



## **Department of Performance Monitoring and Evaluation**

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# **Report on the Assessment of Government Evaluations**

### **External evaluation of the Monyetla Work Readiness Programme-Phase 2**

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**Date Evaluation was completed:** 31 August 2011

**Name of assessor:** Mike Leslie

**Evaluation Number:** 221

**Date Assessment Completed:** 01 March 2013

## Evaluation Assessment Details

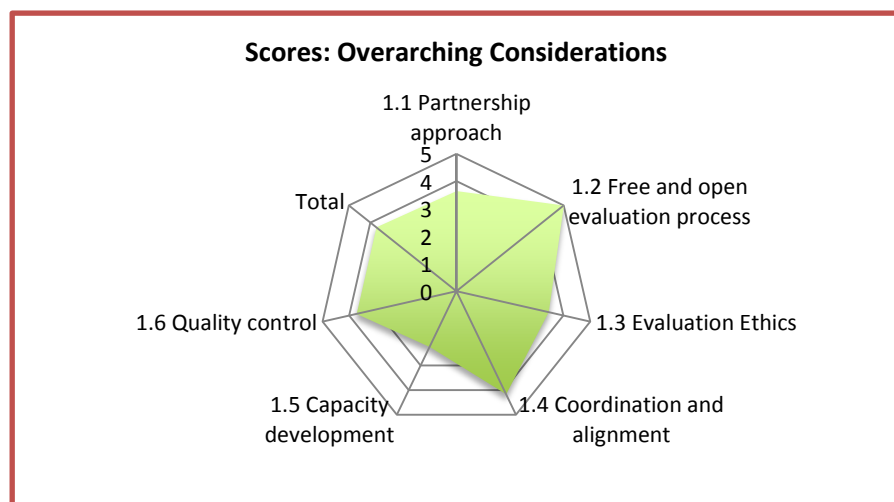
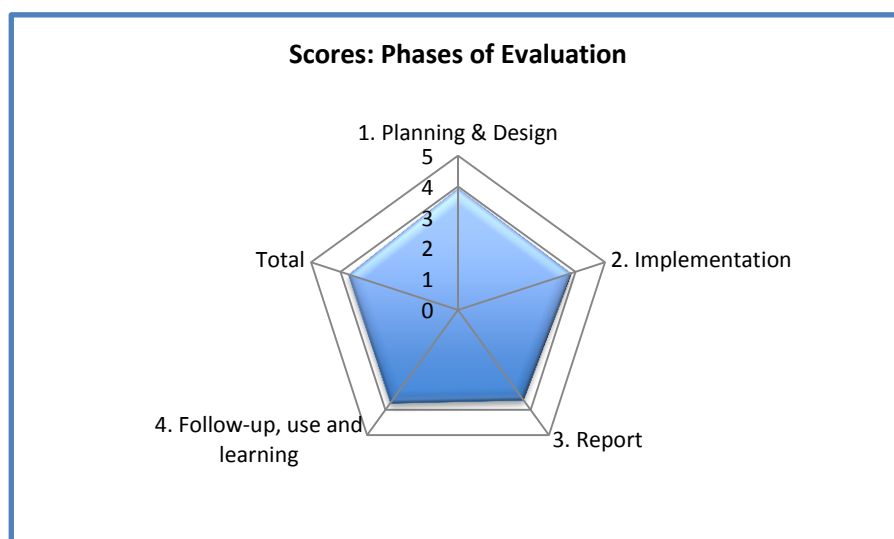
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Title of evaluation report	External evaluation of the Monyetla Work Readiness Programme- Phase 2
Completion Date of Evaluation	31 August 2011
Name of Assessor	Mike Leslie
Evaluation Number	221
Completion Date of Assessment	01 March 2013
Initiated by	The Business Trust
Evaluation undertaken by	Infusion Knowledge Hub
Evaluation area / sector	Trade, industry, enterprises
	Training, SETAs, FET, higher education <i>Additional</i>
National Outcome	Outcome 4
	Outcome 5 <i>Additional</i>
Type of Evaluation	Implementation
	<i>Additional</i>
What is being evaluated	Programme
	<i>Additional</i>
Geographic Scope	National
Period of Evaluation	18 April - 31 July 2011
Known Cost of Evaluation	Approximately R750 000.00

### Quality Assessment Scores

Phase of Evaluation	Score
Planning & Design	3.95
Implementation	3.85
Report	3.59
Follow-up, use and learning	3.71
<b>Total</b>	<b>3.71</b>

Overarching Consideration	Score
Partnership approach	3.64
Free and open evaluation process	5.00
Evaluation Ethics	3.44
Coordination and alignment	4.17
Capacity Development	2.25
Quality control	3.72



## 1. Planning & Design

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### 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 evaluation was guided by a well-formulated ToR that made clear and explicit the expectations for the evaluation at length.

