



# Department of Performance Monitoring and Evaluation

## Report on the Assessment of Government Evaluations

Evaluation Title:	Implementation Evaluation of the Comprehensive Rural Development Programme (CRDP): June 2009- June 2012
Evaluation Number:	406
Evaluation Completion Date:	24 October 2013
Period of Evaluation:	June 2009 - June 2012
Submitted:	09 December 2013 by Nana Davies
Approved:	10 December 2013 by Mike Leslie

## Evaluation Details

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Evaluation Number:	406
Evaluation Completion Date:	24 October 2013
Created:	04 November 2013 by Mike Leslie
Submitted:	09 December 2013 by Nana Davies
Approved:	10 December 2013 by Mike Leslie
Period of Evaluation:	June 2009 - June 2012
Known Cost:	R 1,800,174.00
Known Cost Type:	Referenced
Initiated By:	Department of Rural Development and Land Reform and Department of Performance Monitoring and Evaluation
Initiated By Internal:	Yes
Undertaken By:	Impact Economix
Undertaken By Internal:	No

## Assessors

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## Assessment Documents

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Document Name:	Document Type:	Added By:	Added On:
CRDP Final Evaluation Report 1_3_25 Impact Economix 13 10 31.pdf	Evaluation report	Mike Leslie	04 November 2013
CRDP Eval mngmnt response req 13 10 31.pdf	Any other relevant documentation pertaining to the evaluation process	Mike Leslie	04 November 2013
TOR RURAL DEV CRDP 12 409.pdf	Terms of Reference (ToR) for the evaluation	Nana Davies	04 December 2013
13 10 24 Final CRDP Evaluation Long Report Impact Economix.pdf	Evaluation report	Nana Davies	04 December 2013
INCEPTION Report-CRDP.pdf	An inception report	Nana Davies	04 December 2013
Assessment Report at Moderation.pdf	Assessment Report at Moderation	Mike Leslie	06 December 2013

## Quality Assessment Summary

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This implementation evaluation received an average overall score of 3.71 in the Evaluation Quality Assessment Tool. The Terms of Reference (TOR) was developed by a working group consisting of staff from the Department of Performance Monitoring and Evaluation and the Department of Rural Development and Land Reform (DRDLR). Although the TOR seemed to be clear in its purpose and scope, the evaluation questions were too numerous and covering many aspects like effectiveness, efficiency, comparative international literature review and even impact questions. The definition and exact scope of the Comprehensive Rural Development Programme (CRDP) were unclear even in the TOR and it seemed to vary from document to document.

A Steering Committee consisting of senior staff from the DRDLR, DPME, the Department of Agriculture, Statssa as well as a professor from the University of Pretoria provided guidance and comments to the process and the deliverables.

The evaluation team was strong in conducting the fieldwork. They also planned and provided well-structured capacity building of officials from the CRDP and hence scored 4 in the assessment. The evaluation team initially misunderstood the scope of the literature review and was less strong on pulling together and synthesizing the report. The report went from the evaluation team to the Steering Committee a number of times before it could be finalized. The report was subjected to a peer review prior to its finalization. The final report is written in a manner that is easy to understand for the reader. The data is well analysed and the findings are well presented. This evaluation scored low on the strength of conclusion (1.79) as there was no conclusion in the 1/3/25 report and only a very broad conclusion in the full report. On the other hand it scored high on the robustness of findings (4.37) and the suitability of the recommendations (4.31).

The report has not been made public yet nor has an improvement plan been developed, as the evaluation is awaiting a management response from the DRDLR to the content of the report.

Unfortunately, the evaluation process has been challenged by the limited attendance and buy-in from the Programme Unit of the CRDP. Despite this, the evaluation was well executed and was of good quality.

The evaluation process has been rigorous and credible.

