries?</p> <p>How can the programme be up-scaled for greater impact and what are the barriers to growing the BPS sector in SA?</p> <p>How can the BPS sector be sustained in the post incentive period?</p>
Rating:	4: 4
Moderation:	Reconsider
Moderation Comment:	<p>The comment presents the evaluation criteria while the standard addresses the evaluation questions. If the DAC evaluation criteria were stipulated in the ToR, this may be relevant. Otherwise, consider making this comment elsewhere.</p> <p>The second evaluation question regarding the design of the incentive programme would suggest an additional evaluation purpose to that stated previously, assessment of the design. While it is clearly related to the achievement of programme objectives, inclusion of this question would suggest a purpose broader than that stated previously. Consider revising the score downwards.</p>
Approval:	Accepted

Standard:	Key stakeholders were involved in the scoping of the TOR and choosing the purpose of the evaluation
Comment and Analysis:	Key stakeholders were involved in scoping the TOR. The DPME, in partnership with the Incentive Development Administration Division of the dti, scoped and developed the TOR.
Rating:	4: A wider range of stakeholders (i.e. beyond government stakeholders) were meaningfully involved in the scoping of the TOR and choosing the purpose of the evaluation
Moderation:	Accepted
Approval:	Accepted

Adequacy of resourcing

Standard:	The evaluation was adequately resourced in terms of time and budget allocated
Comment and Analysis:	The evaluation was sufficiently resourced in terms of time allocated, although towards the end, the final editing and consultation phase took longer than anticipated.
Rating:	3: The evaluation was adequately resourced in terms of time and budget allocated
Moderation:	Accepted
Approval:	Accepted

Standard:	The evaluation was adequately resourced in terms of original budget
Comment and Analysis:	The evaluation was adequately resourced in terms of the original budget. Minor un-budgetted items were absorbed by the service provider.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

Standard:	The team conducting the evaluation was adequately resourced in terms of staffing and skills sets
Comment and Analysis:	The evaluation was adequately resourced in terms of staffing and skills sets. The service provider used in-house capacity and employed an internationally renowned BPS expert on the project.
Rating:	4: The evaluation was well resourced in terms of staffing and skills sets
Moderation:	Accepted
Approval:	Accepted

Standard:	Where appropriate, the evaluation planned to incorporate an element of capacity building of partners
Comment and Analysis:	The evaluation planned to incorporate an element of capacity building among partners.
Rating:	4: 4
Moderation:	Reconsider
Moderation Comment:	Consider revising the score. Planning to incorporate the capacity building among partners should only be considered a '5' if the planned capacity building is exceptional, innovative or goes beyond the request stated.
Approval:	Accepted

Alignment to policy context and background literature

Standard:	There was evidence that a review of the relevant policy and programme environments had been conducted
Comment and Analysis:	There was evidence that a review of the relevant policy and programme environment was taken into consideration in planning the research. The TOR summarises some of this context in the 'Background Information and Rationale' section.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

Standard:	There was evidence of a review of appropriate literature having been conducted and used in planning
Comment and Analysis:	There was evidence that a review of the literature was taken into consideration in planning the research. The TOR summarises some of this context in the 'Background Information and Rationale' section.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

Appropriateness of the evaluation design and methodology

Standard:	There was explicit reference to the intervention logic or the theory of change of the evaluand in the planning of the evaluation
Comment and Analysis:	There was implicit reference to an intervention logic in the TOR where it states that 'there is a need to evaluate the implementation mechanisms of the revised BPS incentive scheme as a way of improving on the take up of the scheme, which will in turn lead to faster job creation by the benefiting firms'.
Rating:	3: There was explicit reference to the intervention logic or the theory of change of the evaluand in the TOR or the Inception Report
Moderation:	Reconsider
Moderation Comment:	Consider revising the comment and rating as the quote seems to be more of an implicit reference to the intervention logic or theory of change rather than an explicit reference.
Approval:	Accepted

Standard:	Key stakeholders were consulted on the design and methodology of the evaluation
Comment and Analysis:	Both DPME and the Incentive Development Administration Division of the dti were involved in the design and methodology of the evaluation.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