**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, with a dedicated subsection explaining why the evaluation was to be undertaken.

**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 clearly stated in the ToR, but the manner in which they were presented in relation to other evaluation parameters (Achievement of specified Outcomes, Quantitative data presentation parameters, etc) could have been better structured. Nevertheless, they were clear and appropriate for addressing the evaluation purpose.

**Rating** 3

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

An external evaluation of the second phase of the programme applied an implementation approach with some elements of an impact evaluation. This was well-suited to the purpose and scope of the evaluation ToR.

**Rating** 4***STANDARD: Intended users and their information needs were identified in the TOR*****Comment and Analysis**

Intended users of the evaluation and their information needs were not clearly identified in the ToR.

**Rating** 2***STANDARD: Key stakeholders were involved in the scoping of the TOR and determining the purpose of the evaluation*****Comment and Analysis**

The programme manager indicated that key stakeholders such as the National Skills Fund and the DTI were involved in the planning of the evaluation through existing programme management structures.

**Rating** 3

## 1.2. Evaluation was adequately resourced

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

***Comment and Analysis***

The planned time allocated for the evaluation was adequate to successfully fulfil the assignment. The service provider did indicate that because of the amount of data available and generated by the programme, that had there been more time, more extensive quantitative data analysis could have been undertaken.

***Rating*** 3

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

***Comment and Analysis***

The budget allocation planned for the evaluation was deemed adequate by both the service provider and representative of the Business Trust.

***Rating*** 3

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

***Comment and Analysis***

The planned resource and staff requirements for the evaluation were reported to be more than adequate, with the service provider having extensive evaluations experience and first-hand knowledge of the BPO sector.

***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 were not any planned capacity building elements incorporated into evaluation during the planning phase. This was something that could have been considered.

**Rating** 1

### **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 clear evidence that in planning the evaluation the evaluators had undertaken an extensive review of the relevant policy and programme environments. This was later captured in the final report, but it informed the proposal and refined scope of work according to the evaluator.

**Rating** 5

**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**

There was also evidence of a review of appropriate literature pertaining to the BPO sector that was initiated during the planning stages for the proposal and scope of work, but later captured in the final report.

**Rating** 5

**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 not explicit reference to the intervention logic or theory of change in any of the supporting documentation.

**Rating** 1

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

***Comment and Analysis***

It was reported by an evaluator and the programme manager that there were a series of constructive engagements with key stakeholders to refine the evaluation design and methodology through consultative workshops and via a project management structure.

**Rating** 4

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

***Comment and Analysis***

The planned methodology was appropriate for the questions being asked.

**Rating** 4



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

Planned sampling was appropriate and 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 did not appear to be a planned process for using the findings of the evaluation prior to undertaking the evaluation. The evaluation was conducted as part of a standard practice for the Business Trust with clear intentions for the evaluation to contribute to improved programme functioning, but the extent to which that information was to be used did not appear to be well planned.

**Rating** 2

**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 successfully used to engage key stakeholders and refine the scope of the evaluation with a common agreement on how the evaluation would be implemented. There was specific reference to a workshop held on 13 May 2011 where the scope was refined following stakeholder engagement.

**Rating** 5

## 2. Implementation

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### 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 direct acknowledgement of any ethical considerations made for the purpose of this study. Although the evaluation report does appear to uphold the confidentiality of respondents, the ethical considerations could have been acknowledged.

**Rating** 2

### 2.2. Evaluator independence

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

#### **Comment and Analysis**

The evaluation team was external and reported that they were able to work freely without significant interference.

**Rating** 4

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

Representatives of both the commissioning organisation and the evaluation team reported there were no conflicts of interest. The evaluation team was impartial and there was no evidence of any conflict of interest.

**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***

There was a project steering committee that oversaw the evaluation and it was comprised of key stakeholders. There was active engagement from this governing structure and both the evaluation team and the commissioning body indicated key stakeholders were regularly and meaningfully consulted from planning through to completion of the evaluation.

**Rating** 5***STANDARD: Where appropriate, an element of capacity building of partners responsible for the evaluand was incorporated into the evaluation******Comment and Analysis***

There was not any direct element of capacity building incorporated into the evaluation.

**Rating** 2

## 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 the process of the evaluation were consistent with those planned and the evaluation team reported access to a wealth of data.

**Rating** 5

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

***Comment and Analysis***

No fieldwork-level problems were reported nor were there any unplanned diversions from the original intentions of the methodology set out in the ToR and during the planning phase.

**Rating** 4

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

***Comment and Analysis***

Given the scope of the evaluation, the variety and nature of data collection methods employed were well-suited to the evaluation and can be deemed appropriate.

