



planning, monitoring and evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

Report on the Assessment of Government Evaluations

Evaluation Title:	Report on the evaluation of the Batho Pale principle of Value for Money
Evaluation Number:	227
Evaluation Completion Date:	01 August 2007
Period of Evaluation:	2007
Submitted:	04 March 2013 by Mike Leslie
Approved:	07 June 2013 by Sean Walsh

Evaluation Details

Evaluation Title:	Report on the evaluation of the Batho Pale principle of Value for Money
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Evaluation Completion Date:	01 August 2007
Created:	04 December 2012 by System Account
Submitted:	04 March 2013 by Mike Leslie
Approved:	07 June 2013 by Sean Walsh
Period of Evaluation:	2007
Known Cost:	
Known Cost Type:	No Data
Initiated By:	Public Service Commission and the German Agency for Technical Cooperation
Initiated By Internal:	
Undertaken By:	Public Service Commission
Undertaken By Internal:	

Assessors

Assessment Documents

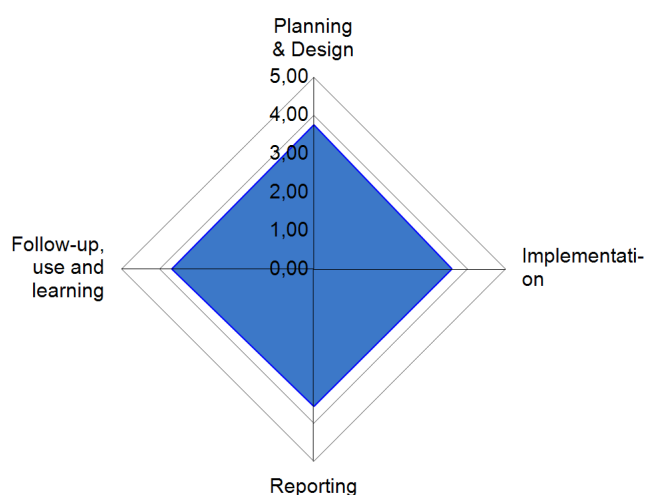
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Quality Assessment Scores

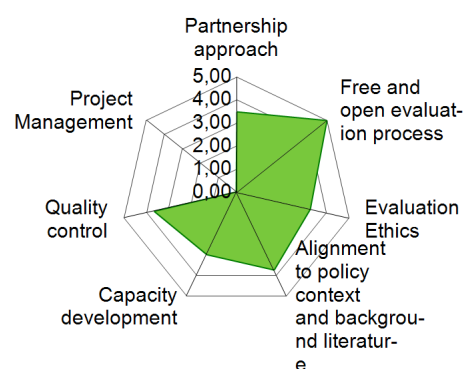
Phase of Evaluation	Score
Planning & Design	3,76
Implementation	3,61
Reporting	3,57
Follow-up, use and learning	3,69
Total	3,62

Overarching Consideration	Score
Partnership approach	3,48
Free and open evaluation process	5,00
Evaluation Ethics	3,29
Alignment to policy context and background literature	3,75
Capacity development	3,00
Quality control	3,67
Project Management	
Total	3,62

Scores: Phases of Evaluation



Scores: Overarching Considerations



Phase of Evaluation	Area of Evaluation	Score
Planning & Design	Quality of the TOR	3,00
Planning & Design	Adequacy of resourcing	
Planning & Design	Alignment to policy context and background literature	4,00
Planning & Design	Appropriateness of the evaluation design and methodology	4,00
Planning & Design	Project management (Planning phase)	

Phase of Evaluation	Area of Evaluation	Score
Implementation	Evaluation ethics and independence	3,00
Implementation	Participation and M&E skills development	3,50
Implementation	Methodological integrity	3,85
Implementation	Project management (Implementation phase)	
Reporting	Completeness of the evaluation report	3,90
Reporting	Accessibility of content	3,64
Reporting	Robustness of findings	3,73
Reporting	Strength of conclusions	3,09
Reporting	Suitability of recommendations	3,31
Reporting	Acknowledgement of ethical considerations	3,40
Follow-up, use and learning	Resource utilisation	
Follow-up, use and learning	Evaluation use	3,69
Total	Total	3,62

