



Department of Performance Monitoring and Evaluation

Report on the Assessment of Government Evaluations

ASGISA and economic growth: Implications for skills development

Date Evaluation was completed: 14 December 2007

Name of assessor: Ray Basson

Evaluation Number: 14

Date Assessment Completed: 07 February 2013

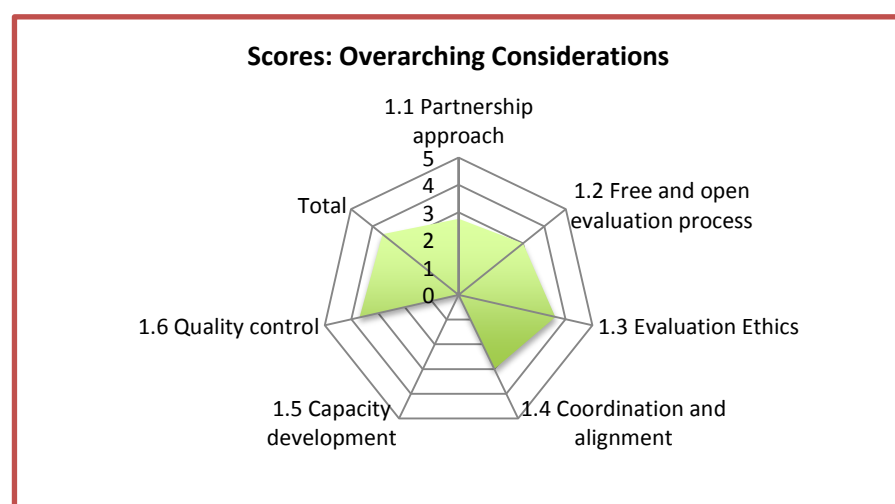
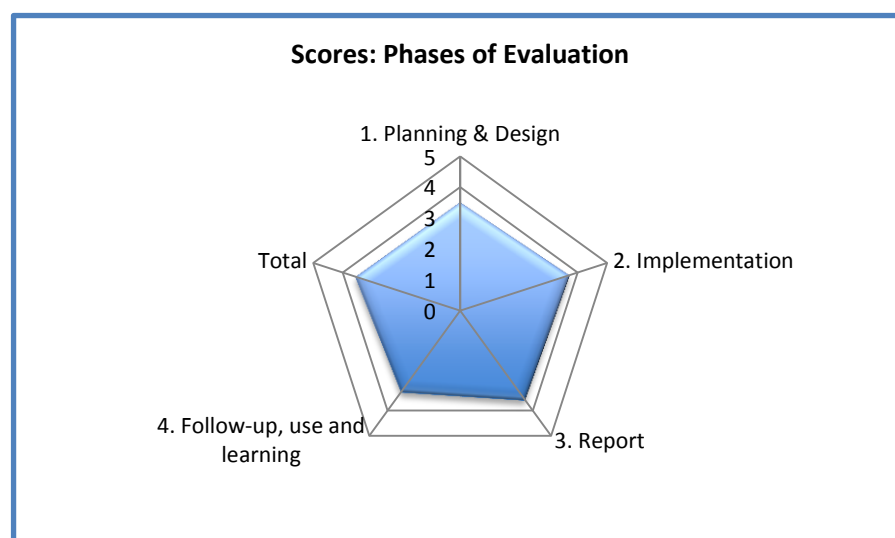
Evaluation Assessment Details

Title of evaluation report	ASGISA and economic growth: Implications for skills development
Completion Date of Evaluation	14 December 2007
Name of Assessor	Ray Basson
Evaluation Number	14
Completion Date of Assessment	07 February 2013
Initiated by	Department of Labour
Evaluation undertaken by	Unit of the Human Sciences Research Council
Evaluation area / sector	Education
	Additional
National Outcome	Outcome 5
	Additional
Type of Evaluation	Diagnostic
	Additional
What is being evaluated	Sector
	Additional
Geographic Scope	National
Period of Evaluation	6-7 months
Known Cost of Evaluation	Approximately R150,000-00

Quality Assessment Scores

Phase of Evaluation	Score
Planning & Design	3.50
Implementation	3.71
Report	3.55
Follow-up, use and learning	3.23
Total	3.56

Overarching Consideration	Score
Partnership approach	2.77
Free and open evaluation process	3.00
Evaluation Ethics	3.61
Coordination and alignment	3.00
Capacity Development	Not Applicable
Quality control	3.71



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

Not applicable. No ToR is referred to or made available for this study.

Rating N/A

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

Comment and Analysis

The purpose of the report is stated on page 1: the authors undertake a "sectoral analysis of the agro-processing sector in South Africa with reference to the implications for skills development." The sector and sub-sector are defined, and data sources listed.