Standard:	The planned methodology was appropriate to the questions being asked
Comment and Analysis:	A multi-method approach was adopted to collect data including - document review, data analysis, stakeholder interviews, and a cost-competitiveness analysis. This methodology was suited to the purpose and scope of the evaluation TOR.
Rating:	4: The planned methodology was well suited to the questions being asked and considered the data available
Moderation:	Accepted
Approval:	Accepted

Standard:	The sampling planned was appropriate and adequate given the focus and purpose of evaluation
Comment and Analysis:	Interviews were conducted with 24 of the 28 companies participating in the scheme at the time of the evaluation. This sample is appropriate and adequate given the focus and purpose of the evaluation. In addition, other officials and industry stakeholders were also interviewed.
Rating:	4: The sampling planned was good given the focus, purpose and context of the evaluation
Moderation:	Accepted
Approval:	Accepted

Standard:	There was a planned process for using the findings of the evaluation
Comment and Analysis:	While there was a planned purpose for using the findings of the evaluation (The TOR states that 'there is a need to evaluate the implementation mechanisms of the revised BPS incentive scheme as a way of improving on the take up of the scheme, which will in turn lead to faster job creation by the benefiting firms'), there was no explicit process outlined for using the findings of the evaluation.
Rating:	3: 3
Moderation:	Reconsider
Moderation Comment:	The comment and score does not address the standard which refers to a planned process, rather than a planned purpose.
Approval:	Accepted

Project management (Planning phase)

Standard:	The inception phase was used to develop a common agreement on how the evaluation would be implemented
Comment and Analysis:	An inception phase was used to inform the implementation of the evaluation and included a steering committee meeting, as well as engagement with the dti project manager responsible for the project. The phase lasted approximately 10 days and culminated in an inception report.
Rating:	4: The inception phase was used to good effect to achieve a common agreement and understanding of how the evaluation would be implemented
Moderation:	Accepted
Approval:	Accepted

Implementation

Evaluation ethics and independence

Standard:	Where data was gathered in contexts where ethical sensitivity is high, informed consent, assurances of confidentiality and appropriate clearance were achieved; e.g. through an ethics review board, in evaluation involving minors, institutions where access usually requires ethical or bureaucratic clearance
Comment and Analysis:	The interview process involved discussions with companies participating in the scheme, government officials and an industry body. This context was not one characterised by ethical sensitivity. All interviews were afforded a level of confidentiality in that the report did not directly attribute views to individuals or individual companies.
Rating:	3: There was clear evidence that ethical protocols were observed for some data collection instances including: informed consent agreements; confidentiality; documenting and storing data notes, recordings or transcripts; and ethics review board approvals where appropriate
Moderation:	Reconsider
Moderation Comment:	Misspelling of 'officials'. Otherwise, OK.
Approval:	Accepted
Standard:	Where external, the evaluation team was able to work without significant interference and given access to existing data and information sources
Comment and Analysis:	Generally speaking, the evaluation team was able to work freely without significant interference, although the DTI did place some pressure on the team to revise some of its findings and recommendations. Although some changes were made between the draft and final reports, the service provider felt that these pressures did not lead to any substantive changes to the recommendations.
Rating:	3: The evaluation team was able to work without significant interference and was given access to existing data and information sources
Moderation:	Accepted
Approval:	Accepted
Standard:	The evaluation team was impartial and there was no evidence of conflict of interest
Comment and Analysis:	There was no evidence of conflict of interest on the part of the evaluation team.
Rating:	4: 4
Moderation:	Reconsider
Moderation Comment:	Consider whether an absence of evidence is grounds for a '5' or whether excellence in this regard should be some demonstrable means of showing there was no conflict of interest.
Approval:	Accepted