Planning & Design

Quality of the TOR

Standard:	The evaluation was guided by a well-structured and complete TOR or a well-structured and complete internal evaluation proposal (e.g. Background, Purpose, Evaluation Questions, Design & Methodology, Deliverables & Timeframes, Resource requirements, Intended Audience & Utilisation, etc).
Comment and Analysis:	All planned PSC evaluations must detail the purpose, scope, design and methodology of the planned evaluation in a project proposal that acts as a ToR for the evaluation. Although the evaluation proposal for this particular project was not available, it is appropriate to say that it was guided by a ToR equivalent as it is PSC policy.
Rating:	3: The evaluation was guided by a well-structured and complete TOR or internal evaluation proposal of an adequate standard
Moderation:	Accepted
Approval:	

Standard:	The purpose of the evaluation stated in the TOR (or an internal evaluation proposal) was clear and e
Comment and Analysis:	In the absence of a copy of the evaluation proposal, there was not enough information to assess this standard.
Rating:	: N/A
Moderation:	Accepted
Approval:	

Standard:	The approach and type of evaluation was suited to the purpose and scope of the evaluation TOR (or an internal evaluation proposal)
Comment and Analysis:	In the absence of a copy of the evaluation proposal, there was not enough information to assess this standard.
Rating:	: N/A
Moderation:	Accepted
Approval:	

Standard:	The TOR (or an internal evaluation proposal) identified the intended users of the evaluation and their information needs
Comment and Analysis:	In the absence of a copy of the evaluation proposal, there was not enough information to assess this standard.
Rating:	: N/A
Moderation:	Accepted
Approval:	

Standard:	The evaluation questions in the TOR (or an internal evaluation proposal) were clearly stated and ap
Comment and Analysis:	In the absence of a copy of the evaluation proposal, there was not enough information to assess this standard.
Rating:	: N/A
Moderation:	Accepted
Approval:	

Standard:	Key stakeholders were involved in the scoping of the TOR and choosing the purpose of the evaluation
Comment and Analysis:	In the absence of a copy of the evaluation proposal, there was not enough information to assess this standard.
Rating:	: N/A
Moderation:	Accepted
Approval:	

Adequacy of resourcing

Standard:	The evaluation was adequately resourced in terms of time and budget allocated
Comment and Analysis:	The evaluation appeared to be adequately resourced in terms of the time planned for the evaluation when considering the information provided in the report.
Rating:	3: The evaluation was adequately resourced in terms of time and budget allocated
Moderation:	Accepted
Approval:	

Standard:	The evaluation was adequately resourced in terms of original budget
Comment and Analysis:	There was no indication of the budget given for this evaluation but given that the German Agency for Technical Cooperation (GTZ) was acknowledged as a funder, it would be appropriate to say there was adequate budget.
Rating:	3: 3
Moderation:	Accepted
Approval:	

Standard:	The team conducting the evaluation was adequately resourced in terms of staffing and skills sets
Comment and Analysis:	The PSC is generally adequately resourced in terms of staff and there was nothing to suggest this evaluation was any different.
Rating:	3: The evaluation was adequately resourced in terms of staffing and skills sets
Moderation:	Accepted
Approval:	

Standard:	Where appropriate, the evaluation planned to incorporate an element of capacity building of partners
Comment and Analysis:	There was no evidence that the evaluation planned to incorporate an element of capacity building of any of the participating departments as part of the evaluation.
Rating:	1: 1
Moderation:	Accepted
Approval:	

Alignment to policy context and background literature

Standard:	There was evidence that a review of the relevant policy and programme environments had been conducted
Comment and Analysis:	The evaluation sought to assess the implementation of the Batho Pele principle of Value for Money, as informed by the White Paper on Transforming Public Service Delivery (1997). Thus, knowledge and review of the policy environment would have informed the proposal and been expressed later in a clear policy and legislative context for the report.
Rating:	4: 4
Moderation:	Accepted
Approval:	

