



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 Service Delivery at the
Department of Home Affairs: Visa Applications and Port
Control

Evaluation Number:

233

Evaluation Completion Date:

01 March 2008

Period of Evaluation:

April 2007-March 2008

Submitted:

14 February 2013 by Cathy Chames

Approved:

07 June 2013 by Sean Walsh

Evaluation Details

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Evaluation Number:	233
Evaluation Completion Date:	01 March 2008
Created:	04 December 2012 by System Account
Submitted:	14 February 2013 by Cathy Chames
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Period of Evaluation:	April 2007-March 2008
Known Cost:	R 200 000,00
Known Cost Type:	Estimate
Initiated By:	Public Service Commission
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Undertaken By:	Public service Commission
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Assessors

Assessment Documents

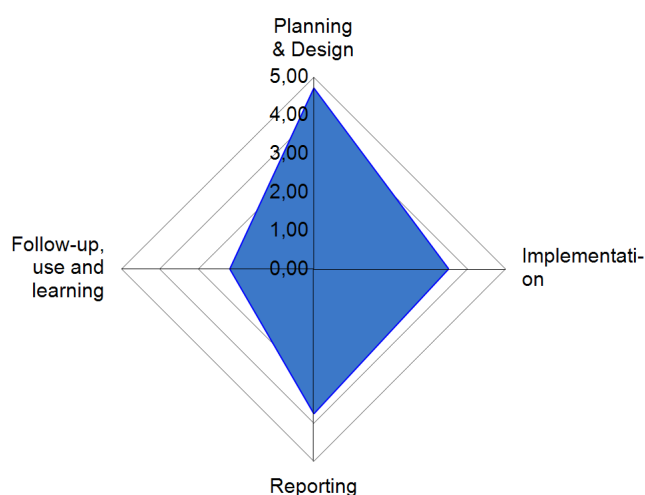
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Quality Assessment Scores

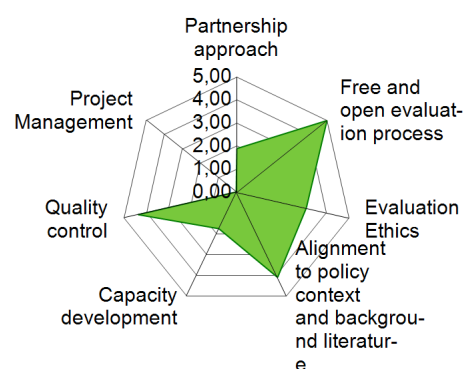
Phase of Evaluation	Score
Planning & Design	4,71
Implementation	3,52
Reporting	3,76
Follow-up, use and learning	2,18
Total	3,62

Overarching Consideration	Score
Partnership approach	1,88
Free and open evaluation process	5,00
Evaluation Ethics	3,11
Alignment to policy context and background literature	4,08
Capacity development	1,75
Quality control	4,37
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	5,00
Planning & Design	Adequacy of resourcing	
Planning & Design	Alignment to policy context and background literature	5,00
Planning & Design	Appropriateness of the evaluation design and methodology	4,45
Planning & Design	Project management (Planning phase)	

Phase of Evaluation	Area of Evaluation	Score
Implementation	Evaluation ethics and independence	4,00
Implementation	Participation and M&E skills development	2,00
Implementation	Methodological integrity	3,92
Implementation	Project management (Implementation phase)	
Reporting	Completeness of the evaluation report	4,50
Reporting	Accessibility of content	4,36
Reporting	Robustness of findings	4,32
Reporting	Strength of conclusions	3,64
Reporting	Suitability of recommendations	2,31
Reporting	Acknowledgement of ethical considerations	2,40
Follow-up, use and learning	Resource utilisation	
Follow-up, use and learning	Evaluation use	2,18
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:	This evaluation was undertaken internally by the PSC. Whilst there was no TOR a project proposal for the task was developed which guided the evaluation. The proposal covers the background and need; PSC mandate to undertake the project; aims and objectives; expected outputs; methodology; milestones; project team; risks; costing.
Rating:	5: The evaluation was guided by a well-structured and complete TOR or internal evaluation proposal of exceptional quality, exhaustive and thorough in content
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:	The project proposal clearly states the aims and objectives of the evaluation: to evaluate the effectiveness with which the DHA manages applications for visas as well as ports of entry and to make recommendations to promote effectiveness and efficiency of these processes.
Rating:	5: 5
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:	The qualitative approach to this evaluation is suited to its purpose and scope which is to review the effectiveness and efficiency of Visa Applications and Port Control. In terms of typology, it can be described as an implementation evaluation since it aims to evaluate the service delivery of the DHA and more specifically the visa application and Ports of Entry processes.
Rating:	5: The approach and type of the evaluation was perfectly matched to the purpose and scope of the evaluation TOR and there was a reinforcing complementarity between the sections
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:	The intended users and information needs are not identified in the TOR.
Rating:	1: There is no TOR or internal evaluation proposal available, or the TOR made no mention of the users of the evaluation or their information needs
Moderation:	Accepted
Approval:	

