



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

---

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

## **Evaluation of the Community Development Worker Programme**

---

**Date Evaluation was completed:** 27 June 2005

**Name of assessor:** Robin Richards

**Evaluation Number:** 33

**Date Assessment Completed:** 25 January 2013

## Evaluation Assessment Details

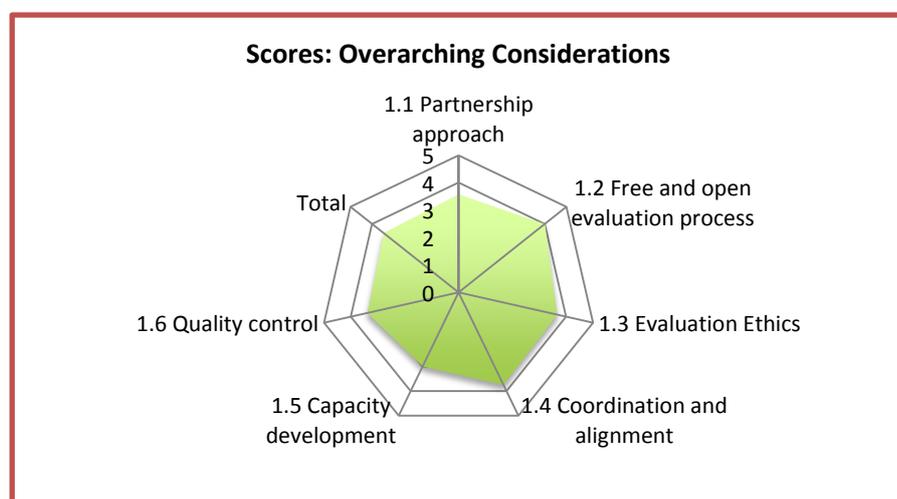
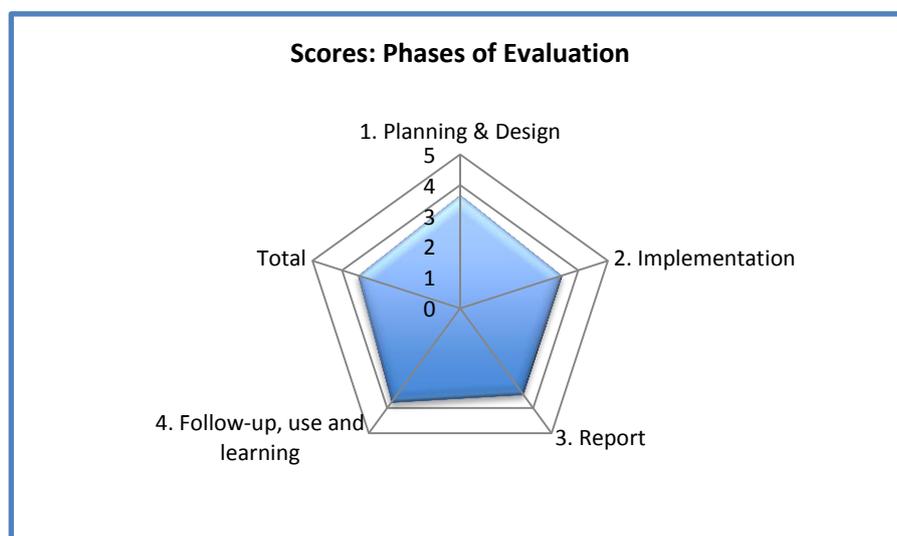
---

Title of evaluation report	Evaluation of the Community Development Worker Programme
Completion Date of Evaluation	27 June 2005
Name of Assessor	Robin Richards
Evaluation Number	33
Completion Date of Assessment	25 January 2013
Initiated by	South African Management Development Institute (SAMDI)
Evaluation undertaken by	Human Sciences Research Council Employment and Economic Policy Research Unit
Evaluation area / sector	Social development, social security & assistance
	<i>Additional</i>
National Outcome	Outcome 4
	<i>Additional</i>
Type of Evaluation	Implementation
	Impact <i>Additional</i>
What is being evaluated	Programme
	<i>Additional</i>
Geographic Scope	Gauteng, KZN, Eastern Cape, Limpopo
Period of Evaluation	September 2005-October 2005
Known Cost of Evaluation	Unknown

### Quality Assessment Scores

Phase of Evaluation	Score
Planning & Design	3.69
Implementation	3.44
Report	3.44
Follow-up, use and learning	3.75
<b>Total</b>	<b>3.50</b>

Overarching Consideration	Score
Partnership approach	3.57
Free and open evaluation process	4.00
Evaluation Ethics	3.67
Coordination and alignment	3.75
Capacity Development	3.00
Quality control	3.39



## 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

The ToR could not be located.

**Rating** N/A

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

#### Comment and Analysis

The ToR could not be located.

**Rating** N/A

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

#### Comment and Analysis

The ToR could not be located.

**Rating** N/A

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

**Comment and Analysis**

The ToR could not be located.

**Rating** N/A

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

**Comment and Analysis**

The project ToR could not be located.