Participation and M&E skills development

Standard:	Key stakeholders were involved in the evaluation through a formalised mechanism or institutional arrangement
Comment and Analysis:	Key stakeholders were consulted through a range of mechanisms through the project. At one level, the steering committee was used to facilitate consultation. Prior to going into the field, the Analysis Framework was workshopped with stakeholders. The draft report was also discussed by the steering committee. Finally, a validation workshop was held with a broader group of stakeholders.
Rating:	4: Key stakeholders were regularly, actively involved in the evaluation and contributed through a formalised mechanism or institutional arrangement (e.g. a steering committee or reference group)
Moderation:	Accepted
Approval:	Accepted

Standard:	Where appropriate, an element of capacity building of partners responsible for the evaluand and evaluators was incorporated into the evaluation process
Comment and Analysis:	A strong element of capacity building was incorporated into the process. Two people from the DPME were involved in the evaluation team. They formed part of the steering committee. They were given dedicated pieces of work with deliverables. Their responsibilities related to the desktop review, fieldwork, and report writing. Both the service provider and the interns found the process to be valuable and rewarding. The DTI also put people forward for capacity building, although in this instance it was less successful. A deputy director level person was put forward by the department who wanted to work on selected components of the project. Ultimately, the service provider felt that this led to some interference on the part of the client and requested that this element be withdrawn.
Rating:	4: Structured capacity building of evaluators and partners responsible for the evaluand was incorporated into the evaluation process
Moderation:	Accepted
Approval:	Accepted

Methodological integrity

Standard:	The methods employed in the process of the evaluation were consistent with those planned
Comment and Analysis:	The methods employed in the evaluation were consistent with those planned and articulated in the TOR.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

Standard:	The methods employed in the process of the evaluation were consistent with those planned and implemented adequately
Comment and Analysis:	The forms of data collection were appropriate given the scope of the evaluation and included document analysis and interviews. The interviews were conducted with companies active in the BPS industry, key officials and industry bodies.
Rating:	4: The methods employed in the process of the evaluation were consistent with those planned and implemented well (in terms of time, coverage, and content)
Moderation:	Accepted
Approval:	Accepted

Standard:	Data collection was not compromised by fieldwork-level problems or unplanned diversions from origina
Comment and Analysis:	There were no significant fieldwork problems.
Rating:	4: 4
Moderation:	Reconsider
Moderation Comment:	Is the absence of significant fieldwork problems 'excellent'? Consider revising down unless the fieldwork was considered flawless against the planned sample, timeframes, instrumentation, etc.
Approval:	Accepted

Standard:	A pilot of basic data collection instrumentation occurred prior to undertaking data collection and it was used to inform the research process
Comment and Analysis:	The data analysis covered all 32 projects which were on the incentive scheme at the time of the evaluation and focused on: the achievement of each project's job creation against its projections; the total number of jobs created; the projected investment to be generated from the incentive scheme; the distribution of the projects by province and service type; and the type, size and ownership of he companies on the incentive scheme.
Rating:	4: All components of the data collection instrumentation were piloted which led to some improvements in the data collection instrumentation or affirmation of the instruments
Moderation:	Accepted
Approval:	Accepted

Standard:	Data was collected from key stakeholders (e.g. implementers, governance structures, indirectly affected stakeholders) as data sources
Comment and Analysis:	The executive summary is comprehensive and covers the following: approach and methodology, findings (organised by the evaluation criteria), analysis, and recommendations (organised by the research questions).
Rating:	4: Data was collected from the intended key stakeholder groupings in line with the envisioned range and type of stakeholders (approx. 80-89% of intended)
Moderation:	Accepted
Approval:	Accepted

Standard:	The methodology included engaging beneficiaries appropriately as a key source of data and information
Comment and Analysis:	The context of the development intervention was clear and relevant to the evaluation. The BPS incentive scheme was launched in 2011 to position SA as a world class destination for investors and service providers. The purpose of the evaluation was to determine the extent to which the scheme is achieving its objectives and to identify barriers inhibiting the achievement of these objectives.
Rating:	4: The methodology included meaningfully engaging beneficiaries as a primary source of data and information (or if based on secondary data, includes data from beneficiaries and beneficiaries consulted on emerging findings)
Moderation:	Accepted
Approval:	Accepted