Standard:	The evaluation questions in the TOR (or an internal evaluation proposal) were clearly stated and ap
Comment and Analysis:	Evaluation questions are not explicitly stated, however, the objectives are appropriate to addressing the evaluation purpose.
Rating:	4: 4
Moderation:	Accepted
Approval:	

Standard:	Key stakeholders were involved in the scoping of the TOR and choosing the purpose of the evaluation
Comment and Analysis:	DHA, a key stakeholder in this evaluation, was not involved in the scoping of the TOR. The proposal was submitted to the DG at the Public Service Commission (PSC). It was then reviewed by the Board of Commissioners (14 members) who gave input into the scope and methodology of the study. It was signed off by the Board before being undertaken. Other stakeholders consulted were the relevant parliamentary portfolio committee which is also sometimes involved in planning.
Rating:	2: There is evidence of an attempt to engage key stakeholders in the scoping of the TOR but they were not meaningfully consulted in choosing the purpose of the evaluation
Moderation:	Accepted
Approval:	

Adequacy of resourcing

Standard:	The evaluation was adequately resourced in terms of time and budget allocated
Comment and Analysis:	The evaluation was adequately resourced in terms of time allocated.
Rating:	5: The evaluation was very well resourced in terms of the time and budget allocated in relation to the scope, budget and duration of the programme (i.e. allowing for the necessary flexibility to cover the programme well)
Moderation:	Accepted
Approval:	

Standard:	The evaluation was adequately resourced in terms of original budget
Comment and Analysis:	The budget allocated to this evaluation was adequate as it covered costs of the evaluator (employee of PSC), travel and printing costs.
Rating:	5: 5
Moderation:	Accepted
Approval:	

Standard:	The team conducting the evaluation was adequately resourced in terms of staffing and skills sets
Comment and Analysis:	The evaluation was undertaken by one staff member at the PSC who has extensive experience in conducting evaluations and who also worked previously in DHA. This allowed the evaluator ease of access into the department and the relevant officials.
Rating:	4: The evaluation was well 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 formal plan for capacity building incorporated into the evaluation process.
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:	Prior to planning the evaluation the evaluator did a literature review of previous studies. In addition an extensive document review was undertaken as part of the study. This included an analysis of the legal context of the immigration services included in the study.
Rating:	5: 5
Moderation:	Accepted
Approval:	

Standard:	There was evidence of a review of appropriate literature having been conducted and used in planning
Comment and Analysis:	The extensive document review included an overview of the historical context of the DHA's delivery challenges and current strategies to address these service delivery challenges. These were taken into consideration when undertaking the evaluation study.
Rating:	5: 5
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 in planning the evaluation. Although the focus of this evaluation was more on effectiveness and efficiency of DHA service delivery processes, it would have been useful to apply a theory of change when planning the evaluation.
Rating:	2: There was implied or indirect 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:	This study was undertaken internally by the PSC. DHA were not consulted on the design and method which may have benefitted the overall evaluation process and allowed for buy-in from the department. It was noted that the Commission gave input and comments to the project proposal and changes were made to the methodology.
Rating:	2: 2
Moderation:	Accepted
Approval:	

