



Department of Performance Monitoring and Evaluation

Report on the Assessment of Government Evaluations

The Impact of Crime on Small Businesses in South Africa 2008

Date Evaluation was completed: July 2008

Name of assessor: Stephen Rule

Evaluation Number: 10

Date Assessment Completed: 7th February 2013

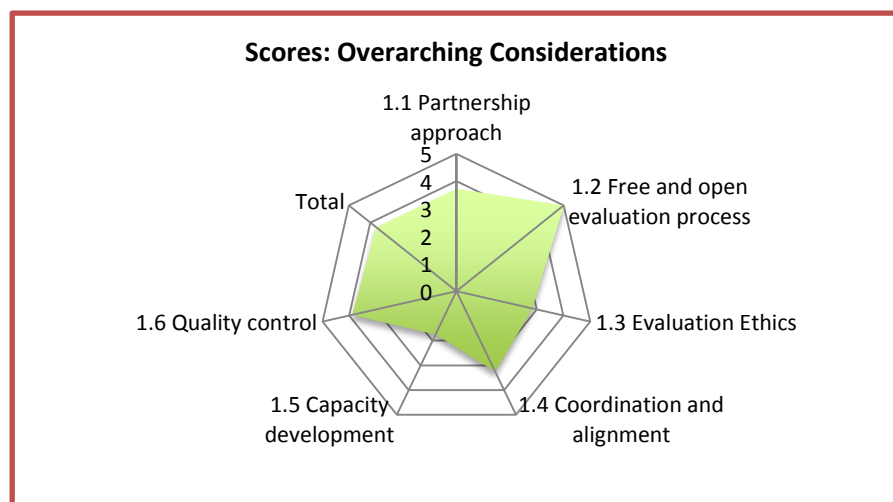
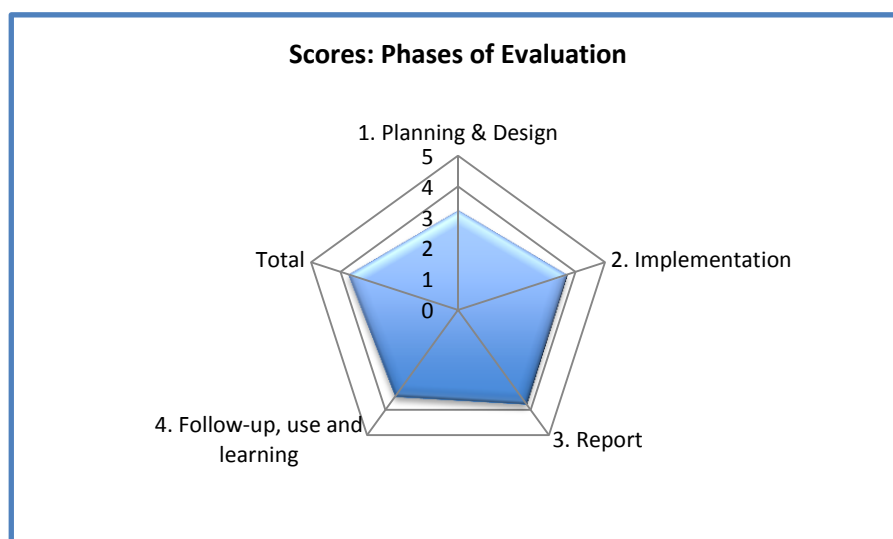
Evaluation Assessment Details

Title of evaluation report	The Impact of Crime on Small Businesses in South Africa 2008
Completion Date of Evaluation	July 2008
Name of Assessor	Stephen Rule
Evaluation Number	10
Completion Date of Assessment	7th February 2013
Initiated by	Policy Coordination and Advisory Services, SA Presidency
Evaluation undertaken by	SBP, Johannesburg
Evaluation area / sector	SMMEs
	Safety and Security <i>Additional</i>
National Outcome	Outcome 3
	Outcome 4 <i>Additional</i>
Type of Evaluation	Impact
	<i>Additional</i>
What is being evaluated	Institution
	<i>Additional</i>
Geographic Scope	Johannesburg, Cape Town and Durban
Period of Evaluation	February-July 2008
Known Cost of Evaluation	R1-million

Quality Assessment Scores

Phase of Evaluation	Score
Planning & Design	3.24
Implementation	3.70
Report	3.76
Follow-up, use and learning	3.45
Total	3.66

Overarching Consideration	Score
Partnership approach	3.73
Free and open evaluation process	5.00
Evaluation Ethics	2.83
Coordination and alignment	3.25
Capacity Development	1.75
Quality control	3.89



1. Planning & Design

1.1. Clarity of Purpose and Scope in TOR

STANDARD: *The evaluation was guided by a TOR with at least the following sections explicit: purpose, scope and objectives; expectations regarding design and methodology; resources and time allocated; reporting requirements; expectations regarding evaluation process and products.*

Comment and Analysis

The TOR was very clear in terms of the purpose, scope, objectives, expectations, methodology, timelines, and deliverables of the project.