Standard:	There was evidence of a review of appropriate literature having been conducted and used in planning
Comment and Analysis:	Although the extent to which a literature review occurred prior to the evaluation could not be determined, references in the report detailing previous research on the implementation and promotion of the Batho Pele principles, including more recent research pertaining to citizen satisfaction surveys at the Department of Home Affairs and the Department of Trade and Industry was evidence of an appropriate literature that was likely to have begun prior to the evaluation itself, or at least informed the evaluation given the extent of existing work on the Batho Pele principles conducted by the PSC.
Rating:	4: 4
Moderation:	Accepted
Approval:	

Appropriateness of the evaluation design and methodology

Standard:	There was explicit reference to the intervention logic or the theory of change of the evaluand in the planning of the evaluation
Comment and Analysis:	There was no explicit reference to the intervention logic or theory of change related to the Batho Pele principles.
Rating:	1: There was no reference to the intervention logic or the theory of change in the TOR or the Inception Report
Moderation:	Accepted
Approval:	

Standard:	Key stakeholders were consulted on the design and methodology of the evaluation
Comment and Analysis:	As part of the evaluation proposal process, some stakeholders were consulted on the design and proposed methodology of the evaluation giving input towards the need to first establish conceptual clarity amongst key stakeholders on principle of Value for Money and how it's conceptualised. The National Discussion Group incorporated into the evaluation methodology was evidence of this.
Rating:	4: 4
Moderation:	Accepted
Approval:	

Standard:	The planned methodology was appropriate to the questions being asked
Comment and Analysis:	The planned methodology was appropriate to the questions asked and indicated a clear orientation towards a formative evaluation process that firstly established a conceptual and operational understanding of the principle before assessing performance in terms of implementation.
Rating:	4: The planned methodology was well suited to the questions being asked and considered the data available
Moderation:	Accepted
Approval:	

Standard:	The sampling planned was appropriate and adequate given the focus and purpose of evaluation
Comment and Analysis:	Purposive sampling of five Departments, programmes and objectives was planned in line with the focus and purpose of the evaluation. The sampling was appropriate given the combination of design and implementation evaluation approach.
Rating:	4: The sampling planned was good given the focus, purpose and context of the evaluation
Moderation:	Accepted
Approval:	

Standard:	There was a planned process for using the findings of the evaluation
Comment and Analysis:	The first objective for the evaluation was to establish how Value for Money was understood, with the intention of using that definition as the basis for assessment. There was thus a clear process for using the findings for at least the first objective while the final objective to provide recommendations for improving Value for Money implied a planned process but it was not clearly indicated.
Rating:	4: 4
Moderation:	Accepted
Approval:	

Project management (Planning phase)

Standard:	The inception phase was used to develop a common agreement on how the evaluation would be implemented
Comment and Analysis:	It was unclear to what extent the inception phase was used to develop a common agreement on how the evaluation would be implemented.
Rating:	: N/A
Moderation:	Accepted
Approval:	

Implementation

Evaluation ethics and independence

Standard:	Where data was gathered in contexts where ethical sensitivity is high, informed consent, assurances of confidentiality and appropriate clearance were achieved; e.g. through an ethics review board, in evaluation involving minors, institutions where access usually requires ethical or bureaucratic clearance
Comment and Analysis:	There was no need to obtain special ethical clearance given the scope of the work and the mandate of the PSC. Informed consent and confidentiality of individual respondents on behalf of departments appeared to be maintained.
Rating:	: N/A
Moderation:	Accepted
Approval:	

Standard:	Where external, the evaluation team was able to work without significant interference and given access to existing data and information sources
Comment and Analysis:	The PSC is external to the respective departments, but internal to the Public Service. There was nothing to suggest that the PSC was unable to work freely or with interference.
Rating:	: N/A
Moderation:	Accepted
Approval:	

Standard:	The evaluation team was impartial and there was no evidence of conflict of interest
Comment and Analysis:	The PSC evaluation team was impartial and there was no evidence of any conflict of interest noted.
Rating:	3: 3
Moderation:	Accepted
Approval:	