Rating 4

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

Comment and Analysis

No questions are stated in the report. However, questions are implicit in the study: [i] overview the agro-processing sector to focus on 3 agro-processing sub-sectors for more detailed analysis; [ii] analyse the demand for skills in 3 sub-sectors; [iii] understand the provision of skills for these sub-sectors; [iv] find skill requirements in the sector.

Rating 3

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

The author refers to the study as "an analysis" . It reads like a diagnostic study/evaluation, as it leads to recommendations aimed a proposing sector and skills development initiatives that respond to these trends. The type of evalaution thus seems appropriate for th study.

Rating 3***STANDARD: Intended users and their information needs were identified in the TOR*****Comment and Analysis**

Intended users and their information needs were not specifically identified by interviewees, in the absence of a ToR. Its not clear if diagnostic evaluation requires this of an evalaution.

Rating 1***STANDARD: Key stakeholders were involved in the scoping of the TOR and determining the purpose of the evaluation*****Comment and Analysis**

Not known.

Rating N/A

1.2. Evaluation was adequately resourced

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

Comment and Analysis

Interviewees indicated about 6 months was allocated to the evaluation, from Proposal till final submission.

Rating 4

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

Comment and Analysis

Interviewees indicated that about R150,000-00 was allocated the evaluation, as part of a much larger study of the demand and supply of skills for the country.

Rating 3

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

Comment and Analysis

The evaluation appears to be adequately resourced in terms of staff and skills [draws on skills from the HSRC, DPRU, SWOP].

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

Not known.

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

Not known.

Rating N/A

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

Not known.

Rating N/A

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 known.

Rating N/A

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

Comment and Analysis

Not known.

Rating N/A

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

Comment and Analysis

Using databases, research papers, commissioned research, and the like from a variety of reputable sources with critical comment on them, appears appropriate to gathering data on supply and demand of skills in the 3 sub-sectors. Interviews of HR Managers also seems appropriate to gather case study data on companies, to establish supply and demand of skills and make recommendations.

Rating 4

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

No formal sampling procedure appears to have been adopted. Interviews suggest that the sample of case studies were selected to capture a range of companies in the prioritized, and very large, sub-sector: by size, product, how long a company had been established, and the like.

Rating 3***STANDARD: There was a planned process for using the findings of the evaluation prior to undertaking the evaluation******Comment and Analysis***

Not known.

Rating N/A**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***

No substantial changes were made in the inception phase on how the evaluation would be implemented.

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

Ethical procedures may not have been needed for a diagnostic analysis of this kind as no valuing of a company was made. Actual names of companies and managers interviewed as cases are used in the Case Study section of the report. Interviewees indicated participation was formally agreed to in advance by the participants.

Rating 3

2.2. Evaluator independence

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

Comment and Analysis

A reading of the evaluation report suggests that access to databases was minimally constrained. Similarly, evaluators appear minimally constrained when interviewing company HR Managers for information about companies. However, where company turnover was not recorded in several of the cases reported, this may indicate constraints were present but minimal.

Rating 4

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

Interviewees indicated that the evaluation team was impartial and that there was no 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***

Not known.

Rating N/A

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

Not known.

Rating N/A

2.4. Methodology

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

Comment and Analysis

Methods employed to gather data in the evaluation appear consistent with those planned.

Rating 5

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

Comment and Analysis

It appears from interviews that data collection was not compromised , and that there were no diversions from original intentions.

Rating 4

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

Comment and Analysis

Forms of data gathering appear appropriate given the national 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

Not known.

Rating N/A

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

Comment and Analysis

Not known.

Rating N/A

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

Comment and Analysis

Key beneficiaries were included as case studies as a source of data and information.

Rating 4

2.5. Project management

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

Comment and Analysis

There don't appear to be shifts to scheduled project milestones and timeframes.

Rating 3

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

No Executive Summary appears 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 context of the evaluation appeared to be the scarcity of skills in the agro-processing sector, and trying to find if demand for skills is met by supply. This is clearly relevant to the evaluation.

Rating 3

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

There was no explicit rationale for the evaluation questions. However, an implicit rationale appears to be in place: establish demand for and the supply of, skills, then make recommendations for skills development to meet needs of companies in thie 3 sub-sectors.

Rating 3**STANDARD: The scope or focus of the evaluation was apparent in the report****Comment and Analysis**

The national scope of the evaluation is clear, followed by a focus on 3 sub-sectors in the agri-processing industry in SA.

Rating 5**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**

There is no Methodology section in the report. A reader, however, finds that sources of statistical data [p. 1], research papers of different types [eg: Cosser], and the like, are used to establish supply and demand of skills in the agri-sector, with comment on it [p. 24]. On p.63, the author states that interviews were used to gather data for studying the 9 case studies. No reference is made to data analysis, or to sample selection [of the companies for the 9 case studies].

