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 implementation of the Batho Pale principle of Information
Evaluation Number:	231
Evaluation Completion Date:	01 March 2009
Period of Evaluation:	2008
Submitted:	04 March 2013 by Mike Leslie
Approved:	07 June 2013 by Sean Walsh

Evaluation Details

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Created:	04 December 2012 by System Account
Submitted:	04 March 2013 by Mike Leslie
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Period of Evaluation:	2008
Known Cost:	
Known Cost Type:	No Data
Initiated By:	Public Service Commission
Initiated By Internal:	
Undertaken By:	Public Service Commission
Undertaken By Internal:	

Assessors

Assessment Documents

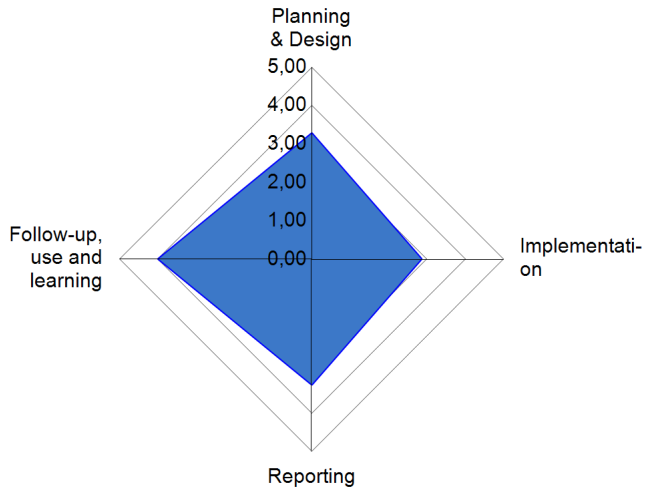
Document Name:	Document Type:	Added By:	Added On:

Quality Assessment Scores

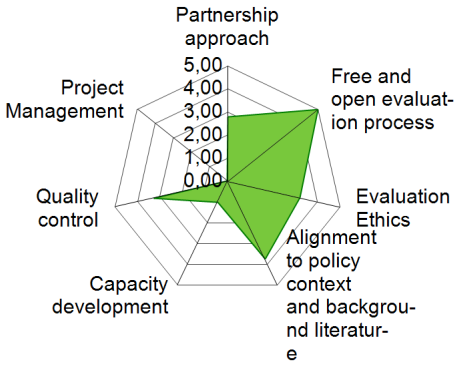
Phase of Evaluation	Score
Planning & Design	3,29
Implementation	2,88
Reporting	3,28
Follow-up, use and learning	4,00
Total	3,23

Overarching Consideration	Score
Partnership approach	2,80
Free and open evaluation process	5,00
Evaluation Ethics	3,22
Alignment to policy context and background literature	3,75
Capacity development	1,00
Quality control	3,26
Project Management	
Total	3,23

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	3,09
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	1,00
Implementation	Methodological integrity	3,23
Implementation	Project management (Implementation phase)	
Reporting	Completeness of the evaluation report	3,80
Reporting	Accessibility of content	3,36
Reporting	Robustness of findings	2,91
Reporting	Strength of conclusions	3,09
Reporting	Suitability of recommendations	3,08
Reporting	Acknowledgement of ethical considerations	3,40
Follow-up, use and learning	Resource utilisation	
Follow-up, use and learning	Evaluation use	4,00
Total	Total	3,23

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:	The evaluation was commissioned internally and so a ToR was not issued, but a project proposal was developed prior to conducting the evaluation and this made explicit guidelines for the evaluation.
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:	A copy of the proposal was not reviewed for this assessment and so the standard could not be assessed.
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:	A copy of the proposal was not reviewed for this assessment and so the standard could not be assessed.
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:	A copy of the proposal was not reviewed for this assessment and so the standard could not be assessed.
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:	A copy of the proposal was not reviewed for this assessment and so the standard could not be assessed.
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:	A copy of the proposal was not reviewed for this assessment and so the standard could not be assessed.
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.
Rating:	: N/A
Moderation:	Accepted
Approval:	