Participation and M&E skills development

Standard:	Key stakeholders were involved in the evaluation through a formalised mechanism or institutional arrangement
Comment and Analysis:	Key stakeholders were well consulted via formal mechanisms such as the National Discussion Group and Provincial Workshops that were conducted. There were clear structured opportunities for input and understanding of the process, as well as part of the data collection exercise.
Rating:	4: Key stakeholders were regularly, actively involved in the evaluation and contributed through a formalised mechanism or institutional arrangement (e.g. a steering committee or reference group)
Moderation:	Accepted
Approval:	

Standard:	Where appropriate, an element of capacity building of partners responsible for the evaluand and evaluators was incorporated into the evaluation process
Comment and Analysis:	The National Discussion Group and Provincial Workshops provided opportunities to build capacity, knowledge and understanding of the evaluation process and the Batho Pele principle thus incorporating a capacity building element. In addition, the interview processes involved local M&E officials from departments.
Rating:	3: An element of capacity building of partners responsible for the evaluand and evaluators was incorporated into the evaluation process
Moderation:	Accepted
Approval:	

Methodological integrity

Standard:	The methods employed in the process of the evaluation were consistent with those planned
Comment and Analysis:	The methodology employed during the course of the evaluation was consistent with the planned methodology as far as could be determined.
Rating:	3: 3
Moderation:	Accepted
Approval:	

Standard:	The methods employed in the process of the evaluation were consistent with those planned and implemented adequately
Comment and Analysis:	Given the scope of the evaluation, the forms of data gathering were appropriate and well suited to an evaluation of this nature. Stakeholder involvement and a combination of qualitative and quantitative methods in the data collection process were well conducted for the evaluation.
Rating:	4: The methods employed in the process of the evaluation were consistent with those planned and implemented well (in terms of time, coverage, and content)
Moderation:	Accepted
Approval:	

Standard:	A pilot of basic data collection instrumentation occurred prior to undertaking data collection and it was used to inform the research process
Comment and Analysis:	Given the purpose of the evaluation, the various data analysis methods that were employed, from the qualitative components of the conceptualisation process to the quantitative analysis of the questionnaire data, were appropriate given the purpose of the evaluation.
Rating:	4: All components of the data collection instrumentation were piloted which led to some improvements in the data collection instrumentation or affirmation of the instruments
Moderation:	Accepted
Approval:	

Standard:	Data collection was not compromised by fieldwork-level problems or unplanned diversions from original intentions
Comment and Analysis:	There were some minor data collection problems that arose during the interviews but these issues were stated clearly and acknowledged as limitations. Further, they did not divert the evaluation from its original intentions.
Rating:	3: 3
Moderation:	Accepted
Approval:	

Standard:	Data was collected from key stakeholders (e.g. implementers, governance structures, indirectly affected stakeholders) as data sources
Comment and Analysis:	The executive summary captured the key components of the report well and appropriately.
Rating:	5: Data was collected from all of the key stakeholder groupings identified in the research plan and the intended sample was well achieved (approx. 90-100% of those intended)
Moderation:	Accepted
Approval:	

Standard:	The methodology included engaging beneficiaries appropriately as a key source of data and information
Comment and Analysis:	The context of the Batho Pele principles in the Public Service was well presented and provided a clear impetus for the first objective of the evaluation. This coupled with the PSC's constitutional mandate gave a clear explanation of the relevance of the evaluation.
Rating:	4: The methodology included meaningfully engaging beneficiaries as a primary source of data and information (or if based on secondary data, includes data from beneficiaries and beneficiaries consulted on emerging findings)
Moderation:	Accepted
Approval:	

Standard:	Key stakeholders were significantly engaged as part of the methodology
Comment and Analysis:	Key stakeholders across the selected departments were engaged as part of the methodology in the Provincial Workshops, while a broader range of stakeholders were incorporated in the National Discussion Group. In addition, there were also interviews with key departmental stakeholders.
Rating:	4: 4
Moderation:	Accepted
Approval:	

Standard:	The methodology included engaging beneficiaries appropriately as a key source of data and information
Comment and Analysis:	The methodology did not include engagement of citizens as beneficiaries and a source of data for this evaluation. It was acknowledged as a limitation in the evaluation report.
Rating:	2: 2
Moderation:	Accepted
Approval:	

