



Department of Performance Monitoring and Evaluation

Report on the Assessment of Government Evaluations

FIFA 2010 World Cup Legacy Audit

Date Evaluation was completed: 03 May 2011

Name of assessor: Tim Mosdell

Evaluation Number: 36

Date Assessment Completed: 29 January 2013

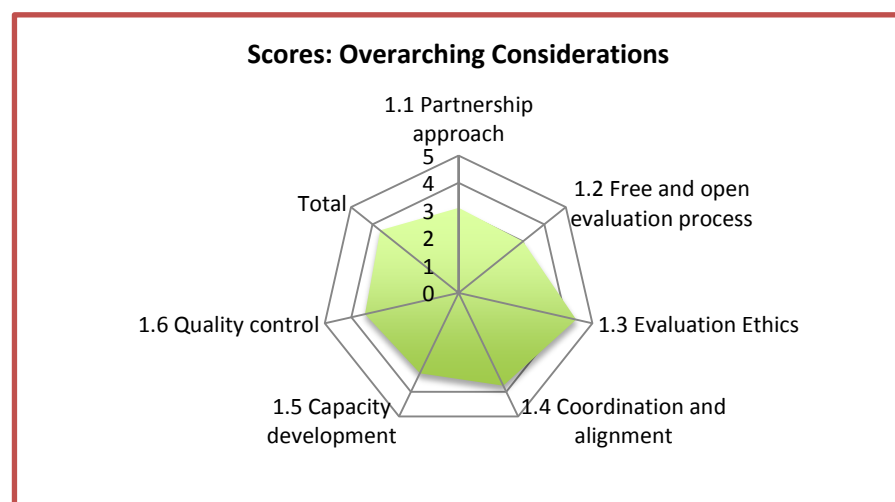
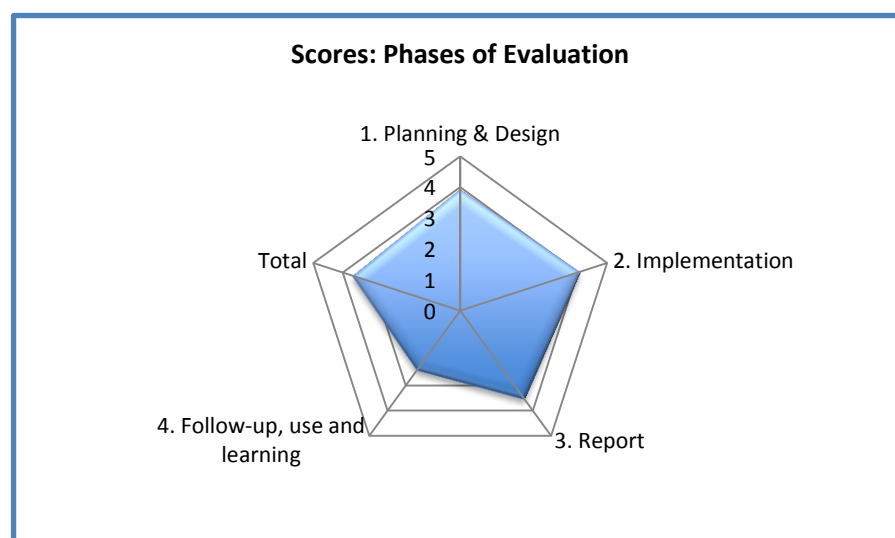
Evaluation Assessment Details

Title of evaluation report	FIFA 2010 World Cup Legacy Audit
Completion Date of Evaluation	03 May 2011
Name of Assessor	Tim Mosdell
Evaluation Number	36
Completion Date of Assessment	29 January 2013
Initiated by	Department of Sport and Recreation
Evaluation undertaken by	Human Sciences Research Council
Evaluation area / sector	Housing and infrastructure
	Economic planning and development <i>Additional</i>
National Outcome	Outcome 6
	<i>Additional</i>
Type of Evaluation	Impact
	<i>Additional</i>
What is being evaluated	Event
	<i>Additional</i>
Geographic Scope	National
Period of Evaluation	2010
Known Cost of Evaluation	Unknown

Quality Assessment Scores

Phase of Evaluation	Score
Planning & Design	3.95
Implementation	4.07
Report	3.53
Follow-up, use and learning	2.36
Total	3.62

Overarching Consideration	Score
Partnership approach	3.09
Free and open evaluation process	3.00
Evaluation Ethics	4.39
Coordination and alignment	3.75
Capacity Development	3.25
Quality control	3.49



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 project was guided by a TOR covering the scope, research design and methodology of the process.

