



Department of Performance Monitoring and Evaluation

Report on the Assessment of Government Evaluations

Inqolobane Development Foundation Impact Assessment Report

Date Evaluation was completed: 31 May 2007

Name of assessor: Robin Richards

Evaluation Number: 27

Date Assessment Completed: 22 January 2013

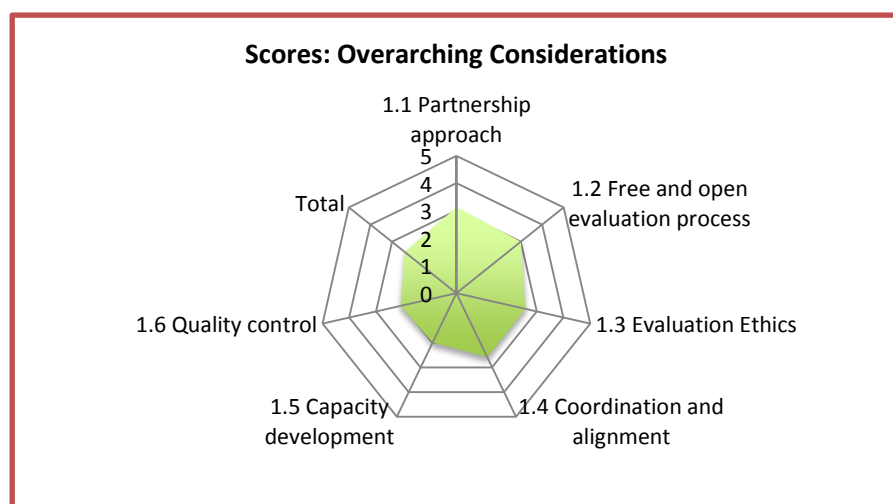
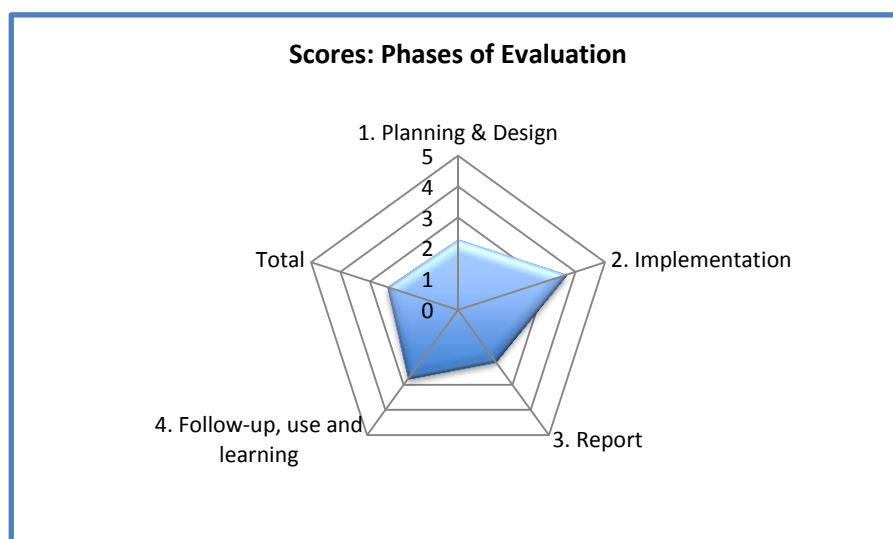
Evaluation Assessment Details

Title of evaluation report	Inqolobane Development Foundation Impact Assessment Report
Completion Date of Evaluation	31 May 2007
Name of Assessor	Robin Richards
Evaluation Number	27
Completion Date of Assessment	22 January 2013
Initiated by	KZN Department of Economic Development (DED), M&E Unit
Evaluation undertaken by	KZN DED M&E Unit
Evaluation area / sector	LED, SMEs & local development projects
	Additional
National Outcome	Outcome 4
	Additional
Type of Evaluation	Implementation
	Impact
	Additional
What is being evaluated	Project
	Additional
Geographic Scope	Local
Period of Evaluation	January 2007- May 2007
Known Cost of Evaluation	Internal evaluation undertaken by own staff

Quality Assessment Scores

Phase of Evaluation	Score
Planning & Design	2.28
Implementation	3.70
Report	2.06
Follow-up, use and learning	2.73
Total	2.64

Overarching Consideration	Score
Partnership approach	3.13
Free and open evaluation process	3.00
Evaluation Ethics	2.57
Coordination and alignment	2.58
Capacity Development	2.00
Quality control	2.09



1. Planning & Design

1.1. Clarity of Purpose and Scope in TOR

STANDARD: *The evaluation was guided by a TOR with at least the following sections explicit: purpose, scope and objectives; expectations regarding design and methodology; resources and time allocated; reporting requirements; expectations regarding evaluation process and products.*

Comment and Analysis

This was an internal evaluation and the ToR guided the evaluation and its development was finalised with project manager input.