Standard:	Key stakeholders were significantly engaged as part of the methodology
Comment and Analysis:	Key stakeholders were significantly engaged as part of the methodology through a variety of mechanisms. Firstly, the steering committee was an important engagement mechanism. Secondly a workshop to finalise the Analysis Framework was held with key officials from the dti prior to the project going into the field. Finally, towards the latter part of the process, a validation workshop was held with a broader grouping of stakeholders.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

Standard:	The methodology included engaging beneficiaries appropriately as a key source of data and informatio
Comment and Analysis:	Insofar as the companies participating in the incentive scheme can be considered beneficiaries, they were a key source of data and information.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

Project management (Implementation phase)

Standard:	The evaluation was conducted without significant shifts to scheduled project milestones and timefram
Comment and Analysis:	The evaluation was conducted without significant shifts to scheduled project milestones and timeframes, although the finalisation of the report from the draft report took about a month longer than expected.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

Standard:	The steering committee, technical working group and service provider worked together adequately to facilitate achievement of the objectives of the evaluation
Comment and Analysis:	There was a clear rationale for the evaluation questions. The questions were related to exploring the extent to which BPS objectives are being met, identifying the key success factors influencing the BPS sector, exploring the appropriateness of the scheme's design, BPS's contribution to the rate of job creation, the competitiveness of SA's BPS incentive programme, the possibilities for upscaling, and how the sector can be sustained in the post-incetive period.
Rating:	4: The steering committee, technical working group and service provider worked together in a flexible and constructive manner facilitating achievement of the objectives of the evaluation
Moderation:	Accepted
Approval:	Accepted

Reporting

Completeness of the evaluation report

Standard:	The scope or focus of the evaluation is apparent in the report
Comment and Analysis:	The scope of the evaluation was apparent in the report and was delimited by the period under review (revised slightly during the inception phase), as well as by explicit evaluation criteria and research questions. The report was also explicit in setting out which elements of the BPS were not covered by the evaluation.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

Standard:	A detailed methodology is outlined in the relevant section of the report to the point that a reader
Comment and Analysis:	The methodology was outlined in detail in the report, with a comprehensive, dedicated methodology section forming part of the report. The analytical framework used in the study, details on the document and literature review, the data analysis methodology, the interview process, as well as details on the cost-competitiveness analysis were all included in the methodology section.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

Standard:	Acknowledgement of limitations of all aspects of the methodology and findings are clearly and succinct
Comment and Analysis:	The limitations of the methodology and scope of the research are clearly acknowledged and form a dedicated section of the report.
Rating:	5: 5
Moderation:	Accepted
Approval:	Accepted

Standard:	Key findings are presented in a clear way; they are made distinct from uncertain or speculative find
Comment and Analysis:	The findings were presented in a clear, structured manner and were organised under the themes of: efficiency, relevance, achievement, sustainability, and additionality.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

Standard:	Conclusions and recommendations are clear and succinctly articulated
Comment and Analysis:	The analysis and recommendations are well set out in the report and are organised under each of the research questions. The recommendations, in particular, are well organised and clearly articulated.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

Accessibility of content

Standard:	The final evaluation report is user-friendly, written in accessible language and adequate for publication (e.g. adequate layout and consistent formatting; complete sentences and no widespread grammatical or typographical errors; consistency of style and writing conventions; levels of formality; references complete and consistent with cited references in reference list and vice versa; etc.)
Comment and Analysis:	The data analysis appears to have been well executed. The report was transparent in terms of how this analysis was conducted. The analysis was guided by an analytical framework comprising 26 indicators across four evaluation criteria.
Rating:	4: The final report is well written, accessible to the common reader and ready for publication with only minor spelling, grammar or formatting mistakes
Moderation:	Accepted
Approval:	Accepted

Standard:	Figures, tables and appropriate conventions are used in presentation of data (e.g. use of appropriate statistical language; reporting of p-values where appropriate; not reporting statistically insignificant findings as significant; clarifying disaggregation categories in constructing percentages; not using quantitative language in reporting qualitative data, etc.) and are readily discernible to a reader familiar with data presentation conventions
Comment and Analysis:	The evidence gathered was sufficiently analysed to support the arguments and recommendations emerging from the study.
Rating:	4: Figures, tables and conventions are well used for a variety of types of data presentations and supporting explanations make them accessible to readers
Moderation:	Accepted
Approval:	Accepted