Standard:	The planned methodology was appropriate to the questions being asked
Comment and Analysis:	The main purpose of the study was to evaluate the effectiveness with which the DHA manages applications and visas as well as Ports of Entry. The mixed method approach planned for this study was therefore appropriate as it combined document review; interviews; and unannounced In Loco Inspections at Ports of Entry.
Rating:	5: The planned methodology was creative and very well suited to the questions being asked and should have generated the requisite data to answer the evaluation questions asked completely
Moderation:	Accepted
Approval:	

Standard:	The sampling planned was appropriate and adequate given the focus and purpose of evaluation
Comment and Analysis:	Purposive sampling was used. This type of sampling procedure seeks to select a section of the research population which, in the researcher's judgement, will provide the most useful information for the study. This is appropriate given the purpose and scope of the study.
Rating:	5: The sampling planned was creative and ideal for 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:	It is stated in the report that the findings and recommendations of the evaluation will contribute further towards improving the state of readiness of the DHA to meet the challenges of 2010 and of its overall effectiveness and efficiency. However, the report does not indicate that there was a planned process for using the findings. In the interview with the evaluator it was indicated that the report identified shortcomings and made recommendations. These were shared with the DHA's Turnaround Team responsible for providing the DHA with technical support in addressing its service delivery challenges by implementing its Turnaround Programme (TAP).
Rating:	3: 3
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:	There was no consultation with DHA during the inception phase of the evaluation.
Rating:	1: There was no indication that there was an inception phase or that it was used to develop a common agreement on how the evaluation would be implemented
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:	Although not covered in the report it was noted by the interviewee that ethical research practice is followed when conducting evaluations.
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 evaluator was external to the DHA but internal to PSC (no outside consultant was contracted). The evaluator indicated that they were able to work independently without any significant interference.
Rating:	5: The evaluation team was able to work freely and independently without interference and significant efforts were documented to ensure unfettered access to all existing data and information sources
Moderation:	Accepted
Approval:	

Standard:	The evaluation team was impartial and there was no evidence of conflict of interest
Comment and Analysis:	According to section 196(4) in the Constitution the PSC is mandated to monitor and evaluate the organisation, administration and personnel practices of the public service. The evaluator was working within the mandate of the PSC and was reportedly able to work freely with no conflict of interest. The evaluator confirmed that the evaluation was impartial.
Rating:	5: 5
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:	No formalised mechanism was set up in order to facilitate stakeholder consultation for this evaluation. Consultation with the DHA stakeholders was limited during the evaluation.
Rating:	2: There was evidence that key stakeholders were consulted either indirectly or informally outside of an institutional arrangement
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 evaluator ensured that there was ongoing skills transfer throughout the evaluation process. This was targeted at staff within the PSC and also within the DHA. However, this appears to have taken place on an ad hoc basis and was not formally incorporated into the evaluation process.
Rating:	2: There was some evidence of capacity building of partners responsible for the evaluand or evaluators but this was either unstructured or incomplete
Moderation:	Accepted
Approval:	

Methodological integrity

Standard:	The methods employed in the process of the evaluation were consistent with those planned
Comment and Analysis:	The methods undertaken were consistent with those planned in the proposal.
Rating:	5: 5
Moderation:	Accepted
Approval:	

Standard:	The methods employed in the process of the evaluation were consistent with those planned and implemented adequately
Comment and Analysis:	The scope of the study covered Visa Applications and Port Control Services of the Immigration Branch of the DHA. The document review, which focused on internal documents, including previous studies and inspections of these services, was therefore appropriate. The in loco inspections at Ports of Entry were particularly appropriate since they allowed the evaluation team to observe the DHA's performance and level of courtesy with which customers are dealt with in their daily state. The use of in-depth interviews allowed for further triangulation of data.
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:	Data was organised into key themes and sub-themes developed according to the objectives of the study. The use of a qualitative data analysis approach is appropriate given the purpose of the evaluation.
Rating:	5: All components of data collection instrumentation were piloted considering implications of the diversity of application (e.g. tools, representative sites, mediums, languages, etc) which allowed for further refinement of all data collection instrumentation and informed the research process to an excellent quality standard
Moderation:	Accepted
Approval:	