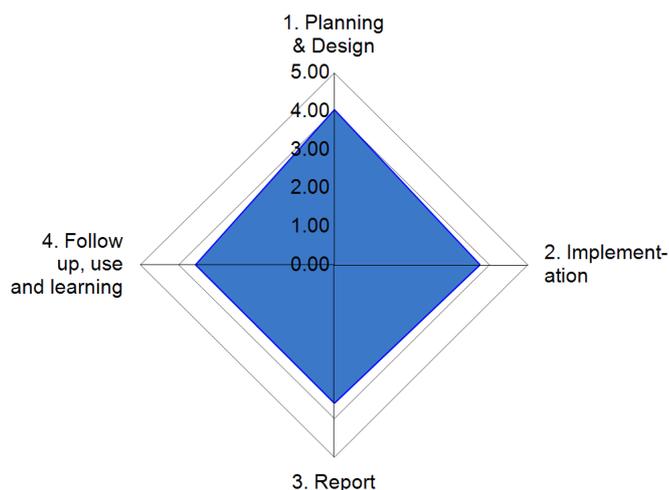
## Quality Assessment Scores

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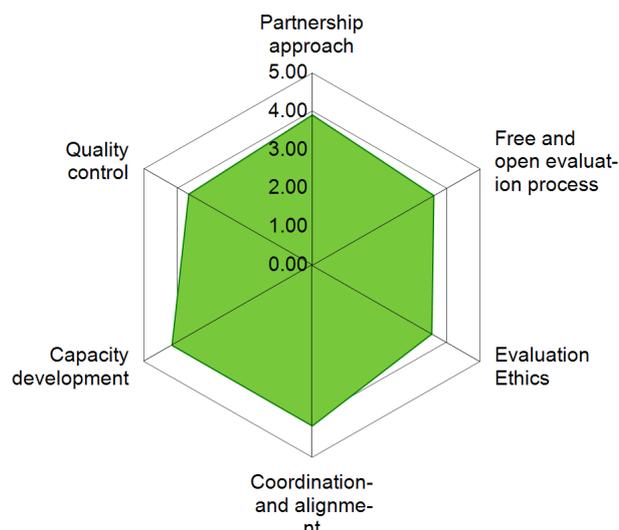
Phase of Evaluation	Score
1. Planning & Design	4.05
2. Implementation	3.77
3. Report	3.59
4. Follow-up, use and learning	3.57
<b>Total</b>	<b>3.71</b>

Overarching Consideration	Score
Partnership approach	3.90
Free and open evaluation process	3.63
Evaluation Ethics	3.57
Coordination and alignment	4.17
Capacity development	4.17
Quality control	3.67
<b>Total</b>	<b>3.71</b>

Scores: Phases of Evaluation



Scores: Overarching Considerations



Phase of Evaluation	Area of Evaluation	Score
1. Planning & Design	1.1. Quality of the TOR	4.17
1. Planning & Design	1.2. Adequacy of resourcing	4.18
1. Planning & Design	1.3. Alignment to policy context and background literature	4.00
1. Planning & Design	1.4. Appropriateness of the evaluation design and methodology	4.00
1. Planning & Design	1.5. Project management (Planning phase)	3.00
2. Implementation	2.1. Evaluation ethics and independence	4.00
2. Implementation	2.2. Participation and M&E skills development	3.60
2. Implementation	2.3. Methodological integrity	3.84
2. Implementation	2.4. Project management (Implementation phase)	2.00
3. Report	3.1. Completeness of reporting structure	3.58
3. Report	3.2. Accessibility of content	3.73
3. Report	3.3. Robustness of findings	4.37
3. Report	3.4. Strength of conclusions	1.79
3. Report	3.5. Suitability of recommendations	4.31
3. Report	3.6. Consideration of reporting risks and ethical implications	3.54
3. Report	3.7. Project management (Reporting phase)	
4. Follow-up, use and learning	4.1. Resource utilisation	3.40
4. Follow-up, use and learning	4.2. Evaluation use	3.67
<b>Total</b>	<b>Total</b>	<b>3.71</b>

# 1. Planning & Design

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## 1.1. Quality of the TOR

Standard: 1.1.1. The evaluation was guided by a well-structured and complete TOR or a well-structured and complete internal evaluation proposal

Comment and Analysis: The evaluation was guided by a well-structured and clear TOR developed by a technical working group consisting of Department of Performance Monitoring and Evaluation (DPME) and the Monitoring and Evaluation Unit staff from Comprehensive Rural Development Programme (CRDP). The TOR contained the standard information like Background, Purpose of the Evaluation, Focus of the Evaluation, Key Evaluation Questions, Intended Users of the Evaluation Scope of the Evaluation, Evaluation Design, Evaluation Plan, Budget and payment Schedule, Management Arrangement, Reporting Arrangements and the Proposal. However, it was raised that the definition and exact scope of the Comprehensive Rural Development Programme (CRDP) were unclear even in the TOR. It should have been stipulated in the TOR exactly how the CRDP was defined.

