



Department of Performance Monitoring and Evaluation

Report on the Assessment of Government Evaluations

Monitoring and Evaluation Status Quo and Recommendations

Date Evaluation was completed: 01 July 2007

Name of assessor: Tim Mosdell

Evaluation Number: 116

Date Assessment Completed: 08 February 2013

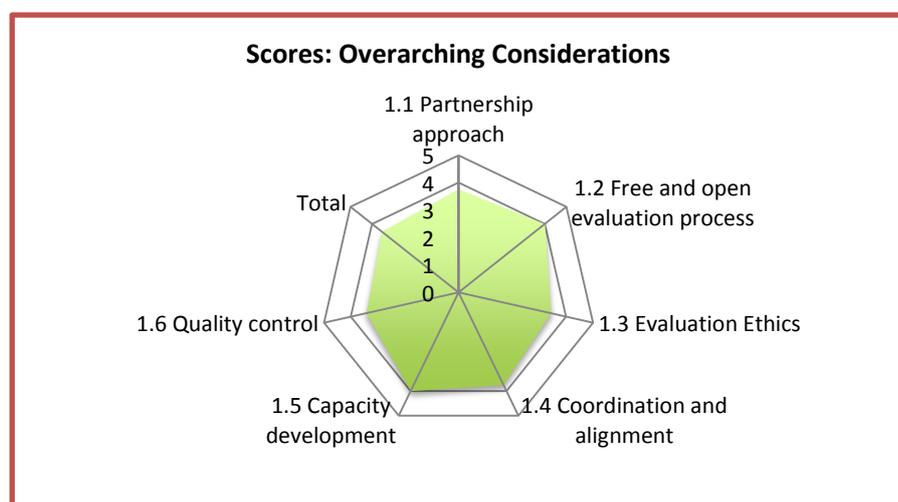
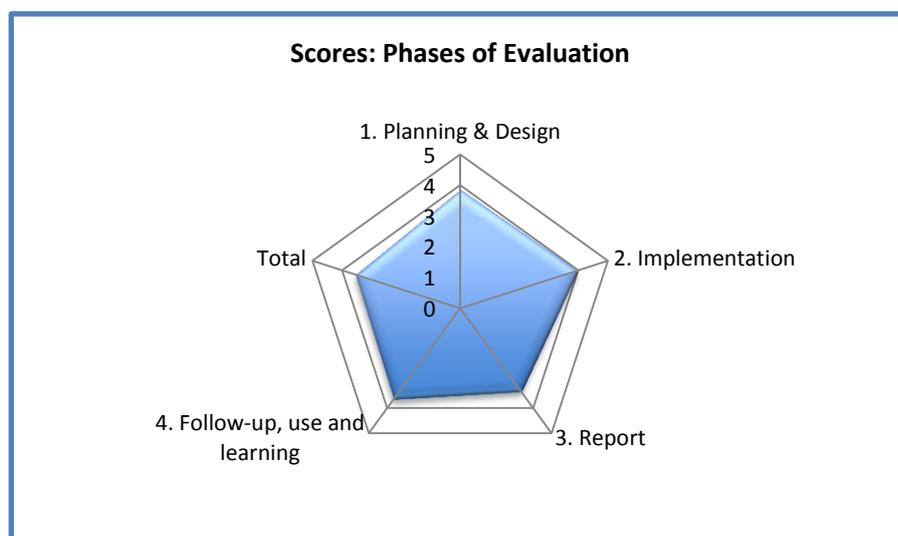
Evaluation Assessment Details

Title of evaluation report	Monitoring and Evaluation Status Quo and Recommendations
Completion Date of Evaluation	01 July 2007
Name of Assessor	Tim Mosdell
Evaluation Number	116
Completion Date of Assessment	08 February 2013
Initiated by	Department of Economic Development in KwaZulu-Natal
Evaluation undertaken by	Umhlaba Development Services
Evaluation area / sector	Economic planning and development
	<i>Additional</i>
National Outcome	Outcome 4
	Outcome 12 <i>Additional</i>
Type of Evaluation	Diagnostic
	<i>Additional</i>
What is being evaluated	Institution
	<i>Additional</i>
Geographic Scope	Provincial
Period of Evaluation	2006 - 2007
Known Cost of Evaluation	R120 000

Quality Assessment Scores

Phase of Evaluation	Score
Planning & Design	3.86
Implementation	3.96
Report	3.33
Follow-up, use and learning	3.64
Total	3.60

Overarching Consideration	Score
Partnership approach	3.76
Free and open evaluation process	4.00
Evaluation Ethics	3.44
Coordination and alignment	3.75
Capacity Development	4.00
Quality control	3.43



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

There was a comprehensive TOR for this evaluation.