**Rating** 5

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

Little was documented about the data analysis approach and methods. It was clear that most of the quantitative data analysis was descriptive and of a good quality, but the methods employed, particularly with regards to the qualitative data analysis, were not explained except to say that the analysis process was inductive and iterative, allowing for authentic themes to emerge from the data. Although all seems appropriate, more could have been documented on this matter.

**Rating** 3***STANDARD: Key stakeholders were significantly engaged as part of the methodology******Comment and Analysis***

Key stakeholders were significantly engaged as part of the methodology. In-depth interviews were conducted with stakeholders and partners of the programme, as well as supervisors who were trained as part of the Monyetla programme.

**Rating** 5***STANDARD: The methodology included engaging beneficiaries appropriately as a key source of data and information******Comment and Analysis***

Learners that participated in the Monyetla programme were surveyed to determine levels of satisfaction with the programme as were participating consortia. Beneficiaries were clearly a key source of data and information for this evaluation.

**Rating** 5

## 2.5. Project management

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

### **Comment and Analysis**

The evaluation was conducted without shifts to scheduled project milestones and timeframes according to respondents.

**Rating** 4

## 3. Report

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**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**

The final report provided an Executive Summary that captured the key components of the report from pages 3-12.

**Rating** 4

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

### **Comment and Analysis**

The context of the Business Process Outsourcing & Offshoring sector was presented in detail in the report under the section 7. Background. The significance of the employer-led approach of this intervention was substantiated in this well-documented context and business environment.

**Rating** 5

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

The rationale for the evaluation goals and objectives was clear in terms of the second phase of this established programme. There was a clear understanding as to why specific information was sought via the evaluation.

**Rating** 4

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

The scope of the evaluation was clearly set out in the report. It clearly indicated the extent to which the programme beneficiaries, customers, programme managers/supervisors, and industry stakeholders were engaged as part of the evaluation.

**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 evaluation methodology was outlined in the Methodology section of the report from pages 57-62. The reader could understand the data collection, analysis and interpretation approaches used to a satisfactory degree, but more information could have been provided with regards to analysis and interpretation approaches.

**Rating** 3

**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 presented clearly and they were made distinct from uncertain and speculative findings. There was not any unused data presented in the body of the report and the findings were clearly presented in relation to the areas of investigation including: Programme outputs and performance (as per set indicators); Stakeholder/partner perceptions; Customer satisfaction- consortia; Customer satisfaction- Entry level learners; and Learner supervisor perceptions. These findings are then synthesized into a brief SWOT analysis that prefaces the recommendations.

**Rating** 4

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

**Comment and Analysis**

Recommendations were clearly articulated in relation to the various dimensions of the programme and with regards to certain timeframes, although they could possibly be more succinct. The conclusion of the report was stated concisely and clearly.

**Rating** 4

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

**Comment and Analysis**

There was a brief acknowledgement of the limitations of the methodology but this could have been expanded upon to state some of the broader methodological limitations of certain techniques as well as the SERVQUAL/RATER approach to customer satisfaction.

**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 writing and presentation were more than satisfactory for this evaluation report as the layout and formatting were consistent and widespread errors were not an issue. There were minor errors regarding table referencing and the odd format error, but overall the quality was good.

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 appropriate conventions were used for the presentation of the data as no inferential statistical information was presented. The scope of the sampling was made explicit with the sampling frames and analysis was descriptive. There was clearly some element of induction of these findings applied for the purpose of the evaluation but given the scope of the programme this was appropriate.

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**

The use of figures and tables were appropriate and supported comprehension of the findings and recommendations made for this evaluation. The data presented were readily discernible and useful towards addressing the evaluation objectives. 44 Tables and 33 Figures were used throughout the report to support comprehension and they were for the most part readily discernible.

**Rating** 4

***STANDARD: Data analysis appeared to have been well executed*****Comment and Analysis**

Data analysis was mainly descriptive and executed to a good standard.

**Rating** 4

***STANDARD: Findings were supported by available evidence*****Comment and Analysis**

Findings were supported by available evidence and graphical presentations of data to assist with comprehension.

**Rating** 4

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

The evidence gathered appeared to be sufficiently and appropriately analysed with useful descriptions provided in relation to the various sources of data/ respondents engaged for the study.

**Rating** 4***STANDARD: There was appropriate recognition of the possibility of alternative interpretations*****Comment and Analysis**

There was some recognition of the possibility of alternative interpretations, as exemplified in the discussion of the attrition rate and that when assessing performance this rate can either be factored into the overall assessment or omitted.

**Rating** 4***STANDARD: The report appeared free of significant methodological and analytic flaws*****Comment and Analysis**

Overall, the report appeared free of significant methodological and analytic flaws and was deemed to be well-executed.

**Rating** 4

### 3.4. Conclusions

***STANDARD: Conclusions were derived from evidence***

**Comment and Analysis**

The conclusions were clearly derived from the evidence presented in the various sections presenting the findings.