Rating 4

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

Comment and Analysis

The purpose of the evaluation was clear in the TOR, namely, to create a historical record of the 2010 FIFA World Cup, to consolidate lessons for future mega events, and to ensure public accountability.

Rating 4

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

Comment and Analysis

The evaluation questions were implicit in the TOR.

Rating 3

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

The approach and type of evaluation was suited to the purpose and scope of the evaluation TOR.

Rating 4

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

The TOR was broad in defining users and not as explicit in this regard as it could have been.

Rating 3

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

The client, the Department of Sports and Recreation was involved in scoping the TOR, but much of the interpretation of the TOR rested with the research team.

Rating 4

1.2. Evaluation was adequately resourced

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

Comment and Analysis

The report noted that the evaluation was conducted under time pressure.

Rating 3

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

Comment and Analysis

The evaluation was adequately resourced.

Rating 4

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

Comment and Analysis

The evaluation was well resourced in terms of staffing and skills sets.

Rating 4

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 an element of capacity building planned for the study, with HSRC research interns being immersed in aspects of the project.

Rating 4

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

The project planning incorporated a significant review of the policy and programme environment.

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

There is strong evidence of a review of appropriate literature.

Rating 5

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 was no explicit reference to an intervention logic or theory of change in the planning of the evaluation, although the evaluation was focused on ensuring that lessons be extracted for future mega-events.

Rating **2**

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

Comment and Analysis

Key stakeholders were consulted in the design and methodology of the evaluation, notably from the Department of Sport and Recreation.

Rating **4**

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

Comment and Analysis

The planned methodology was appropriate to the questions being asked.

Rating **4**

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

The sample selected for interviews was generally appropriate given the focus of the evaluation, although not all of those identified for interviews could be contacted.

Rating **3**

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

There was a planned process for using the findings of the evaluation.

Rating **4**

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 inception phase was used to assist implementation of the evaluation, and it was during this phase that the client provided names and contact details of those to be interviewed.

Rating **4**

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

The project, and its instruments obtained ethics clearance from the HSRC Ethics Committee.

Rating 5

2.2. Evaluator independence

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

Comment and Analysis

The evaluation team was able to work freely and without significant interference.

Rating 4

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

There was no evidence of a conflict on interest and, as far as could be determined, acted impartially.

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***

The project was structured around mechanisms aimed at stakeholder consultation.

Rating 4

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

HSRC research interns were used on the project, benefitting from a capacity building perspective.

Rating 4

2.4. Methodology

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

Comment and Analysis

The methods employed - stakeholder interviews, data research, literature review, etc - were consistent with those planned.

Rating 4

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

Comment and Analysis

Data collection was slightly hampered in that many of those selected for interviews were no longer contactable. In addition, an extension to the project was needed to finalise interviews. This did not materially impact on the evaluation.

Rating 3

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

Comment and Analysis

The forms of data gathering were appropriate given the scope of the evaluation.

Rating 4

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

Comment and Analysis

The data analysis approach and methods were appropriate given the purpose of the evaluation.

Rating 4

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

Comment and Analysis

Stakeholder interviews formed a significant part of the project methodology.

Rating 4

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

Comment and Analysis

Stakeholders were engaged with, but the question of beneficiaries is more difficult as this group is difficult to identify in this instance. Beneficiaries range from those hosting future events, to the poor. Clearly not all of these could be engaged with.

Rating 3

2.5. Project management

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

Comment and Analysis

The project was largely conducted without shifts to timeframes and milestones, although a short extension of a week was required to complete interviews.

Rating 3

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 contextualised the study and outlined the broad findings of the evaluation, but did not really provide insight into the methodology of the study. The findings and recommendations in the executive summary are not particularly clear.

Rating 2

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

Comment and Analysis

The context of the development intervention, namely to identify key lessons for the hosting of mega-events, was fairly apparent and relevant to the evaluation, although was not particularly clearly articulated.

Rating 3

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

There was a clear rationale for the evaluation focus although the specific questions were not clearly articulated with the exception of questions posed around definitions of legacy.

Rating 3

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

The scope and focus of the evaluation was apparent in 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**

The report includes a section in which the methodology for the project as a whole is spelled out. This section is clearly written and is accessible to most readers.

Rating 4

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 for each of the eight provinces covered (the Northern Cape was excluded as it did not host any events) and included findings on both tangible and intangible legacies. In addition to this, findings were also presented for each affected National Department. The findings are not well consolidated at the end of the report though.

Rating 3

STANDARD: Conclusions and recommendations were clear and succinctly articulated

Comment and Analysis

The conclusions and recommendations were rather lengthy at 12 pages, but were coherent and structured.