Rating: 4

Standard: 1.1.2. The purpose of the evaluation stated in the TOR (or an internal evaluation proposal) was clear and explicit

Comment and Analysis: The purpose of the evaluation was clear and explicit. The evaluation aimed to assess whether the CRDP was achieving its policy goals and how the programme could be strengthened and up-scaled through learning from what has been done; and whether the institutional arrangements that were set in place to support the implementation of the CRDP, such as political champions, council of stakeholders, and the CRDP technical committee were appropriate and clear about their roles and responsibilities.

Rating: 5

Standard: 1.1.3. The evaluation questions in the TOR (or an internal evaluation proposal) were clearly stated and appropriate for addressing the evaluation purpose

Comment and Analysis: When reading the TOR the evaluation questions seem clearly stated and suitable for addressing the evaluation purpose. On the other hand it was found by the service provider that the number of evaluation questions were too many (14) and the scope of the evaluation too ambitious. The questions spanned from implementation, value assessment, comparative literature analysis with other countries and even impact questions.

Rating: 4

Standard: 1.1.4. 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 choice of an implementation evaluation was well suited to the purpose and scope of the evaluation as DPME and the Department of Rural Development and Land Reform (DRDLR) wanted to learn how the programme was progressing while it was still too early to conduct an impact assessment. The approach of the evaluation was suitable as it was participatory and using primary and secondary data collection.

Rating: 4

Standard: 1.1.5. The TOR (or an internal evaluation proposal) identified the intended users of the evaluation and their information needs

Comment and Analysis: Intended users and their information needs were sufficiently identified in the TOR in Table 1.

Rating: 4

Standard: 1.1.6. Key stakeholders were involved in the scoping of the TOR and choosing the purpose of the evaluation

Comment and Analysis: A technical working group consisting of staff from DPME (including the outcome facilitator) and the Monitoring and Evaluation Unit of the Department of Rural Development and Land Reform (DRDLR) determined the scope and purpose and drafted the TOR. The TOR was then submitted to the programme division of the CRDP. As there was some resistance from the programme division the TOR went through the Steering Committee. The Steering Committee consisted of senior staff members from DPME, DRDLR as well as the Department of Agriculture and Statssa.

Rating: 4

## 1.2. Adequacy of resourcing

Standard: 1.2.1. The evaluation was adequately resourced in terms of time allocated

Comment and Analysis: The evaluation was fairly adequately resourced in terms of time allocated. According to the TOR the evaluation was meant to take 8 months. The evaluation was delayed due to some misunderstanding by the service provider in terms of the scope of the literature review, late receipt of comments to the report from the Steering Committee and the subsequent rewriting of the report.

Rating: 4

Standard: 1.2.2. The evaluation was adequately resourced in terms of original budget

Comment and Analysis: A budget of R 1,800,174 was allocated to the evaluation of the programme and all interviewees indicated that it was sufficient.

Rating: 5

Standard: 1.2.3. The evaluation was adequately resourced in terms of staffing and skills sets

Comment and Analysis: The evaluation team consisted of the founder of the consultancy Impact Economix, 2 project coordinating support researchers and 14 specialised field researchers. Although various staff from various universities (e.g. Walter Sisulu University) were meant to be part of the team according to the proposal they let the evaluation down by not participating in the evaluation. It was furthermore raised by an interviewee that various team members had contributed to the report writing and hence the report lacked consistency and someone who could have pulled it all together. Consequently the evaluation report went back and forth between the service provider and the Steering Committee and the Research and Evaluation Directorate of the DPME.