**Rating** NA

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

**Comment and Analysis**

According to the service provider, the client was involved and possibly the DPSA.

**Rating** 3

## 1.2. Evaluation was adequately resourced

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

### **Comment and Analysis**

This was not mentioned in the report. But according to the service provider, the evaluation was adequately resourced in terms of time.

**Rating** 4

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

### **Comment and Analysis**

The report notes that because of budget limitations, only four provinces could be included in the study.

**Rating** 2

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

### **Comment and Analysis**

According to the service provider the evaluation was adequately resourced.

**Rating** 3

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

**Comment and Analysis**

The report notes that a participatory approach was utilised for the evaluation and this involved action-research in the roll-out of part of the programme. Through this process it is assumed that some training of the research process was received by participants.

**Rating** 3

### **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**

This was evident in the report with an extensive review of the literature including the policy development process leading to the establishment of the CDW programme; the CDW policy and the socio-economic conditions leading to the establishment of the programme.

**Rating** 4

**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**

This was evident in the report for example, literature including definitions of community development and communities; international practice relating to community work and community development worker programmes.

**Rating** 4

**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**

Only specific objectives of the study were listed with the aim to improve various component parts of the CDWP as a result of the evaluation findings. No specific references were made to the theory of change.

**Rating** 2

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

**Comment and Analysis**

This is not evident from the report and the service provider indicated that the client just wanted to know how the service provider would be undertaking the evaluation in terms of the methodology. Municipalities wanted transparency in terms of who was going to be evaluated and how the evaluation was to be undertaken.

**Rating** 2

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

**Comment and Analysis**

The methodology was comprehensive involving interviews with key stakeholders as well as an extensive review of the literature. However, according to the service provider the evaluation was undertaken while the pilot learnership was still underway and therefore complete evaluation criteria could not be developed.

**Rating** 3

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

**Comment and Analysis**

The sampling was appropriate given the action-based nature of the evaluation, that supported the roll-out of the programme as well as budgetary and time limitations.

**Rating** 4

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

**Comment and Analysis**

No information was available on 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**

No inception phase was indicated in the report although the report notes that the methodology was kept fluid because the CDWP Pilot was being rolled out when the evaluation was being undertaken.

**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**

According to the service provider, the HSRC has a strong ethical framework to ensure this. All questionnaires/instruments have to be approved by the HSRC Ethics Committee. A letter explaining the ethics is also prepared to submit to all participants.

**Rating** 4

### 2.2. Evaluator independence

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

#### **Comment and Analysis**

This was not mentioned as a limitation or challenge in the report.

**Rating** 3

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

There was no evidence to the contrary in the report and the service provider was of the view that this was the case.

**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***

A project Steering Committee was mentioned in the report. However, the service provider interviewed noted that the steering committee was only utilised for the purposes of reporting on progress with the evaluation.

**Rating** 2

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

The participatory and action-based nature of the research that was noted in the report, suggests that there was some capacity building of the partners, although this was not explicitly stated.

**Rating** 3

## 2.4. Methodology

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

### **Comment and Analysis**

Because the evaluation was being undertaken before the pilot learnership had been completed, the report noted that the methodology utilised was fluid and changed from the planning stage.

**Rating** 2

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

### **Comment and Analysis**

There was no explicit reference to this in the report, although it does note that time and cost limitations restricted the sample size and number of provinces visited.

**Rating** 3

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

### **Comment and Analysis**

The study entailed a comprehensive methodology involving a literature review; case studies, interviews with key stakeholder groups and focus discussions.

**Rating** 4

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

**Comment and Analysis**

Data-collection tools and methods were customised to respondent target groups, making comparison between responses from training providers and learners, for example, not feasible. Notwithstanding this, the data analysis seemed sufficient given the nature of the study.

**Rating** 3

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

**Comment and Analysis**

Yes, project beneficiaries, training providers, learners and other key stakeholders responsible for implementing the programme were interviewed.

**Rating** 4

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

**Comment and Analysis**

A survey of learners was undertaken and other key stakeholders were interviewed.

**Rating** 4

## 2.5. Project management

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

### **Comment and Analysis**

There was no mention of this in the report.

**Rating** N/A

## 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**

The executive summary captured the key elements of the evaluation. It summarised the background to the study, the aim of the research and the key findings.

**Rating** 4

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

### **Comment and Analysis**

Yes, the the report notes that the pilot phase of the CDWP was being undertaken when the evaluation was underway and this explained both the fluid nature of the study and the action-oriented research design.

**Rating** 4

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

Broad framing statements provided a rationale for the research questions for respondent groups targetted.

**Rating** 3

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

This was provided in the introduction to the report.

**Rating** 4

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

This was provided for some respondent groups. But there appeared to be some missing information such as: the number of training providers interviewed. In addition, the data analysis and interpretation approaches were not outlined in this section.

**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**

Key findings were presented clearly by chapter, according to respondent groups.

**Rating** **3**

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

**Comment and Analysis**

Main findings and conclusions were presented under subheadings and conclusions were separated from recommendations. Both conclusions and recommendations were clearly articulated and succinct.