Standard:	Data collection was not compromised by fieldwork-level problems or unplanned diversions from origina
Comment and Analysis:	Fieldwork problems listed in the report include: not being able to secure interviews with relevant programme managers in DHA because key posts were vacant or officials were unavailable; full reports on previous interventions were not in all cases available; inability of DHA to realease some documents deemed to be confidential. Despite these issues it appears that there were no major diversions from the original intentions of the evaluation.
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 contains details of the background, objectives, scope, method, key findings and recommendations. It is concisely written and captured in under five pages.
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:	Chapter three of the report presents the findings of the document review which provides a comprehensive overview of the DHA. This includes the legislative frameworks that inform the functions of DHA; the historical context of the DHA's service delivery challenges; and current strategy to address service delivery challenges.
Rating:	5: Beneficiaries were thoroughly and representatively included as the primary source of data amongst multiple sources of data and information (or if based on secondary data, includes data from beneficiaries and beneficiaries consulted on emerging findings and provide meaningful input to recommendations)
Moderation:	Accepted
Approval:	
Standard:	Key stakeholders were significantly engaged as part of the methodology
Comment and Analysis:	The sample of interviewees was limited only to managers and provincial managers responsible for the sample of Ports of Entry. There was also observation of both officials and customers at Ports of Entry. Besides this there appears to have been no other engagement with other key stakeholders who could provided useful insight into the operations and processes.
Rating:	3: 3
Moderation:	Accepted
Approval:	

Standard:	The methodology included engaging beneficiaries appropriately as a key source of data and informatio
Comment and Analysis:	The in loco visits allowed PSC officials to queue as normal customers and proceed through the normal exit process to observe handling of customers and the performance of counter officials first-hand and objectively. However, there was no direct engagement of beneficiaries or customers of the services being evaluated.
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:	There were no shifts to project milestones and timeframes.
Rating:	5: 5
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:	The evaluation questions are not stated explicitly, however, the rationale is clearly stated that, in light of the fact that South Africa will be hosting the 2010 FIFA Soccer World Cup, and that there will be many visitors to the counrty, the DHA will be playing a critical role towards successfully hosting of this event. The effectiveness and efficiency with which the Department facilitates the entry into and the exit of visitors from the Republic of South Africa will be key in creating a positive perception amongst foreign visitors.
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 report identifies the scope of the study which covered the Visa Applications and Port Control Services of the Immigration Branch of the DHA.
Rating:	5: 5
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 is clearly presented which includes the sampling, data collection process, data analysis, and limitations of the study. There is insufficient detail on the sample of interviewees.
Rating:	4: 4
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 are clearly articulated. The limitations related to the findings are integrated into the report. This is particularly in relation to the assessment of the implementation plans for 2010 which were still in progress making it impossible to definitively pronounce on all the challenges, constraints and successes.
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 findings are clearly presented. They are aligned to the objectives of the study and include: Current State of Service Delivery in terms of Processing Visa Applications and Managing Ports of Entry; degree to which the DHA has put in place plans in preparation for the FIFA World Cup; progress the DHA has made in the implementation of the plans for 2010.
Rating:	5: 5
Moderation:	Accepted
Approval:	

Standard:	Conclusions and recommendations are clear and succinctly articulated
Comment and Analysis:	The conclusions summarise the key findings of the study and recommendations are clear and succinct.
Rating:	5: 5
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 thematic analysis of qualitative data appears to have been well executed and aligned to the objectives of the study.
Rating:	5: The final evaluation report balances an impressive depth of work with excellent writing that is accessible to the common reader and reflects an excellent publishing standard
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:	Overall the analysis is mostly descriptive in nature and the findings of the document review are well integrated to support the argument.
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:	Overall the report is well written and edited and has already been published. The language is mostly descriptive and a few grammatical errors were noted in the text.
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:	The qualitative data has been well presented.
Rating:	5: 5
Moderation:	Accepted
Approval:	

Standard:	The use of figures and tables is such that it supports communication and comprehension of results; a
Comment and Analysis:	Tables have been used to present most of the findings of the document review and this provides for ease of reference.
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 appears free of any significant methodological flaws. One gap noted is that the sample does not cover a wide enough range of stakeholders within the DHA.
Rating:	4: Data analysis appears to have been well executed for all datasets
Moderation:	Accepted
Approval:	