Project management (Implementation phase)

Standard:	The evaluation was conducted without significant shifts to scheduled project milestones and timefram
Comment and Analysis:	The evaluation was conducted without shifts to scheduled project milestones and timeframes as far as could be determined.
Rating:	3: 3
Moderation:	Accepted
Approval:	

Standard:	The steering committee, technical working group and service provider worked together adequately to facilitate achievement of the objectives of the evaluation
Comment and Analysis:	Given the absence of a common understanding of Value for Money, there was a clear rationale for the first evaluation objective and the subsequent objectives. This was well established in the introduction.
Rating:	4: The steering committee, technical working group and service provider worked together in a flexible and constructive manner facilitating achievement of the objectives of the evaluation
Moderation:	Accepted
Approval:	

Reporting

Completeness of the evaluation report

Standard:	The scope or focus of the evaluation is apparent in the report
Comment and Analysis:	The scope and focus of the evaluation were apparent in the evaluation report. It was clear that the principle applied to the Public Service but that the scope of the evaluation would be limited to a manageable sampling frame.
Rating:	4: 4
Moderation:	Accepted
Approval:	

Standard:	A detailed methodology is outlined in the relevant section of the report to the point that a reader
Comment and Analysis:	A methodology was outlined in a separate Chapter of the report and the reader could easily understand the data collection methods and particularly how they were used to address the objectives. However, more could have been said regarding the analysis and interpretation approach.
Rating:	3: 3
Moderation:	Accepted
Approval:	

Standard:	Acknowledgement of limitations of all aspects of the methodology and findings are clearly and succinct
Comment and Analysis:	Limitations of the methodology and findings were noted in the Chapter on methodology, with a clear distinction made between procedural and methodological limitations to the evaluation. They were succinctly articulated and clear to the reader.
Rating:	4: 4
Moderation:	Accepted
Approval:	

Standard:	Key findings are presented in a clear way; they are made distinct from uncertain or speculative find
Comment and Analysis:	The key findings were presented clearly and were distinct from the conceptual discussion of Value for Money. These findings were clearly disaggregated by government sphere, data source and department. Findings were well presented overall.
Rating:	4: 4
Moderation:	Accepted
Approval:	

Standard:	Conclusions and recommendations are clear and succinctly articulated
Comment and Analysis:	The conclusions drawn were concisely stated and clear while the recommendations were less succinct but clear in terms of addressing the evaluation objectives.
Rating:	4: 4
Moderation:	Accepted
Approval:	

Accessibility of content

Standard:	The final evaluation report is user-friendly, written in accessible language and adequate for publication (e.g. adequate layout and consistent formatting; complete sentences and no widespread grammatical or typographical errors; consistency of style and writing conventions; levels of formality; references complete and consistent with cited references in reference list and vice versa; etc.)
Comment and Analysis:	The data analysis appeared to be well executed as wide variety of data was analysed and synthesised into clear findings and conclusions.
Rating:	4: The final report is well written, accessible to the common reader and ready for publication with only minor spelling, grammar or formatting mistakes
Moderation:	Accepted
Approval:	

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

Standard:	Quality of writing and presentation is adequate for publication including: adequate layout and consi
Comment and Analysis:	The quality of writing and presentation was good and can be considered more than adequate for publishing. There were few grammatical and typographical errors and the style of writing and conventions used were appropriate.
Rating:	4: 4
Moderation:	Accepted
Approval:	

Standard:	Appropriate conventions are used in presentation of data (e.g. use of appropriate statistical langua
Comment and Analysis:	Appropriate conventions were used in the presentation of the data with categories for disaggregation clearly acknowledged and there was appropriate use of language.
Rating:	3: 3
Moderation:	Accepted
Approval:	

Standard:	The use of figures and tables is such that it supports communication and comprehension of results; a
Comment and Analysis:	10 tables, 1 box and 18 figures were used to support the communication and comprehension of results. The figures and tables were easily discernible and useful for any reader familiar with data presentation conventions.
Rating:	4: 4
Moderation:	Accepted
Approval:	