Rating 5

STANDARD: *The purpose of the evaluation was clear and explicit in the TOR*

Comment and Analysis

The purpose was clearly articulated in the TOR.

Rating 5

STANDARD: *The evaluation questions were clearly stated in the TOR and appropriate to addressing the evaluation purpose*

Comment and Analysis

The evaluation questions were clear and explicit.

Rating 5

STANDARD: The approach and type of evaluation was suited to the purpose and scope of the evaluation TOR**Comment and Analysis**

Not applicable.

Rating N/A

STANDARD: Intended users and their information needs were identified in the TOR**Comment and Analysis**

Not applicable.

Rating N/A

STANDARD: Key stakeholders were involved in the scoping of the TOR and determining the purpose of the evaluation**Comment and Analysis**

Not applicable.

Rating N/A

1.2. Evaluation was adequately resourced

STANDARD: The evaluation was adequately resourced in terms of time allocated

Comment and Analysis

Not applicable.

Rating N/A

STANDARD: The evaluation was adequately resourced in terms of original budget

Comment and Analysis

Not applicable.

Rating N/A

STANDARD: The evaluation was adequately resourced in terms of staffing and skills sets

Comment and Analysis

Not applicable.

Rating N/A

STANDARD: *Where appropriate, the evaluation planned to incorporate an element of capacity building of partners/staff responsible for the evaluand*

Comment and Analysis

Not applicable.

Rating N/A

1.3. Alignment to Policy Context and Background Literature

STANDARD: *There was evidence that a review of the relevant policy and programme environments had been conducted and used in the planning of the evaluation by the evaluators*

Comment and Analysis

The Department appeared to be conversant with the policy and programme environment of the SMME sector.

Rating 4

STANDARD: *There was evidence of a review of appropriate literature having been conducted and used in the planning of the evaluation by the evaluators*

Comment and Analysis

Evidence of a review of the relevant literature during the planning phase could not be discerned.

Rating 1

1.4. The evaluation methods planned were appropriate to the project

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

Not applicable.

Rating N/A

STANDARD: Key stakeholders were consulted on the design and methodology of the evaluation

Comment and Analysis

Not applicable.

Rating N/A

STANDARD: The planned methodology was appropriate to the questions being asked

Comment and Analysis

Not applicable.

Rating N/A

STANDARD: Planned sampling was appropriate and adequate given the focus and purpose of evaluation***Comment and Analysis***

The survey methodology, focusing on small business enterprises in three metropolitan areas was appropriate and adequate as a national survey.

Rating 4

STANDARD: There was a planned process for using the findings of the evaluation prior to undertaking the evaluation***Comment and Analysis***

A planned process for utilisation of the findings could not be discerned.

Rating 1

1.5. Inception phase***STANDARD: The inception phase was used to develop a common agreement on how the evaluation would be implemented******Comment and Analysis***

A common agreement on the method of implementation of the evaluation could not be found.

Rating 1

2. Implementation

2.1. Ethical Review and Considerations

STANDARD: *Where data was gathered in contexts where ethical sensitivity is high, appropriate clearance was obtained through an ethics review board; e.g. in evaluation involving minors, institutions where access usually requires ethical or bureaucratic clearance, and situations where assurances of confidentiality was offered to participants*

Comment and Analysis

There was no evidence of ethical clearance for the study.

Rating 1

2.2. Evaluator independence

STANDARD: *Where external, evaluation team was able to work freely without significant interference*

Comment and Analysis

Not applicable.

Rating N/A

STANDARD: The evaluation team was impartial and there was no evidence of conflict of interest***Comment and Analysis***

No conflict of interest was discernible.

Rating 5

2.3. Key stakeholder involvement***STANDARD: Key stakeholders were consulted through a formalised mechanism or institutional arrangement during the evaluation******Comment and Analysis***

Workshops were held with key stakeholders to present the initial results of the survey and obtain responses and recommendations that would ameliorate the impact of crime of small businesses.

Rating 5

STANDARD: Where appropriate, an element of capacity building of partners responsible for the evaluand was incorporated into the evaluation***Comment and Analysis***

No particular evidence emerged that there had been conscious capacity building.

Rating 2

2.4. Methodology

STANDARD: The methods employed in the process of the evaluation were consistent with those planned

Comment and Analysis

The survey and analysis appears to have proceeded as planned.