Rating 4

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

Comment and Analysis

The purpose of the evaluation was clear and explicit in the TOR.

Rating 4

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

Comment and Analysis

The evaluation questions were appropriate to addressing the evaluation purpose.

Rating 4

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

Comment and Analysis

The approach and type of evaluation was suited to the purpose and scope of the TOR.

Rating 4

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

Comment and Analysis

Intended users, primarily in the Department, were identified in the TOR.

Rating 4

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

Comment and Analysis

Key stakeholders from the Department of Economic Development (DED) were involved in determining the purpose of the evaluation.

Rating 4

1.2. Evaluation was adequately resourced

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

Comment and Analysis

The evaluation had sufficient time.

Rating 4

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

Comment and Analysis

The evaluation had sufficient budget.

Rating 4

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

Comment and Analysis

The evaluation was adequately staffed, with a suitable skills set.

Rating 4

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

Comment and Analysis

There was an element of capacity building incorporated into the planning, with key managers being identified in this regard.

Rating 4

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

There was some evidence that a review of the policy and planning environments were covered in the planning of the evaluation - many references were made to planning processes within the department.

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

While the study did not include a comprehensive literature review, internal planning documents and processes were integral in terms of the planning of the evaluation.

Rating 3

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

There was an implicit intervention logic incorporated into the planning. Essentially the project incorporated a strong change management focus.

Rating 3

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

Comment and Analysis

Key DED stakeholders were involved in the design and methodology of the evaluation.

Rating 3

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

Comment and Analysis

The planned methodology was appropriate to the questions being asked.

Rating 4

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

Comment and Analysis

The sampling and identification of interviewees and workshop participants was adequate given the focus and purpose of the evaluation.

Rating 4

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

Comment and Analysis

There was a planned process for using the findings of the evaluation.

Rating 4

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

The inception phase was used to finalise the methodology for implementation.

Rating 4

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

All those interviewed were internal to the Department and understood the purpose behind the study and gave their consent to the process.

Rating 3

2.2. Evaluator independence

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

Comment and Analysis

The evaluation team was able to work freely, without interference.

Rating 4

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

Comment and Analysis

The evaluation team was impartial and there was no evidence of conflict of interest.

Rating 4

2.3. Key stakeholder involvement

STANDARD: Key stakeholders were consulted through a formalised mechanism or institutional arrangement during the evaluation

Comment and Analysis

Key stakeholders were consulted through a formalised mechanism (interviews or workshops).

Rating 4

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

Comment and Analysis

There was an element of capacity building - department managers were taken through a series of training workshops.

Rating 4

2.4. Methodology

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

Comment and Analysis

The methods employed in this study were consistent with those planned.

Rating 4

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

Comment and Analysis

Data collection was not compromised by problems in the field.

Rating 4

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

Comment and Analysis

The forms of data collection (interviews and workshops) were appropriate given the scope of the evaluation.

Rating 4

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

Comment and Analysis

The analysis of the collected data was appropriate given the purposes of the evaluation.

Rating 4

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

Comment and Analysis

Key stakeholders engagement was a significant part of the methodology.

Rating 5

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

Comment and Analysis

Key beneficiary (assuming DED managers can be considered beneficiaries) engagement was a significant part of the methodology.

Rating 4

2.5. Project management

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

Comment and Analysis

The project was conducted without shifts to project milestones and timeframes.

Rating 4

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 no separate executive summary in this report, although a precis of the general findings is presented just after the introduction of the report.

Rating 2

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

Comment and Analysis

The context of the development intervention was explicit in the Report.

Rating 4

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

There was a clear rationale for the evaluation questions.

Rating 4

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

The scope of the study was apparent in the report - to assess and describe the current systems, paractices and capabilities relating to M&E.

Rating 4

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 is apparent in the Report, although it does not enjoy an explicit dedicated section.