Standard:	Quality of writing and presentation is adequate for publication including: adequate layout and consi
Comment and Analysis:	The quality of writing and presentation of the report is good and suitable for publication. Style, layout and grammatical quality are all good in the report. Referencing and notes were handled in footnotes and were clear and accurate - as far as could be determined,
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

Standard:	Appropriate conventions are used in presentation of data (e.g. use of appropriate statistical langua
Comment and Analysis:	Although the methodology did not involved large data sets, or complicated data analysis - the data that was used and presented was done so in a way that illuminated the arguments and was consistent with standard data practice.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

Standard:	The use of figures and tables is such that it supports communication and comprehension of results; a
Comment and Analysis:	The use of tables and figures was good in this report and facilitated communication and comprehension. In some of the tables, innovated graphic representations were used, which made relatively complex data more accessible to a broader audience.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

Robustness of findings

Standard:	Data analysis appears to have been executed to an adequate standard
Comment and Analysis:	The report appeared free of significant methodological and analytic flaws. Gaps and limitations to the study were acknowledged and highlighted in the report - these were generally related to gaps in the qualitative interviews - but these are not considered to have had a major negative impact on the study.
Rating:	3: Data analysis appears to have been executed to an adequate standard for most datasets
Moderation:	Accepted
Approval:	Accepted

Standard:	Findings are supported by evidence which is sufficiently and appropriately analysed to support the argument, integrating sources of data
Comment and Analysis:	Given the limitations outlined above, the Analysis and Recommendations section of the report does take relevant analytic work from other studies into account and draws back into the earlier section of the report where other studies are taken into account.
Rating:	4: The evidence gathered is well analysed, integrated and supports the argument in key sections of the report, without presenting data which are not used in the argument
Moderation:	Reconsider
Moderation Comment:	Revise spelling of 'report'.
Approval:	Accepted

Standard:	Findings are supported by available evidence
Comment and Analysis:	The findings and recommendations flow well from the data analyse and are well structured by each of the underlying research questions. They are largely supported by this analysis.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

Standard:	There is appropriate recognition and exploration of the possibility of alternative interpretations
Comment and Analysis:	Given the limitations outlined above, the conclusion addressed the original evaluation purpose and questions. A discussion with the dti programme manager responsible for the project, however, indicated that this was not the case in the draft report, and a substantial edit of the report was required before this emerged to be the case.
Rating:	3: There is appropriate recognition of the possibility of alternative interpretations
Moderation:	Accepted
Approval:	Accepted
Standard:	The report appears free of significant methodological and analytic flaws
Comment and Analysis:	The conclusions, given the limitations outlined above, were not drawn with explicit reference to the intervention logic or theory of change. They are, however aligned to the TOR where it states that 'there is a need to evaluate the implementation mechanisms of the revised BPS incentive scheme as a way of improving on the take up of the scheme, which will in turn lead to faster job creation by the benefiting firms'.
Rating:	2: The report appears to include some minor methodological and analytic flaws, but these are not significant
Moderation:	Reconsider
Moderation Comment:	As one of the evaluation questions referred to the design of the programme, and the ToR made reference to the need to evaluate the implementation mechanisms, this should have resulted in explicit reference to the intervention logic or theory of change. If this has been omitted, consider revising the score down.
Approval:	Accepted
Standard:	There is appropriate recognition of the possibility of alternative interpretations
Comment and Analysis:	In the report, there was some recognition of the possibility of alternative interpretations - The report (on page 19) acknowledges that 'the responses in most instances reveal a consistent response across participants, however, in certain instances variations in the responses of the incentive scheme participants, government personnel and industry body representative were evident; these are highlighted where relevant.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted
Standard:	Limitations of all aspects of the methodology and findings are clearly articulated (e.g. limitations of scope or evaluation design, recommendation for additional research, data collection challenges, etc)
Comment and Analysis:	Recommendation were made in consultation with sectoral partners and experts, mainly via the steering committee and through a validation workshop. It needs to be noted that there was significant discussion around the draft report, which was amended significantly based on these inputs, suggesting that the consultation was stronger towards the end of the project. It also needs to be noted that a significant number of stakeholders including service providers and industry bodies were the subjects of the interview phase of the project and as such contributed materially to the recommendations.
Rating:	3: Limitations of all aspects of the methodology and findings are articulated
Moderation:	Reconsider
Moderation Comment:	The statement seems to give recognition to government officials and stakeholders but it is unclear to what extent sectoral partners (external to government) and experts were consulted. Please give specific reference to these.
Approval:	Accepted