Robustness of findings

Standard:	Data analysis appears to have been executed to an adequate standard
Comment and Analysis:	Overall, the report appeared free of significant methodological and analytic flaws.
Rating:	4: Data analysis appears to have been well executed for all datasets
Moderation:	Accepted
Approval:	

Standard:	Findings are supported by evidence which is sufficiently and appropriately analysed to support the argument, integrating sources of data
Comment and Analysis:	The Conclusions made no reference or acknowledgement of other relevant empirical work from related studies and evaluations, some of which were conducted by the PSC. However, some of these studies were incorporated and noted under the findings section.
Rating:	2: The evidence gathered has been analysed to support the argument to an extent but this is not entirely sufficient or appropriate, and different data sources may be presented separately rather than integrated
Moderation:	Accepted
Approval:	

Standard:	Findings are supported by available evidence
Comment and Analysis:	Findings were clearly supported by available evidence that made good use of visual representations of data.
Rating:	4: 4
Moderation:	Accepted
Approval:	

Standard:	There is appropriate recognition and exploration of the possibility of alternative interpretations
Comment and Analysis:	The conclusions indirectly addressed the evaluation objectives and these were covered sufficiently by the recommendations.
Rating:	3: There is appropriate recognition of the possibility of alternative interpretations
Moderation:	Accepted
Approval:	

Standard:	The report appears free of significant methodological and analytic flaws
Comment and Analysis:	Conclusions made no reference to the intervention logic or theory of change. However, the chapter on the conceptualisation of Value for Money went some way to demonstrating a logic and detail the various elements of this principle across the Public Service.
Rating:	: N/A
Moderation:	Accepted
Approval:	

Standard:	There is appropriate recognition of the possibility of alternative interpretations
Comment and Analysis:	There was no explicit recognition of alternative interpretations of findings but there was clear recognition of the alternative understandings and conceptualisation of Value for Money which was integral to conducting the evaluation.
Rating:	3: 3
Moderation:	Accepted
Approval:	

Standard:	Limitations of all aspects of the methodology and findings are clearly articulated (e.g. limitations of scope or evaluation design, recommendation for additional research, data collection challenges, etc)
Comment and Analysis:	Given the extent to which sectoral partners and experts were engaged in the course of the evaluation, it would seem appropriate to infer they were consulted in the course of formulating recommendations.
Rating:	3: Limitations of all aspects of the methodology and findings are articulated
Moderation:	Accepted
Approval:	

Strength of conclusions

Standard:	Conclusions are derived from evidence
Comment and Analysis:	Given the extent of consultation and engagement in the data collection process, it appeared evident that the recommendations and final report was reviewed by government officials and relevant stakeholders prior to finalising.
Rating:	3: Conclusions are derived from evidence
Moderation:	Accepted
Approval:	

Standard:	Conclusions are derived from evidence
Comment and Analysis:	Conclusions were concisely stated and clearly derived from evidence.
Rating:	4: 4
Moderation:	Accepted
Approval:	

Standard:	Conclusions address the original evaluation purpose and questions
Comment and Analysis:	Recommendations were targetted broadly to Public Service departments at national and provincial level and were both general while sufficiently specific in dealing with cross-cutting issues across individual departmental contexts.
Rating:	3: Conclusions adequately address the original evaluation purpose and questions
Moderation:	Accepted
Approval:	

Standard:	Conclusions are drawn with explicit reference to the intervention logic or theory of change
Comment and Analysis:	There were clear limitations noted as part of the methodology which extended to the evaluation more broadly despite the location under the methodology section.
Rating:	3: Conclusions are drawn with explicit reference to the intervention logic or theory of change
Moderation:	Accepted
Approval:	

Suitability of recommendations

Standard:	Recommendations are made in consultation with relevant government officials, stakeholders and sectoral experts
Comment and Analysis:	The report did not document any procedures undertaken to ensure confidentiality of respondents. Nevertheless, the anonymity maintained in presenting the findings was clearly indicative of some ethical considerations.
Rating:	2: Recommendations are made with indirect or partial consultation of government officials, stakeholders and sectoral experts
Moderation:	Accepted
Approval:	