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

Findings are presented in a clear way, based on evidence, which distinguishes them from speculation. It appears that unused data was not presented in the report.

Rating 4

STANDARD: Conclusions and recommendations were clear and succinctly articulated

Comment and Analysis

The Report proceeds directly to Recommendations, which are clear and succinctly articulated.

Rating 4

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

Comment and Analysis

Limitations of the statistical data were made clear in the study [eg: SOC data is substantially less reliable than the Quantec data, with reasons - on p. 24]. No similar comments appear on the qualitative case study data.

Rating 4

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 writing is very good, as is the layout of the report. Formatting is consistent too. Writing in the latter part of the report, shows occasional words were added or omitted [ps. 61-3], and a box is added which seems unrelated to the discussion [p. 60].

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

The usual conventions were used in the presentation of data. Statistical language is used where appropriate, so the discussion is easily followed. Quantitative and qualitative language are used appropriately in the report.

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

Tables were clear, well introduced, discussed and followed by conclusions. Data reported in Figures and Tables was easily discernable, and useful, even to a reader not readily familiar to data presentation conventions.

Rating 5

STANDARD: Data analysis appeared to have been well executed

Comment and Analysis

Data analysis appeared to be well executed for both the quantitative data as well as data from the case studies

Rating 4

STANDARD: Findings were supported by available evidence

Comment and Analysis

Findings were supported by available evidence.

Rating 4

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

Comment and Analysis

Data appears to be sufficiently and appropriately analysed to support the argument.

Rating 3

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

Comment and Analysis

Data in this report are not presented as the 'truth'. Statistical data is interrogated, and confidence is had in it. Complexity in the data engenders caution.

Rating 4

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

Comment and Analysis

The report seems free of significant methodological and analytic errors.

Rating 4

3.4. Conclusions

STANDARD: Conclusions were derived from evidence

Comment and Analysis

Conclusions 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

This is a strength of this report, that it used relevant empirical work from related studies as data, which also provided a context for reporting findings.

Rating 4

STANDARD: Conclusions addressed the original evaluation purpose and questions

Comment and Analysis

Yes, conclusions addressed the original questions [supply, demand, recommendations].

Rating 5

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**

Not known.

Rating N/A

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

Recommendations were shaped following review of government and other documents. It is not known if recommendations were shaped following inputs from relevant government officials.

Rating 1

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

I suspect that recommendations will be relevant to the policy context.

Rating 3

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

Recommendations were made for Food and Beverages and Leather and leather products sub-sectors, and were made with respect to: Sector development and Skills development. They appear specific at a policy level [courses, curriculum]. They may be less feasible than intended [achieving inter-sectorial collaboration]. They would have been strengthened had 'users' and 'uses' been specified on the ToR/planning stage of the evaluation.

Rating 3

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

Limitations in the data were noted, but not of the evaluation more widely.

Rating 3

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 intended to ensure confidentiality were not documented in the full report. Interviewees, however, indicated the usual procedures were followed [this only applied to the case studies, participants formally agreed to participate in the study].

Rating 3

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

Comment and Analysis

Besides the usual risks to participating informants [eg: HR Managers] when going public, there were no risks to participants in disseminating this report.

Rating 4

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

Comment and Analysis

No unfair risks to companies selected for the sample of 9 case studies, besides the normal risk of going public, appears in disseminating the report being placed 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

Not known.

Rating N/A

4.2. Resource utilisation

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

Comment and Analysis

The evaluation was completed within the agreed timeframes [approximately 6 months].

Rating 4

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

Comment and Analysis

The evaluation was completed within the agreed 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

Interviewees indicated the evaluation was publically available as a book and on the HSRC website.

Rating 3

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

Not known.

Rating 3

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

Whilst not explicitly stated, it is assumed the study was considered to add symbolic value to skills training in SA.

Rating 3

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 was of conceptual value to policy and practice, as it explicitly aimed at understanding the supply and demand of skills in the agro-processing sub-sectors it selected for study. This seems reasonable to assume for a study commissioned by the Department of Labour.

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 evaluation was included in a book/ebook published by the HSRC. It was 1 of 15 studies commissioned and published.

Rating 3

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

Not applicable.

Rating N/A

References

HSRC (2007). ASGISA and Economic growth: Implications for skills development. Note: [i] no author names are given. The research consortium comprised: Kaiser Associates,

List of Interviewees

Michelle du Bruyn, Managing Director, Kaiser Associates; Telephonic Interview, 7/2/2013.

Duncan Pieterse, Evaluator/Researcher, Kaiser Associates; Telephonic Interview 7/2/2013.