**Rating** **4**

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

**Comment and Analysis**

There was acknowledgement of limitations to some extent, though not in a separate section and very briefly focussing on resource limitations and limitations with some of the methodologies used such as case studies.

**Rating** **3**

### 3.2. Writing and presentation

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

#### Comment and Analysis

The report was written in a consistent, professional and scientific manner. There were very few grammatical and spelling errors. A detailed reference list was provided and this appeared to be complete. The main instruments used to collect the data were also included in an appendix.

Rating 4

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

#### Comment and Analysis

The tables presented were largely descriptive, with basic details including the number of respondents answering the question and sample size on graphs that were provided.

Rating 3

### 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**

Graphs and tables were simple and clear and supported communication and overall comprehension of the results.

**Rating** 4

**STANDARD: Data analysis appeared to have been well executed**

**Comment and Analysis**

Data-analysis was mainly descriptive but nevertheless well executed.

**Rating** 4

**STANDARD: Findings were supported by available evidence**

**Comment and Analysis**

Tables were used as evidence for survey data findings and case studies provided the contextual and content-rich data.

**Rating** 4

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

**Comment and Analysis**

This seemed evident in the report.

**Rating** 4

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

**Comment and Analysis**

This was not evident in the report.

**Rating** 1

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

**Comment and Analysis**

The data collected was mainly descriptive and appeared free of such flaws.

**Rating** 4

### 3.4. Conclusions

**STANDARD: Conclusions were derived from evidence**

**Comment and Analysis**

This was evident in the report.

**Rating** 4

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

**Comment and Analysis**

Although the conclusions did not do this, this was a baseline study of the pilot CDWP. There may therefore have been no relevant analytic work or related studies against which to do this.

**Rating** 3

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

**Comment and Analysis**

Yes, summatively, and in a cross-cutting way by focussing on implementation strengths and challenges across various aspects of the programme concerning the implementation of the pilot phase. However, there was no evidence in the report that CDW job descriptions were augmented.

**Rating** 3

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

There was no specific reference to the intervention logic or theory of change in the conclusions.

**Rating** 2

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

The service provider indicated that the recommendations were made after feedback from all the stakeholders, including: training institutions, employers, beneficiaries of the programmes – CDWs, the client

**Rating** 4

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

The service provider reported that recommendations were informed by feedback from the client as well as CDWs.

**Rating** 4

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

Yes, as they pertained to the implementation of CDWP.

**Rating** 4

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

Although not stated explicitly, the introduction listed the main stakeholders in the implementation of the pilot CDWP, including the DPSA, SAMDA, the Department of Provincial and Local Government etc.

**Rating** 3

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

These were not noted explicitly besides the time and cost limitations that affected the geographic scope of the project and limitations with some of the methodologies used, particularly the case studies. The interview with the service provider indicated that the evaluation of the programme should have been undertaken after the completion of the pilot phase of the programme because the evaluation criteria had not been fully developed.

**Rating** 3

### 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

This was not documented in the report. However the service provider indicated that the HSRC does have a strong ethical framework and questionnaires have to be approved by an Ethics Committee.

**Rating** 2

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

#### Comment and Analysis

There were no risks evident for this standard.

**Rating** 4

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

#### Comment and Analysis

There were no risks evident for this standard.

**Rating** 4

## **4. Follow-up, use and learning**

---

### **4.1. Presentation to stakeholders**

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

#### **Comment and Analysis**

This was not evident in the report although the results were available to the project steering committee that comprised some of the main stakeholders on the project.

**Rating** **3**

### **4.2. Resource utilisation**

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

#### **Comment and Analysis**

The respondent from the service provider indicated that the project was completed within the allotted time frames.

**Rating** **4**

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

#### **Comment and Analysis**

The service provider indicated that the project was completed within budget.

**Rating** **4**

### 4.3. Transparency

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

#### Comment and Analysis

The report is a published document.

**Rating** 4

### 4.4. Lessons learnt

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

#### Comment and Analysis

There was no information on this.

**Rating** 2

### 4.5. Symbolic and conceptual value

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

#### Comment and Analysis

The study added symbolic value to the programme because it was commissioned even before the pilot phase of the learnership had been completed and therefore highlighted the symbolic importance and urgency of the programme.

**Rating** 4

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

**Comment and Analysis**

This study appears to be the first of its kind that focussed of the pilot CDWP and therefore does offer valuable insight that can shape policy and practice in the implementation of this programme.

**Rating** 4

**4.6. Utilisation of findings and recommendations**

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

**Comment and Analysis**

There was no information on this.

**Rating** N/A

**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**

There was no information on this.

**Rating** N/A

## **References**

---

South African Management Development Institute (SAMDI) Research Report, 2005. Evaluation of the Community Development Worker Programme. Human Sciences Research Council, Pretoria.

## **List of Interviewees**

---

Renette du Toit, Senior Research Specialist, HSRC (at the time of the study), self administered electronic and follow-up telephonic interview, 25/01/2013.