Strength of conclusions

Standard:	Conclusions are derived from evidence
Comment and Analysis:	Recommendation were made in consultation with stakeholders and officials, mainly via the steering committee and through a validation workshop. It needs to be noted that there was significant discussion around the draft report, which was amended significantly based on these inputs, suggesting that the consultation was stronger towards the end of the project.
Rating:	4: Conclusions are derived from evidence and well supported by multiple sources of data that has been well analysed
Moderation:	Reconsider
Moderation Comment:	If there was a structured engagement for this process, consider revising the score upwards.
Approval:	Accepted
Standard:	Conclusions are derived from evidence
Comment and Analysis:	While the report does not have a dedicated section outlining conclusions, the section on Analysis and Recommendations is structured in such a way that recommendations follow an analysis, which includes concluding elements. This is a little cumbersome and it is not simple to extract a clear set of conclusions.
Rating:	3: 3
Moderation:	Accepted
Approval:	Accepted
Standard:	Conclusions address the original evaluation purpose and questions
Comment and Analysis:	The recommendations were targeted primarily at the dti and were specific, feasible, affordable and acceptable. There was a lengthy period of discussion between the draft report and final report to finalise recommendations. During this period many changes were made to the report - resulting in a report and recommendations that the client was happy to sign off.
Rating:	4: Conclusions address the original evaluation purpose and questions well
Moderation:	Accepted
Approval:	Accepted
Standard:	Conclusions are drawn with explicit reference to the intervention logic or theory of change
Comment and Analysis:	Limitations of the evaluation were noted in a specific section of the report. In addition to this, there are a number of areas in the report where disagreements of interpretation are noted.
Rating:	4: Conclusions are drawn with an explicit reference to, and provide a clear judgement on, the intervention logic or theory of change
Moderation:	Accepted
Approval:	Accepted

Suitability of recommendations

Standard:	Recommendations are made in consultation with relevant government officials, stakeholders and sectoral experts
Comment and Analysis:	The full report does not document procedures intended to ensure confidentiality or to secure informed consent - this represents a gap as these procedures ought to be considered standard research practice for national evaluations.
Rating:	2: Recommendations are made with indirect or partial consultation of government officials, stakeholders and sectoral experts
Moderation:	Reconsider
Moderation Comment:	Accepting the score, consider revising the comment just to note that this should be considered standard research practice for national evaluations regardless of whether the specific context deems it necessary.
Approval:	Accepted

Standard:	Recommendations are useful- they are relevant, specific, feasible, affordable and acceptable
Comment and Analysis:	The draft report was tabled to the steering committee as well as to a broader validation workshop for comment. Significant changes arose out of these engagements. Further stakeholder presentations are planned.
Rating:	4: Recommendations are well-formulated for use- they begin to differentiate by user and are relevant to the current policy context, specifically targetted, feasible to implement, affordable and acceptable to key stakeholders
Moderation:	Accepted
Approval:	Accepted

Standard:	Recommendations are relevant to the current policy context
Comment and Analysis:	The recommendations were relevant to the current policy context and were aimed at analysing and improving the BPS incentive scheme
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

Acknowledgement of ethical considerations

Standard:	The full report documents procedures intended to ensure confidentiality and to secure informed consent where necessary (in some cases this is not needed - e.g. evaluation synthesis - in which case N/A should be recorded)
Comment and Analysis:	The project was completed on budget, despite a number of additional, un-budgeted for consultation/editing steps - the costs of which were absorbed by the service provider.
Rating:	4: The full report documents all procedures to ensure confidentiality and to secure informed consent and provides some examples in appendices
Moderation:	Accepted
Approval:	Accepted