Standard:	Recommendations are useful- they are relevant, specific, feasible, affordable and acceptable
Comment and Analysis:	The results of the first component of the evaluation were utilised in the latter parts of the evaluation (informing the assessment) and there was clear evidence that this was presented to relevant stakeholders. The full extent of presentation was not clear from the report.
Rating:	3: Recommendations are useful- they are relevant, specific, feasible, affordable and acceptable to an extent
Moderation:	Accepted
Approval:	

Standard:	Recommendations are relevant to the current policy context
Comment and Analysis:	Recommendations were certainly relevant to the policy context as they clearly proposed how the Batho Pele principle of Value for Money could be more effectively realised in practice.
Rating:	4: 4
Moderation:	Accepted
Approval:	

Acknowledgement of ethical considerations

Standard:	The full report documents procedures intended to ensure confidentiality and to secure informed consent where necessary (in some cases this is not needed - e.g. evaluation synthesis - in which case N/A should be recorded)
Comment and Analysis:	All indications suggest the evaluation was completed within the planned budget.
Rating:	3: The full report documents some procedures intended to ensure confidentiality and to secure informed consent where necessary
Moderation:	Accepted
Approval:	

Standard:	There are no risks to participants or institutions in disseminating the evaluation report on a public website
Comment and Analysis:	The report was publicly available and accessed off of the PSC's website.
Rating:	5: All participants and institutions to the evaluation were formally informed that the original report would be disseminated on a public website and no risks exist
Moderation:	Accepted
Approval:	

Standard:	There are no risks to participants in disseminating the original report on a public website
Comment and Analysis:	There were no discernible risks to participants in disseminating the original report on a public website.
Rating:	4: 4
Moderation:	Accepted
Approval:	

Standard:	There are no unfair risks to institutions in disseminating the original report on a public website
Comment and Analysis:	There were no recognizably unfair risks to institutions in disseminating the original report on a public website outside of the acknowledgement of given departments that were less responsive for the evaluation.
Rating:	4: 4
Moderation:	Accepted
Approval:	

Follow-up, use and learning

Resource utilisation

Standard:	The evaluation was completed within the planned timeframes
Comment and Analysis:	All indications suggest the evaluation was completed within the planned timeframes.
Rating:	3: 3
Moderation:	Accepted
Approval:	

Standard:	The evaluation was completed within the planned timeframes and budget
Comment and Analysis:	As the evaluation had a clear design element to it, a Chapter dedicated to the conceptualisation of Value for Money was clearly indicative of its conceptual value to the Batho Pele principles and upholding the White Paper.
Rating:	4: The evaluation was completed within the planned timeframes and budget and allowed for additional value to be achieved
Moderation:	Accepted
Approval:	

Evaluation use

Standard:	Results of the evaluation have been presented to relevant stakeholders
Comment and Analysis:	This information was not able to be obtained during the course of the assessment due to the unavailability of key informants.
Rating:	: N/A
Moderation:	Accepted
Approval:	

Standard:	A reflective process has been undertaken by the steering committee (if no steering committee exists)
Comment and Analysis:	This information was not able to be obtained during the course of the assessment due to the unavailability of key informants.
Rating:	: N/A
Moderation:	Accepted
Approval:	

Standard:	The evaluation study is seen by interviewed stakeholders as having added significant symbolic value
Comment and Analysis:	There was clear symbolic value in establishing a shared understanding of Value for Money before assessing the extent to which it was realised across the five programmes. Although there were not any interviews to support this, it would seem clear that this engagement raised the profile of this policy principle.
Rating:	: N/A
Moderation:	Accepted
Approval:	

Standard:	There is clear evidence of instrumental use - that the recommendations of the evaluation were implem
Comment and Analysis:	The first component of the evaluation was of instrumental use to the completion of the evaluation on the whole. In that respect, the utility of the evaluation was self-evident in the evaluation report.
Rating:	3: 3
Moderation:	Accepted
Approval:	

References

Public Service Commission, 2007. Report on the evaluation of the Batho Pale principle of Value for Money. Public Service Commission, Government Printers.

List of Interviewees

No interviews were secured for this assessment.