Rating 5

STANDARD: Data collection was not compromised by fieldwork-level problems or unplanned diversions from original intentions

Comment and Analysis

No reports of fieldwork problems were forthcoming, apart from respondent resistance in some instances.

Rating 4

STANDARD: Forms of data gathering were appropriate given the scope of evaluation

Comment and Analysis

The data gathering method was appropriate.

Rating 4

STANDARD: The data analysis approach and methods were appropriate and sufficient given the purposes of the evaluation

Comment and Analysis

The data were analysed by statistical frequency and by cross-tabulating responses by business size and type, which was appropriate and sufficient for the purposes of the evaluation.

Rating 4

STANDARD: Key stakeholders were significantly engaged as part of the methodology

Comment and Analysis

Key stakeholders, notably the SA Police Services, participated in a workshop on the findings and in the formulation of recommendations.

Rating 5

STANDARD: The methodology included engaging beneficiaries appropriately as a key source of data and information

Comment and Analysis

There were no real 'beneficiaries' at the time of the survey, only victims of crime, who were engaged in the survey.

Rating 3

2.5. Project management

STANDARD: The evaluation was conducted without shifts to scheduled project milestones and timeframes

Comment and Analysis

Not applicable.

Rating N/A

3. Report

3.1. Report was well-structured and presentation was clear and complete in each of these areas

STANDARD: Executive summary captured key components of the report appropriately

Comment and Analysis

There was not an executive summary in the report.

Rating 1

STANDARD: The context of the development intervention was explicit and presented as relevant to the evaluation

Comment and Analysis

The report displayed awareness of the low-income, undeveloped nature of many small businesses in the country.

Rating 4

STANDARD: There was a clear rationale for the evaluation questions**Comment and Analysis**

The rationale for the evaluation questions was clearly aimed at determining the extent and impact of crime on small businesses.

Rating 5

STANDARD: The scope or focus of the evaluation was apparent in the report**Comment and Analysis**

Not applicable.

Rating N/A

STANDARD: A detailed methodology was outlined in the relevant section of a report (full report or 1/3/25) to the point that a reader could understand the data collection, analysis and interpretation**Comment and Analysis**

The methodology was clearly outlined in terms of distribution and size of the survey sample and the analytical process.

Rating 4

STANDARD: Key findings were presented in a clear way; they were made distinct from uncertain or speculative findings; and unused data was not presented in the body of the report

Comment and Analysis

Key findings were clearly presented.

Rating 5

STANDARD: Conclusions and recommendations were clear and succinctly articulated

Comment and Analysis

Conclusions and recommendations were clear and succinct.

Rating 5

STANDARD: Acknowledgement of limitations of all aspects of the methodology and findings were clearly and succinctly articulated

Comment and Analysis

The limitations of restricting the scope of the study to black-owned small businesses in three metropolitan areas, were not clearly articulated.

Rating 2

3.2. Writing and presentation

STANDARD: *Quality of writing and presentation was adequate for publication including: adequate layout and consistent formatting; complete sentences and no widespread grammatical or typographical errors; consistency of style and writing conventions (e.g. tense, perspective (first person, third person); levels of formality; references complete and consistent with cited references in reference list and vice versa; etc)*

Comment and Analysis

The quality of the written report was adequate for publication.

Rating 4

STANDARD: *Appropriate conventions were 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.)*

Comment and Analysis

Appropriate statistical conventions were utilised.

Rating 4

3.3. Presentation of findings

STANDARD: *The use of figures and tables was such that it supported communication and comprehension of results; and data reported in figures and tables was readily discernible and useful to a reader familiar with data presentation conventions*

Comment and Analysis

Seventeen tables and 40 charts clearly illustrated the results of the study.

Rating 5

STANDARD: Data analysis appeared to have been well executed

Comment and Analysis

Data analysis was clear and explicit.

Rating 4

STANDARD: Findings were supported by available evidence

Comment and Analysis

The findings were supported by the survey evidence.

Rating 5

STANDARD: The evidence gathered was sufficiently and appropriately analysed to support the argument

Comment and Analysis

The evidence was appropriately analysed in support of the arguments made.

Rating 4

STANDARD: There was appropriate recognition of the possibility of alternative interpretations

Comment and Analysis

Alternative interpretations of the data were not explicit or evident.

Rating 1

STANDARD: The report appeared free of significant methodological and analytic flaws

Comment and Analysis

No methodological or analytical flaws were evident.

Rating 4

3.4. Conclusions

STANDARD: Conclusions were derived from evidence

Comment and Analysis

The evidence supported the conclusions.

Rating 4

STANDARD: Conclusions took into account relevant empirical and/or analytic work from related research studies and evaluations

Comment and Analysis

Some related studies were consulted in the analysis and conclusions.