Standard:	The team conducting the evaluation was adequately resourced in terms of staffing and skills sets
Comment and Analysis:	The PSC was 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 attempted to incorporate an element of capacity building of any of the participating departments.
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 conducte
Comment and Analysis:	As the evaluation sought to assess the implementation of the Batho Pele principle of Information, as informed by the White Paper on Transforming Public Service Delivery (1997), a clear policy and legislative context informed the planning of the evaluation based on the information provided in 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:	In addition to the Batho Pele Handbook, there was a Chapter providing clear context which referenced relevant research and appropriate literature. Assuming this information in the report informed the planning, the evaluators were well informed.
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 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 standard PSC evaluation proposal process, some stakeholders were consulted on the design and proposed methodology of the evaluation. Typically, this included review by the PSC commissioners, Directors and a panel of experts.
Rating:	3: 3
Moderation:	Accepted
Approval:	

Standard:	The planned methodology was appropriate to the questions being asked
Comment and Analysis:	The planned methodology triangulated a variety of data collection methods, including interviews, in loco inspections and interviews with service users to address the objectives of evaluation.
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:	The planned sampling was appropriate for the purpose of the evaluation as two national departments were purposively sampled given their relevance to the principle under investigation, as well as five other provincial departments across all nine provinces.
Rating:	3: The sampling planned was appropriate and adequate given focus and purpose of evaluation
Moderation:	Accepted
Approval:	

Standard:	There was a planned process for using the findings of the evaluation
Comment and Analysis:	As an objective of the evaluation was for departments to make recommendations for improvement in terms of performance and compliance with the principle of Information, it was assumed some consideration was given to using the findings prior to undertaking the evaluation, but there were no details provided.
Rating:	2: 2
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 bureacratic clearance
Comment and Analysis:	There was no need to obtain special ethical clearance given the scope of the work and the Constitutional mandate of the PSC. Otherwise, informed consent and confidentiality of respondents was maintained for the purpose of the evaluation.
Rating:	3: There was clear evidence that ethical protocols were observed for some data collection instances including: informed consent agreements; confidentiality; documenting and storing data notes, recordings or transcripts; and ethics review board approvals where appropriate
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 given the breadth of the evaluation, it would have been very difficult for a conflict of interest to arise.
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:	It was unclear to what extent key stakeholders were consulted through a formalised mechanism as part of the evaluation.
Rating:	: N/A
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:	There was not any evidence of capacity building of the participating departments in the course of the evaluation process.
Rating:	1: There was no evidence of any capacity building of partners responsible for the evaluand or evaluators being 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 insofar 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 various forms of data gathering, namely via questionnaires and interviews, and in loco inspections were appropriate.
Rating:	3: The methods employed in the process of the evaluation were consistent with those planned and implemented adequately
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 use of quantitative and qualitative data analysis techniques was appropriate. A brief explanation of the thematic basis for analysing the qualitative data was sufficient for the purpose of the evaluation.
Rating:	3: A pilot of basic data collection instrumentation occurred prior to undertaking data collection and it was used to inform the research process
Moderation:	Accepted
Approval:	

Standard:	Data collection was not compromised by fieldwork-level problems or unplanned diversions from origina
Comment and Analysis:	There was no indication that fieldwork-level problems compromised the data collection. All evidence suggests it was relatively consistent with the planned collection, with the exception of the lack of service users at some service points where the response rate was 71% of the desired total.
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 for the Batho Pele principles in the Public Service was well presented in a separate Chapter and and clearly relevant to 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 beneficaries consulted on emerging findings)
Moderation:	Accepted
Approval:	

Standard:	Key stakeholders were significantly engaged as part of the methodology
Comment and Analysis:	Stakeholders across the selected departments were engaged as part of the methodology. This included interviews with 40 departmental officials from across the respective departments.
Rating:	4: 4
Moderation:	Accepted
Approval:	