Rating 3

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

Comment and Analysis

There was no evidence of the TOR. However, the department official interviewed indicated that the TOR were clear because this was an internal evaluation and because meetings were held with various stakeholders to further refine them.

Rating 3

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

Comment and Analysis

There was no evidence of the TOR. However, the department official interviewed indicated that the TOR were clear.

Rating 3

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

The department official reported that this was not always the case because each project differed at micro-level and the TORS did not accommodate that.

Rating 2

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

There was reference in the Introduction of the report to the Kwa-Zulu Natal's Department of Economic Development (DED). However, access to the ToR was not possible.

Rating 3

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

The respondent in the Department indicated that various stakeholders had been involved including Project Managers in the refining of the ToR.

Rating 4

1.2. Evaluation was adequately resourced

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

Comment and Analysis

According to the respondent in the Department, it was adequately resourced in terms of time.

Rating 4

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

Comment and Analysis

The respondent in the Department indicated that there were funding limitations for the project because this was an internal evaluation and there was a sense that the department had sufficient funding for it. But this was not the case.

Rating 2

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

Comment and Analysis

The respondent in the Department suggested that because of the size of the department, there were insufficient senior researchers working on the project.

Rating 2

STANDARD: *Where appropriate, the evaluation planned to incorporate an element of capacity building of partners/staff responsible for the evaluand*

Comment and Analysis

There was no evidence of this in the planning and design phase.

Rating 2

1.3. Alignment to Policy Context and Background Literature

STANDARD: *There was evidence that a review of the relevant policy and programme environments had been conducted and used in the planning of the evaluation by the evaluators*

Comment and Analysis

There was no evidence of this in the planning and design phase.

Rating 2

STANDARD: *There was evidence of a review of appropriate literature having been conducted and used in the planning of the evaluation by the evaluators*

Comment and Analysis

There was no evidence of this in the planning and design phase.

Rating 2

1.4. The evaluation methods planned were appropriate to the project

STANDARD: There was explicit reference to the intervention logic or the theory of change of the evaluand in the planning of the evaluation

Comment and Analysis

There were no specific references made to this in the planning and design phase of the project.

Rating 1

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

Comment and Analysis

The respondent interviewed in the Department noted that there was a Project Steering Committee to advise on these aspects. This SC comprised members of the Department as well as an external expert from the Netherlands working on related EU evaluations.

Rating 3

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

Comment and Analysis

There was no evidence of a planned methodology being appropriate to the questions being asked and there was no evidence of the TOR.

Rating 2

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

There was no evidence in the planning phase that the sample was appropriate to the focus and purpose of the evaluation.

Rating 2

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

None were specified in the report and the ToR could not be accessed to determine this.

Rating N/A

1.5. Inception phase***STANDARD: The inception phase was used to develop a common agreement on how the evaluation would be implemented******Comment and Analysis***

The respondent from the department indicated that there were inception meetings to refine the ToR.

Rating 3

2. Implementation

2.1. Ethical Review and Considerations

STANDARD: *Where data was gathered in contexts where ethical sensitivity is high, appropriate clearance was obtained through an ethics review board; e.g. in evaluation involving minors, institutions where access usually requires ethical or bureaucratic clearance, and situations where assurances of confidentiality was offered to participants*

Comment and Analysis

This did not seem relevant to this evaluation.

Rating N/A

2.2. Evaluator independence

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

Comment and Analysis

Not applicable because this was an internal evaluation.

Rating N/A

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

The report finding and recommendations appear to be impartial and the Departmental official noted that the project steering committee ensured the impartiality of the evaluation.

Rating 4**2.3. Key stakeholder involvement*****STANDARD: Key stakeholders were consulted through a formalised mechanism or institutional arrangement during the evaluation******Comment and Analysis***

According to the respondent in the Department, key stakeholders were consulted through a project steering committee as well as presenting the draft evaluation findings to key stakeholders for comment.