Rating 3

STANDARD: Conclusions addressed the original evaluation purpose and questions

Comment and Analysis

Conclusions addressed the evaluation purpose.

Rating 4

STANDARD: Conclusions were drawn with explicit reference to the intervention logic or theory of change**Comment and Analysis**

Not applicable.

Rating **N/A**

3.5. Recommendations***STANDARD: Recommendations were made in consultation with appropriate sectoral partners or experts*****Comment and Analysis**

Key stakeholders were engaged in workshops to determine the most appropriate recommendations.

Rating **5**

STANDARD: Recommendations were shaped following input or review by relevant government officials and other relevant stakeholders**Comment and Analysis**

Stakeholders made inputs into the recommendations.

Rating **5**

STANDARD: Recommendations were relevant to the policy context**Comment and Analysis**

Recommendations were relevant to the policy context.

Rating 4

STANDARD: Recommendations were targetted to a specific audience sufficiently - were specific, feasible, affordable and acceptable**Comment and Analysis**

Recommendations were appropriately targetted at the small business and safety and security sectors.

Rating 4

3.6. Relevant limitations of the evaluation have been noted**STANDARD: Relevant limitations of the evaluation were noted****Comment and Analysis**

Limitations were not explicitly articulated.

Rating 2

3.7 Protection of participants and risk considerations

STANDARD: *The full report documented procedures intended to ensure confidentiality and to secure informed consent where this was needed (in some cases this is not needed - e.g. evaluation synthesis - in which case N/A should be recorded)*

Comment and Analysis

Procedures to ensure respondent confidentiality were not documented in the report.

Rating 1

STANDARD: *There were no risks to participants in disseminating the original report on a public website*

Comment and Analysis

There were no mentions of respondent names and therefore no risks to them in the dissemination of the report. The names of workshop participants were, however, listed in the report.

Rating 3

STANDARD: *There were no unfair risks to institutions in disseminating the original report on a public website*

Comment and Analysis

No unfair risks to institutions were evident in the report or in the impact of its dissemination.

Rating 4

4. Follow-up, use and learning

4.1. Presentation to stakeholders

STANDARD: *Results were presented to all relevant stakeholders*

Comment and Analysis

Relevant stakeholders not only attended presentations of the results but participated in formulation of the recommendations.

Rating 5

4.2. Resource utilisation

STANDARD: *The evaluation was completed within the planned timeframes*

Comment and Analysis

Not applicable.

Rating N/A

STANDARD: *The evaluation was completed within the agreed budget*

Comment and Analysis

Not applicable.

Rating N/A

4.3. Transparency

STANDARD: *The report was publicly available (website or otherwise published document), except where there were legitimate security concerns*

Comment and Analysis

The report was available at
http://www.thepresidency.gov.za/doc/jcps/small_businesses.pdf

Rating 5

4.4. Lessons learnt

STANDARD: *After completion of the evaluation, a reflective process was undertaken by staff responsible for the evaluation to reflect on what could be done to strengthen future evaluations*

Comment and Analysis

There was no evidence of a post-report reflective process.

Rating 1

4.5. Symbolic and conceptual value

STANDARD: *The evaluation study was seen by interviewed stakeholders as having added significant symbolic value to the policy or programme (eg raised its profile)*

Comment and Analysis

The programme manager and the service provider, both interviewed for the purposes of this assessment, indicated that they saw the report as having added value to the fight against crime.

Rating 4

STANDARD: *The evaluation study was of conceptual value in understanding what has happened and possibly in shaping policy and practice*

Comment and Analysis

The study was of definite conceptual value.

Rating 4

4.6. Utilisation of findings and recommendations

STANDARD: *There was clear evidence of instrumental use - that the recommendations of the evaluation were implemented to a significant extent*

Comment and Analysis

The SA Police Services and Business Against Crime were reported to have engaged significantly with practical implementation of the report's recommendations.

Rating 4

STANDARD: *There was clear evidence that the evaluation has had a positive influence on the evaluand, its stakeholders and beneficiaries over the medium to long term*

Comment and Analysis

The report was widely publicised and positively received but evidence of a positive influence on policy could not be discerned.

Rating 1

References

The Presidency, 2008. The Impact of Crime on Small Businesses in South Africa, a study commissioned by the South African Presidency, SBP, July 2008.

List of Interviewees

Ms Chris Darroll, CEO of SBP, 0114860797, chris@sbp.org.za, brief telephonic interview, 5/2/2013.

Prof Alan Hirsch (UCT, previously DPME), 0216505239, alanhirsch03@gmail.com, brief telephonic interview and electronic feedback, 4/2/2013 & 5/2/2013.