Standard:	Findings are supported by available evidence
Comment and Analysis:	There appears to be good triangulation of data gathered with the findings being supported by the review of documents; observations; and interviews. Photographs have been used to provide additional evidence of service provision at Ports of Entry. With regards to the assessment of progress made in the implementation of plans for 2010, it appears that this aspect was difficult to assess since these plans were still in the process of being implemented. The report also noted that there was a lack of full reports on previous interventions making it difficult to assess progress with regards to implementation of recommendations from previous reports to the DHA.
Rating:	4: 4
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 and recommendations from previous studies conducted on visa applications and port control were referred to throughout the findings section of the report, however they were not referred to in the concluding chapter.
Rating:	4: The evidence gathered is well analysed, integrated and supports the argument in key sections of the report, without presenting data which are not used in the argument
Moderation:	Accepted
Approval:	

Standard:	There is appropriate recognition and exploration of the possibility of alternative interpretations
Comment and Analysis:	The overall purpose of the study was addressed by the conclusions. However, there are two gaps in terms of addressing two of the key objectives of the study. Firstly, the study was unable to establish progress made in terms of implementation of recommendations from previous reports to the DHA because full reports on previous interventions were not available in all cases. Secondly, the study could not establish the degree to which 2010 implementation plans will contribute to the effective and efficient management of visa application and foreign visitor admittance processes since these plans were still in progress. However, the evaluator was able to establish some of the challenges in relation to implementing these plans.
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:	Since there is no explicit reference to the intervention logic or theory of change at the outset of the study, conclusions could not be drawn from this.
Rating:	1: There is clear evidence of significant methodological and analytical flaws in the report
Moderation:	Accepted
Approval:	

Standard:	There is appropriate recognition of the possibility of alternative interpretations
Comment and Analysis:	Alternative explanations for some of the findings have been recognised. The historical challenges of DHA's service delivery are referred to in order to provide a context and insight into current challenges observed.
Rating:	4: 4
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:	There was no consultation with experts or sectoral partners when formulating the recommendations. This was confirmed in the interview with the consultant.
Rating:	1: There is no acknowledgement of the limitations of the methodology or findings
Moderation:	Accepted
Approval:	

Strength of conclusions

Standard:	Conclusions are derived from evidence
Comment and Analysis:	The conclusions are based on the evidence gathered in the field. It was difficult to establish to what extent the DHA has made implemented plans for 2010 because these were still in progress.
Rating:	4: 4
Moderation:	Accepted
Approval:	

Standard:	Conclusions are derived from evidence
Comment and Analysis:	There was no direct engagement or stakeholder consultation around the recommendations.
Rating:	1: The conclusions presented do not appear to be derived from the evidence presented
Moderation:	Accepted
Approval:	

Standard:	Conclusions address the original evaluation purpose and questions
Comment and Analysis:	The recommendations are specific and appear to be feasible although the report acknowledges that some of them have resource implications and that, therefore, certain trade-offs be made in the process. They are targetted to the Immigration Services of the DHA and, where possible, they are aligned to the Turnaround Programme. It is of concern, however, that the DHA stakeholders were not involved in the formulation of the recommendations as this would have secured buy-in.
Rating:	4: Conclusions address the original evaluation purpose and questions well
Moderation:	Accepted
Approval:	

Standard:	Conclusions are drawn with explicit reference to the intervention logic or theory of change
Comment and Analysis:	The limitations of the evaluation have been noted in the methodology section of the report and throughout the presentation of findings.
Rating:	5: The conclusions are exceptional in the manner that they provide a judgement on the intervention logic or theory of change and are clearly linked to design recommendations
Moderation:	Accepted
Approval:	

Suitability of recommendations

Standard:	Recommendations are made in consultation with relevant government officials, stakeholders and sectoral experts
Comment and Analysis:	There is no section in the report which covers ethical considerations of the evaluation.
Rating:	1: There is no evidence that recommendations were made in consultation with relevant government officials, stakeholders or sectoral experts
Moderation:	Accepted
Approval:	

Standard:	Recommendations are useful- they are relevant, specific, feasible, affordable and acceptable
Comment and Analysis:	There was no presentation of findings to stakeholders. It was noted by the interviewee that the findings were disseminated to the programme managers from Port Control and Visas on an informal level.
Rating:	2: Recommendations are of limited use - they vary in the degree to which they are relevant, specific, feasible affordable and acceptable
Moderation:	Accepted
Approval:	