Rating 4***STANDARD: Where appropriate, an element of capacity building of partners responsible for the evaluand was incorporated into the evaluation******Comment and Analysis***

Not applicable because this was an internal evaluation.

Rating N/A

2.4. Methodology

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

Comment and Analysis

Although the Terms of Reference could not be accessed for the evaluation, the interview with the Department official indicated this because the ToR were developed through a project steering committee comprising key stakeholders and the PSC was responsible for ensuring the project kept on track.

Rating 3

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

Comment and Analysis

This was not mentioned in the report and the departmental official interviewed gave no indication of this.

Rating 3

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

Comment and Analysis

This appeared to be the case. The methodology was formulated through inputs from the project steering committee and the methodology made use of project interviews as well as assessments of project documents and a feedback workshop of findings of the evaluation to facilitate project ownership of findings.

Rating 4

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

Comment and Analysis

Yes, because this was a qualitative study involving an assessment of an umbrella project that was providing support to a limited number of other projects.

Rating 3

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

Comment and Analysis

A Participatory M&E approach was adopted and this was effected through a workshop.

Rating 4

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

Comment and Analysis

A Participatory M&E approach was adopted and this was effected through a workshop.

Rating 4

2.5. Project management

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

Comment and Analysis

This was not mentioned in the report and the departmental official indicated that the timeframe for the evaluation was realistic given its scale and the participatory methods that were utilised.

Rating 4

3. Report

3.1. Report was well-structured and presentation was clear and complete in each of these areas

STANDARD: Executive summary captured key components of the report appropriately

Comment and Analysis

There is no Executive Summary. Under the methodology section, there is no mention of how many stakeholders were interviewed in total using different methods of respondent selection, including targetted and the snowball technique of identifying respondents. There is also no mention of how this information was captured or analysed. In places the presentation of parts of the report is not clear, for example under the Analysis section.

Rating 1

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

Comment and Analysis

This has been articulated to some extent in the Introduction section of the report.

Rating 3

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

there is no rationale for evaluation questions was provided in the report.

Rating 1

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

This was stated in the introduction and project background of the report.

Rating 3

STANDARD: A detailed methodology was outlined in the relevant section of a report (full report or 1/3/25) to the point that a reader could understand the data collection, analysis and interpretation**Comment and Analysis**

To some extent, but as already indicated, analysis techniques of qualitative material as well as specific questions asked in the interviews were not specified in the report. This limited the readers understanding of the findings and interpretation approaches used.

Rating 2

STANDARD: Key findings were presented in a clear way; they were made distinct from uncertain or speculative findings; and unused data was not presented in the body of the report

Comment and Analysis

This was a qualitative study and therefore findings are indicative, based on the respondents who were interviewed. We do not know if all relevant stakeholders were interviewed for example.

Rating 3

STANDARD: Conclusions and recommendations were clear and succinctly articulated

Comment and Analysis

Recommendations were a little thin and not directly linked to key findings or research questions guiding the study. There were no Conclusions.

Rating 2

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

Comment and Analysis

There was no evidence of this in the report.

Rating 1

3.2. Writing and presentation

STANDARD: *Quality of writing and presentation was adequate for publication including: adequate layout and consistent formatting; complete sentences and no widespread grammatical or typographical errors; consistency of style and writing conventions (e.g. tense, perspective (first person, third person); levels of formality; references complete and consistent with cited references in reference list and vice versa; etc)*

Comment and Analysis

Some spelling and grammatical errors were identified in the report.

Rating **2**

STANDARD: *Appropriate conventions were used in presentation of data (e.g. use of appropriate statistical language; reporting of p-values where appropriate; not reporting statistically insignificant findings as significant; clarifying disaggregation categories in constructing percentages; not using quantitative language in reporting qualitative data, etc.)*

Comment and Analysis

No data was presented. Findings were presented in summary and narrative form and were thin on detail.

Rating **2**

3.3. Presentation of findings

STANDARD: *The use of figures and tables was such that it supported communication and comprehension of results; and data reported in figures and tables was readily discernible and useful to a reader familiar with data presentation conventions*

Comment and Analysis

No figures or tables were presented to support the communication of the findings.