Standard:	There are no risks to participants or institutions in disseminating the evaluation report on a public website
Comment and Analysis:	The report is planned for public publication, but this has not yet been done given the recency of the project.
Rating:	: N/A
Moderation:	Accepted
Approval:	Accepted

Standard:	There are no risks to participants in disseminating the original report on a public website
Comment and Analysis:	There are no risks to participants in disseminating the report publicly as particular views have not been assigned to a particular individual.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

Standard:	There are no unfair risks to institutions in disseminating the original report on a public website
Comment and Analysis:	There are no unfair risks to institutions in disseminating the report on a public website.
Rating:	5: 5
Moderation:	Accepted
Approval:	Accepted

Follow-up, use and learning

Resource utilisation

Standard:	The evaluation was completed within the planned timeframes
Comment and Analysis:	There were some delays towards the end of the project as the consultation phase between the preparation of the draft report and the final report took longer than expected. This was partly due to significant differing interpretation of findings between the client and service provider, as well as a to-and-fro process of final editing.
Rating:	2: 2
Moderation:	Accepted
Approval:	Accepted

Standard:	The evaluation was completed within the planned timeframes and budget
Comment and Analysis:	It is too soon after the evaluation to assess whether it will contribute to shaping policy and practice, although the evaluation report will be an important input into the Department's BPS improvement plan.
Rating:	: N/A
Moderation:	Accepted
Approval:	Accepted

Evaluation use

Standard:	Results of the evaluation have been presented to relevant stakeholders
Comment and Analysis:	It is too soon after the evaluation to assess evidence of any positive influence on the evaluated, its stakeholder or beneficiaries.
Rating:	: N/A
Moderation:	Accepted
Approval:	Accepted

Standard:	A reflective process has been undertaken by the steering committee (if no steering committee exists)
Comment and Analysis:	Genesis Analytics, the service provider, has conducted a project closure process which involves a review of the evaluation process. The client has begun a reflective process which is intended to lead to an improvement plan for the implementation of the BPS incentive scheme. Given the recency of the evaluation, it is too soon to determine whether a meaningful process aimed at improving future evaluations will take place within the department.
Rating:	: N/A
Moderation:	Accepted
Approval:	Accepted

Standard:	The evaluation study is seen by interviewed stakeholders as having added significant symbolic value
Comment and Analysis:	<p>The service provider feels that the evaluation study has added value to the BPS process as it has highlighted important gaps that can be addressed to improve the programme.</p> <p>The client expressed some disappointment that the evaluation has not really yielded any new insights - most of the findings were already known to the Department. The client conceded that the project's reinforcement of what the Department felt were the key issues was valuable in its own right.</p>
Rating:	3: 3
Moderation:	Accepted
Approval:	Accepted

Standard:	There is clear evidence of instrumental use - that the recommendations of the evaluation were implem
Comment and Analysis:	It is too soon after the evaluation to assess evidence of instrumental use.
Rating:	: N/A
Moderation:	Accepted
Approval:	Accepted

References

G:ENESIS, Implementation Evaluation of the Business Process Services Incentive Scheme Programme, Final Report, 16 May 2013

G:ENESIS, Implementation Evaluation of the Business Process Services Incentive Scheme Programme, 1:3:25l Report, 16 May 2013

DPME and dti, Terms of Reference for Implementation Evaluation of the Business Process Services Incentive Scheme Programme, Evaluation 12/0288, 22 August 2012

List of Interviewees

Thabasile Zuma, DPME intern on the evaluation team and project steering committee, Telephonic Interview, 15 August 2013.

Jabu Mathe, DPME, Director Evaluation and Research, Telephonic Interview, 15 August 2013.

Alyna Wyatt, G:ENESIS, Project Leader, Telephonic Interview, 16 August 2013.

Reshni Singh, dti, Director BPS Incentives, Telephonic Interview, 19 August 2013.