**Rating** 4

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

**Comment and Analysis**

The conclusions did not take into account any other relevant empirical or analytic work, except for the reference to the attrition rate established in Phase 1 of the programme.

**Rating** 2

***STANDARD: Conclusions addressed the original evaluation purpose and questions***

**Comment and Analysis**

The conclusions section itself did not explicitly acknowledge all of the evaluation objectives but these were satisfactorily addressed implicitly and in the preceding sections.

**Rating** 3

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

Conclusions were not drawn with explicit reference to the intervention logic or theory of change despite a logic model of sorts that was presented as part of the findings related to programme outputs and performance. Nevertheless, the outcomes and associated deliverables for the programme were addressed in the findings section to an extent.

**Rating** 2**3.5. Recommendations*****STANDARD: Recommendations were made in consultation with appropriate sectoral partners or experts*****Comment and Analysis**

Recommendations were made in consultation with some sectoral partners and experts that made up the management structure and steering committee for the programme.

**Rating** 3***STANDARD: Recommendations were shaped following input or review by relevant government officials and other relevant stakeholders*****Comment and Analysis**

The management committee gave inputs on the draft report and the initial recommendations which were then refined following these inputs. A final version was then circulated to the project steering committee 2 weeks prior to presenting the evaluation report.

**Rating** 4

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

The recommendations differentiated between the short, medium and long-term recommendations and took into account a variety of programme dimensions of relevance to the broader BPO&O sector and 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 not explicit in terms of the targetted audience but were specific enough that the relevant actors could be inferred and they were reasonable, particularly with regards to the recognition of the timeframes and short-long term nature of the recommendations.

**Rating** 3

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

A brief on the limitations of the evaluation was noted under the methodology but not in the conclusions or recommendations pertaining to the evaluation as a whole.

**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 any of the procedures that were used to ensure confidentiality of the respondents or discuss this matter at all. However, from the presentation of some interview data it was clear that anonymity was respected despite not documenting this.

**Rating** 2

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

#### Comment and Analysis

There were no risks to the participants in disseminating the original report via the Business Turst website.

**Rating** 4

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

#### Comment and Analysis

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

**Rating** 4

## 4. Follow-up, use and learning

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### 4.1. Presentation to stakeholders

**STANDARD: Results were presented to all relevant stakeholders**

#### Comment and Analysis

Results were presented to all of the relevant stakeholders both at the draft stage via the programme management structure and again at the final stage via the project steering committee. It was unclear to what extent the report was presented or circulated amongst the participating consortia, but respondents from the commissioning organisation indicated that this information was made available.

**Rating** 4

### 4.2. Resource utilisation

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

#### Comment and Analysis

The evaluation was successfully completed within the planned timeframes according to both the evaluators and the commissioning body.

**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

The report was made available on the Business Trust website.

**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 not a specific reflective process following this evaluation reported to have been undertaken. Because this was an evaluation of Phase 2, and the programme was expected to progress to Phase 3, the evaluation exercise itself was considered to be part of the reflective process and a representative from the commissioning body indicated that such reflection is normalised into their compulsory practice of evaluating interventions.

**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 evaluation study was said to have added symbolic value to the programme, particularly with regards to its accomplishments and the importance in communicating and enhancing the reputation of the Monyetla Work Readiness Programme.

**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 was said to be of conceptual value in understanding what has happened and in shaping policy and practice although the representative from the commissioning body indicated that this was but one of a series of evaluations and in that respect it did not stand out in terms of groundbreaking findings or recommendations.

**Rating** 3

#### **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 was some evidence of instrumental use with regards to improving communication specifically. The representative from the commissioning organisation indicated that there were not any revelations or substantial changes as a result though.

**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**

It was unlikely that this evaluation specifically had a medium to long term influence as the programme is only in its next phase now, but the findings were said to have influenced that phase, particularly with regards to improved communication and the profile of the programme within the industry. Nevertheless, it is too early to assess against this standard.

**Rating** N/A

## **References**

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Infusion Knowledge Hub. 2011. External evaluation of the Monyetla Work Readiness Programme- Phase 2. Presentation to Client.

The Business Trust. 2011. Business Process Outsourcing: External evaluation of the Monyetla Work Readiness Programme- Phase 2: Request for proposals.

Infusion Knowledge Hub. 2011. External evaluation of the Monyetla Work Readiness Programme- Phase 2. Final Evaluation Report submitted to the Business Trust 31 August 2011.

## **List of Interviewees**

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Brian Whittaker, Former Director: The Business Trust. Telephonic Interview conducted 28 January 2013.

Shamima Vawda, Evaluator: Infusion Knowledge Hub. Telephonic Interview conducted 24 January 2013.