Rating 1

STANDARD: Data analysis appeared to have been well executed

Comment and Analysis

There was no data-analysis. Findings were presented only in summary form. Some data-analysis across projects to determine differences or similarities would have been useful.

Rating 2

STANDARD: Findings were supported by available evidence

Comment and Analysis

The report appeared to be a summary of findings, with no direct quotes or analysis of what different stakeholder groups said in relation to specific questions.

Rating 2

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

There was no evidence of this in the report. The report was a summary of findings extracted from feedback from all projects supported by the umbrella project.

Rating 2

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

This was not provided in the report.

Rating 1

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

There was no evidence to show this. As already mentioned, the analysis and presentation of findings appeared to be a summary from all the projects. For example, the reader cannot discern what different stakeholder groups said in relation to specific questions.

Rating 3

3.4. Conclusions

STANDARD: Conclusions were derived from evidence**Comment and Analysis**

There were no conclusions in the report, only recommendations were provided.

Rating 2

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

This was not provided in the report.

Rating 1

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

Only recommendations were provided in the report.

Rating 2

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

There was no specific reference to an Intervention Logic.

Rating 2

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

A feedback workshop was held on the first draft findings of the report. All stakeholders were reportedly invited and were given an opportunity to provide input to amend the report findings if necessary.

Rating 4

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

A feedback workshop was held on the first draft findings of the report. All stakeholders were reportedly invited and were given an opportunity to provide input to amend the report findings if necessary.

Rating 3

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

Recommendations did appear to be relevant to the policy context because the departmental official indicated that recommendations changed the approach to funding projects and led to the development of new programmes.

Rating 3

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

Recommendations appeared to be targetted at senior management level within the DED and the department official noted that some of the recommendations had been implemented.

Rating 3

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

None were specified in the report.

Rating 1

3.7 Protection of participants and risk considerations

STANDARD: *The full report documented procedures intended to ensure confidentiality and to secure informed consent where this was needed (in some cases this is not needed - e.g. evaluation synthesis - in which case N/A should be recorded)*

Comment and Analysis

These procedures were not documented.

Rating 2

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

Comment and Analysis

Risks to participants were not documented.

Rating 2

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

Comment and Analysis

These were not documented.

Rating 2

4. Follow-up, use and learning

4.1. Presentation to stakeholders

STANDARD: *Results were presented to all relevant stakeholders*

Comment and Analysis

A feedback workshop was held on the first draft findings of the report. All stakeholders were reportedly invited and were given an opportunity to provide input to amend the report findings where necessary.

Rating 4

4.2. Resource utilisation

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

Comment and Analysis

This appeared to be the case as reported by the department official.

Rating 3

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

Comment and Analysis

There was no information on this.

Rating NA

4.3. Transparency

STANDARD: *The report was publicly available (website or otherwise published document), except where there were legitimate security concerns*

Comment and Analysis

The report is a published document and is available in electronic and hardcopy format.

Rating 3

4.4. Lessons learnt

STANDARD: *After completion of the evaluation, a reflective process was undertaken by staff responsible for the evaluation to reflect on what could be done to strengthen future evaluations*

Comment and Analysis

This was not evident from the report nor interview with department.

Rating 2

4.5. Symbolic and conceptual value

STANDARD: *The evaluation study was seen by interviewed stakeholders as having added significant symbolic value to the policy or programme (eg raised its profile)*

Comment and Analysis

This was not evident from the report nor from interview with department.

Rating 2

STANDARD: *The evaluation study was of conceptual value in understanding what has happened and possibly in shaping policy and practice*

Comment and Analysis

To some extent because it highlighted weaknesses with project implementation and support.

Rating 3

4.6. Utilisation of findings and recommendations

STANDARD: *There was clear evidence of instrumental use - that the recommendations of the evaluation were implemented to a significant extent*

Comment and Analysis

This appeared to be the case to the extent that the department official indicated that some of the recommendations had been implemented.

Rating 3

STANDARD: *There was clear evidence that the evaluation has had a positive influence on the evaluand, its stakeholders and beneficiaries over the medium to long term*

Comment and Analysis

This was not evident from the report nor interview with department.

Rating 2

References

KwaZulu-Natal Department of Economic Development Department, 2007. Inqolobane Development Foundation Impact Assessment Report.

List of Interviewees

Bheki Nowele, Senior M&E Manager, KZN Department of Economic Development, Telephonic interview 14/01/2013.