Standard:	Recommendations are relevant to the current policy context
Comment and Analysis:	The recommendations do not talk directly to the policy context however, they are related to effective implementation of Visa Applications and services at Ports of Entry which are relevant to the policies surrounding Immigration Services.
Rating:	3: 3
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:	The evaluation was completed within the agreed budget.
Rating:	5: The full report documents all ethical procedures applied in text and provides examples of all confidentiality statements and informed consent agreements as appendices, as well as indicates how data will be stored and/or disposed of in the future
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 has been published and is publicly available on the PSC 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:	The report is available on the PSC website. Although there is no section in the report identifying ethical procedures, no individuals are singled out in the report and therefore there is no risk to their identity being exposed. The report contains photographs of customers queueing at Ports of Entry and, unless their consent was given, this could pose a risk to their identity.
Rating:	3: 3
Moderation:	Accepted
Approval:	

Standard:	There are no unfair risks to institutions in disseminating the original report on a public website
Comment and Analysis:	The report is available on the PSC website. The report contains a detailed description of the challenges faced by the DHA in terms of their service delivery. However, it was noted in the beginning of the report that the DHA acknowledges the implications of their role in the 2010 Soccer World Cup and that they will be presented with major challenges.
Rating:	3: 3
Moderation:	Accepted
Approval:	

Follow-up, use and learning

Resource utilisation

Standard:	The evaluation was completed within the planned timeframes
Comment and Analysis:	A review of the project milestones in the project proposal confirms that the evaluation was completed within the planned timeframes.
Rating:	5: 5
Moderation:	Accepted
Approval:	

Standard:	The evaluation was completed within the planned timeframes and budget
Comment and Analysis:	This evaluation was conducted at the same time as the implementation of the DHA's Turnaround Programme and it is assumed that the Turnaround Team made use of the findings to inform their interventions and strengthen their efforts.
Rating:	3: The evaluation was completed within the planned timeframes and budget
Moderation:	Accepted
Approval:	

Evaluation use

Standard:	Results of the evaluation have been presented to relevant stakeholders
Comment and Analysis:	There is no clear evidence that the evaluation has had a positive impact on service delivery. In retrospect Visa Control and POE service delivery during the 2010 FIFA Soccer World Cup ran smoothly with no evidence of delays. However, in the absence of any evidence it is difficult to determine the extent to which the findings of this evaluation study could have contributed to this positive outcome.
Rating:	2: Results of the evaluation have been presented to stakeholders involved in the management of the evaluation project only but not more broadly
Moderation:	Accepted
Approval:	

Standard:	A reflective process has been undertaken by the steering committee (if no steering committee exists)
Comment and Analysis:	This evaluation was undertaken internally by the PSC and no process was undertaken by staff to reflect on the evaluation. The evaluator indicated that there was simply no time to do this.
Rating:	1: 1
Moderation:	Accepted
Approval:	

Standard:	The evaluation study is seen by interviewed stakeholders as having added significant symbolic value
Comment and Analysis:	One of the biggest shortcomings of this evaluation is that there was no follow-up with the DHA or plan for implementing recommendations and therefore the value it has added to service delivery of the DHA is limited.
Rating:	1: 1
Moderation:	Accepted
Approval:	

Standard:	There is clear evidence of instrumental use - that the recommendations of the evaluation were implem
Comment and Analysis:	A key shortcoming of the evaluation is that there was no follow-up to gather evidence of implementation of the recommendations. This practice has now changed within the PSC where all evaluations have follow-up processes after a period of six months.
Rating:	1: 1
Moderation:	Accepted
Approval:	

References

Public Service Commission, 2008, "Report on the Evaluation of Service Delivery at the Department of Home Affairs: Visa Applications and Port Control", Creda Communications, Pretoria.

Public Service Commission, 2008, "Project Proposal: Evaluation of the Service Delivery at the Department of Home Affairs, Visa Applications and Port Control."

List of Interviewees

Marie Fourie, Project Leader, Public Service Commission, telephonic interview, 13/2/2013.