Rating 2

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

The key findings are presented in the Report and focus on planning, reporting, M&E systems, learning, and contextual factors. The findings are somewhat discursive and wordy.

Rating **3**

STANDARD: *Conclusions and recommendations were clear and succinctly articulated*

Comment and Analysis

The recommendations were clear, if a little lengthy.

Rating **4**

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

Comment and Analysis

There was no direct acknowledgement of limitations in the methodology.

Rating **1**

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 writing and presentation 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

No quantitative data are presented in the report.

Rating **N/A**

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

The use of figures and tables, although limited in the report, supported communication.

Rating 4

STANDARD: Data analysis appeared to have been well executed

Comment and Analysis

The data analysis appears to have been well executed, although the methodology deployed was not always apparent and explicit.

Rating 3

STANDARD: Findings were supported by available evidence

Comment and Analysis

The findings appear to be supported by the evidence presented.

Rating 4

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

Comment and Analysis

The evidence gathered was appropriately analysed to support the key arguments in the report.

Rating 4

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

Comment and Analysis

There was no explicit recognition of the possibility of alternative interpretations.

Rating 1

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

Comment and Analysis

The report appeared to be free of significant methodological and analytic flaws, although the methodology was not set out explicitly as it could have been.

Rating 3

3.4. Conclusions

STANDARD: Conclusions were derived from evidence

Comment and Analysis

The conclusions presented were derived from evidence.

Rating 4

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

Comment and Analysis

The conclusions took other processes into account including planning meetings and workshops.

Rating 4

STANDARD: Conclusions addressed the original evaluation purpose and questions

Comment and Analysis

The conclusions address the original evaluation purpose.

Rating 4

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

Comment and Analysis

The conclusions were drawn with reference to an intervention logic aimed at improving and reshaping M&E activities in the Department.

Rating 3

3.5. Recommendations

STANDARD: Recommendations were made in consultation with appropriate sectoral partners or experts

Comment and Analysis

The recommendations were partly driven by responses made by managers and staff from the Department. Whether these can be considered to be experts is arguable.

Rating 3

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

Comment and Analysis

Key government officials' inputs shaped the recommendations.

Rating 4

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

The 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**

The recommendations were targetted to a specific audience, namely practitioners within the Department.

Rating 4

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

Limitations of the evaluation were not explicitly noted.

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

The report did not document procedures intended to ensure confidentiality, although in an interview with the lead researcher, it was clear that tacit consent was secured.

Rating 2

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

Comment and Analysis

There is no significant risk to participants in disseminating the original report on a public website.

Rating 4

STANDARD: *There were 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 original report on a public website.

Rating 4

4. Follow-up, use and learning

4.1. Presentation to stakeholders

STANDARD: Results were presented to all relevant stakeholders

Comment and Analysis

The results of the study were presented to the project steering committee who then reported the results to the senior executive team.

Rating 3

4.2. Resource utilisation

STANDARD: The evaluation was completed within the planned timeframes

Comment and Analysis

The evaluation was completed on time.

Rating 4

STANDARD: The evaluation was completed within the agreed budget

Comment and Analysis

The evaluation was completed on budget.

Rating 4

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 is publicly available on the DED website.

Rating 4

4.4. Lessons learnt

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

Comment and Analysis

A process of reflection occurred after the evaluation - this resulted in a follow-up phase to the work.

Rating 2

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 project was seen by interviewed stakeholders as having the potential to contribute to improvements in the M&E offering of the Department.

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 evaluation study had conceptual value in identifying key issues and potential intervention points.

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

There is clear evidence of instrumental use, particularly given the fact that the study was followed up by a phase two study focusing on implementation.

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

Apart from the fact that the study triggered a second phase of work focusing on implementation, and that some of the tools and approaches recommended in the report have been actioned, some areas - particularly those requiring shifts within the culture of the Department have not yet been as successful.

Rating 3

References

Umhlaba Development Services, 2007. Monitoring and Evaluation Status Quo and Recommendations, commissioned by the Department of Economic Development (DED) in KwaZulu-Natal, 2007.

List of Interviewees

Bredan Pierce, Former Director of Umhlaba Development Services, Telephonic Interview, 8 February 2013.

Danny Dass, Project Manager, Umhlaba Development Services, Telephonic Interview, 8 February 2013.