Standard:	The methodology included engaging beneficiaries appropriately as a key source of data and informatio
Comment and Analysis:	The methodology did include in loco inspections at service points as well as a survey of service users at both rural and urban service points. Beneficiaries were thus appropriately engaged as a source of data for this assessment.
Rating:	4: 4
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 insofar 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:	There was a clear rationale for the evaluation objectives set out for the purpose of the project as informed by the White Paper on Transforming Public Service Delivery and the Constitution.
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 included select departments at the level of national government and specific provincial departments common across all provinces.
Rating:	3: 3
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:	The methodology was outlined in a separate Chapter of the report and the reader could easily understand the data collection and analysis undertaken as they were described in the Chapter.
Rating:	4: 4
Moderation:	Accepted
Approval:	

Standard:	Acknowledgement of limitations of all aspects of the methodology and findings are clearly and succin
Comment and Analysis:	Limitations of the methodology and findings were noted very briefly in the Chapter on Methodology. This included the absence of some service users at certain delivery points and fewer departments involved in the study.
Rating:	3: 3
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 supported with empirical data that was sufficiently described to justify the findings of the report.
Rating:	3: 3
Moderation:	Accepted
Approval:	

Standard:	Conclusions and recommendations are clear and succinctly articulated
Comment and Analysis:	Conclusions and recommendations were clearly and succinctly articulated in a separate Chapter.
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 executed satisfactorily. Quantitative data analysis was descriptive while the qualitative data was inductively analysed based on distilled themes.
Rating:	3: The final evaluation report is user-friendly, written in accessible language and adequate for sharing (e.g. some spelling, grammar or formatting mistakes but these do not seriously detract from the report)
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:	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 described and appropriately analysed to support the findings presented.
Rating:	3: Figures, tables and appropriate conventions are used in presentation of data and are readily discernible to a reader familiar with data presentation conventions
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, which was mainly comprised of bar charts, pie graphs and tables from the data obtained during interviews at the different sites.
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:	1 table and 9 figures were used to support communication and comprehension of results for this evaluation.
Rating:	3: 3
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 findings made passing reference to other relevant empircal work from related studies and evaluations, some of which were conducted by the PSC, but this was not acknowledged in the conclusions.
Rating:	2: The evidence gathered has been analysed to support the argument to an extent but this is not enitrely 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 in the case of quantitative data, whereas there was limited evidence of how the qualitative data supported the findings.
Rating:	3: 3
Moderation:	Accepted
Approval:	

Standard:	There is appropriate recognition and exploration of the possibility of alternative interpretations
Comment and Analysis:	The conclusions did not directly address the evaluation objectives but were clear in that each of these objectives was addressed in some manner through the conclusions and 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:	There was no reference made to the intervention logic or theory of change as this was not addressed at all in the evaluation planning or implementation.
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.
Rating:	2: 2
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:	It was unclear to what extent the recommendations were informed by appropriate sectoral partners or experts but there was little to suggest this was the case.
Rating:	2: There is some acknowledgment of the limitations of the methodology and findngs but these are not clear or exhaustive
Moderation:	Accepted
Approval:	

Strength of conclusions

Standard:	Conclusions are derived from evidence
Comment and Analysis:	Given the extent of engagement with departments in the data collection process, it appeared evident that the recommendations and final report were 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 general limitations noted as part of the methodology but these were not extended more broadly to the evaluation as a whole.
Rating:	2: Conclusions make implicit or indirect 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 evaluation were presented more generally to the Public Service commissioners and MPs, and Provincial Legislators but it was unclear what was presented back to the participating departments.
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 Information 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 ot 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 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 unfair risks to institutions in disseminating the original report on a public website.
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:	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:	

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:	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:	There is clear evidence of instrumental use - that the recommendations of the evaluation were implem
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:	

References

Public Service Commission, 2009. Report on the evaluation of the implementation of the Batho Pale principle of Information. Public Service Commission, Government Printers.

List of Interviewees

No interviews were secured for this assessment.