Rating 3

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

Comment and Analysis

Limitations to the methodology were identified and acknowledged in a dedicated section of the report. These include; difficulties in securing interviews, difficulties in securing close-out reports, the absence of a letter of introduction from the Minister, lack of access to the client at key moments when central concepts were defined.

Rating 4

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 quality of writing in the report was clear and understandable and suitable for publication. The report is a lengthy document, and the executive summary does not do justice as a summary of the key points.

Rating **3**

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

Not much data were presented in the report, but where this was the case, conventions were met.

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

The report did not make extensive use of graphs and tables, but where they were used, they were clear and understandable.

Rating 4

STANDARD: Data analysis appeared to have been well executed**Comment and Analysis**

Data analysis appears to have been well executed.

Rating 4

STANDARD: Findings were supported by available evidence**Comment and Analysis**

Findings were supported by evidence. Most of the 'evidence' generated in the report comes from stakeholder interviews - this is difficult to substantiate and corroborate given the subjective nature of the methodology.

Rating 3

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

The evidence gathered, noting the limitations above, was appropriately analysed to support the evaluation arguments.

Rating 3

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

There was recognition that it is still too early to fully understand the legacy of the event.

Rating 3

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

The report generally appeared to be free of analytic and methodological flaws, other than the limitations identified in the report.

Rating 3

3.4. Conclusions

STANDARD: Conclusions were derived from evidence

Comment and Analysis

In general, conclusions were derived from the evidence collected.

Rating 4

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

Comment and Analysis

The project took other related studies into account, and builds on a solid literature review that was conducted as part of the project.

Rating 4

STANDARD: Conclusions addressed the original evaluation purpose and questions

Comment and Analysis

The conclusions were directly related to the original evaluation purpose and focus.

Rating 4

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

Given the nature of the project, with a focus on providing a descriptive overview of the legacies left by the World Cup, explicit reference to a theory of change was not expected.

Rating N/A

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

The recommendations were generally based on inputs from key stakeholders offered during the interview phase of the project.

Rating 4

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

The recommendations were generally based on inputs from key stakeholders, including key government officials, offered during the interview phase of the project.

Rating 4

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

The recommendations were directly relevant to the policy context.

Rating 4

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

The audience of the evaluation report was not clearly defined and the targetting is unclear.

Rating 2

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

Limitations of the evaluation were noted in a dedicated section of the report.

Rating 4

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

The report documented procedures to ensure confidentiality and to secure informed consent. The project was vetted by the HSRC Ethics Committee and a copy of the informed consent form was appended to the report.

Rating 5

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

Comment and Analysis

No risks to disseminating the original report on a public website could be determined, particularly given the ethics measures referred to above.

Rating 4

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

Comment and Analysis

No unfair risks to institutions related to disseminating the original report on a public website could be determined, particularly given the ethics measures referred to above.

Rating 4

4. Follow-up, use and learning

4.1. Presentation to stakeholders

STANDARD: Results were presented to all relevant stakeholders

Comment and Analysis

It is unclear how widely the results of the report have been disseminated beyond handing the report to the Department of Sport and Recreation.

Rating 2

4.2. Resource utilisation

STANDARD: The evaluation was completed within the planned timeframes

Comment and Analysis

The report suffered minimal delays given difficulties collecting data.

Rating 3

STANDARD: The evaluation was completed within the agreed budget

Comment and Analysis

It was not possible to determine the budget or actual expenditure of the project, although it is assumed that it was completed on budget.

Rating 3

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 available on a public website, but is not well known and has not been actively promoted.

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

There has not been a post evaluation reflective process to date.

Rating 5

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

Evaluated stakeholders were enthusiastic about the value of the study at the time of the interviews, although it is not clear what their views are on this in the post evaluation phase.

Rating 3

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

Comment and Analysis

The evaluation was of conceptual value in terms of understanding the dynamics of planning for and managing mega-events, although this value will only be unlocked if the findings and recommendations are carried forward.

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

Up and until this point, there is no clear evidence that the recommendations have been implemented to any significant extent.

Rating 2

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

At this stage, there is no clear evidence that the evaluation has had a positive effect on the evaluand, its stakeholders and beneficiaries, although this may prove to be the case in the future.

Rating 2

References

Human Sciences Research Council, 2011. FIFA 2010 World Cup Legacy Audit, commissioned by the Department of Sport and Recreation, conducted by the HSRC, 2011.

List of Interviewees

Prof Hendrick Kanyane, HSRC project team member, 29 January 2013