Rating: 3

Standard:	1.2.4. Where appropriate, the evaluation planned to incorporate an element of capacity building of partners/staff responsible for the evaluand
Comment and Analysis:	It was a requirement in the TOR that capacity building should take place of DRDLR staff. The evaluation team planned and implemented capacity building of staff from DRDLR. This was elaborated in the inception report. Firstly, they took part of a workshop where the logic of the programme was reviewed. Secondly, a logistical planning workshop took place in all provinces where staff were invited and in some provinces attended. Finally, the preliminary findings were presented to DRDLR staff. It should be noted that there was limited attendance by programme unit staff.
Rating:	5

### 1.3. Alignment to policy context and background literature

Standard:	1.3.1. There was evidence that a review of the relevant policy and programme environments had been conducted and used in planning the research
Comment and Analysis:	There was evidence that a review of the relevant policy and programme environment had been conducted and used in the planning of the research, although it was presented in the report more descriptively than analytically. In fact this review of policy and programme environment informed the Theory of Change, the logic model, the evaluation plan and the instrument design.
Rating:	4

Standard:	1.3.2. There was evidence of a review of appropriate literature having been conducted and used in planning the research
Comment and Analysis:	According to the inception report and the interviewees a review of appropriate literature had been conducted and used in the planning of the research. In fact this review informed the Theory of Change, the logic model, the evaluation plan and the instrument design.
Rating:	4

### 1.4. Appropriateness of the evaluation design and methodology

Standard:	1.4.1. 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:	According to the inception report and interviewees a logframe workshop was conducted with staff from DRDLR where the logic of the programme was reviewed and fine-tuned. This took place in January and prior to instrument design. It is therefore clear that the intervention logic review informed the evaluation plan and the instrument design.
Rating:	4

Standard:	1.4.2. Key stakeholders were consulted on the design and methodology of the evaluation
Comment and Analysis:	The Steering Committee (SC) was consulted on the design and methodology of the evaluation as they provided comments to the evaluation plan. The SC consisted of staff from CRPD Programme Unit and from the M&E Unit, the DPME, the Department of Agriculture, Statsa and at a later stage also Treasury. There was furthermore representation from academia e.g. the University of Pretoria.
Rating:	4
Standard:	1.4.3. The planned methodology was appropriate to the questions being asked
Comment and Analysis:	As evidenced in the inception report and by the interviewees, the evaluation team planned the following as part of the methodology: Literature review, revision and development of the Theory of Change and the Logical Framework, development of an evaluation plan and instrument design, production of international case studies, 18 CRDP case studies, online survey and key informant interviews. This planned methodology was appropriate to the questions being asked.
Rating:	4
Standard:	1.4.4. Sampling was appropriate and adequate given focus and purpose of evaluation
Comment and Analysis:	According to the inception report and the interviewees the evaluation team planned to select two CRDP sites in each of the nine provinces. (Apparently it was an increase in sites but based on recommendations from the meeting with the Steering Committee). This was a sample size of 31.5% of all active CRDP sites and is considered appropriate. In each site key interviews and focus groups were conducted. Furthermore online institutional survey was planned to elucidate the evaluation question on clarity on roles and responsibilities. The planned sampling was an appropriate and adequate sample given focus and purpose of the evaluation.
Rating:	4
Standard:	1.4.5. There was a planned process for using the findings of the evaluation
Comment and Analysis:	There was a planned process for using the findings. This was evident from table 1 in the TOR but also from the interviews conducted. The purpose of the evaluation was predominantly to inform future implementation of the programme. However as the Programme Unit never took sufficient ownership of the evaluation it was at time difficult for the evaluation team to gauge the exact purpose of the evaluation and ultimate use of findings. An implementation plan of the recommendations is still to be developed by DRDLR.
Rating:	4

## 1.5. Project management (Planning phase)

Standard:	1.5.1. The inception phase was used to develop a common agreement on how the evaluation would be implemented
Comment and Analysis:	The inception phase was to some extent used to develop a common agreement on how the evaluation would be implemented. This was evident from the inception report and apparently the number of sites was changed in this phase. It was indicated that it could have been useful for the evaluation team to have gone through the TOR in more details. It was also raised that the TOR seemed to have been written by many people and it was confusing for the evaluation team that they did not have one person who really understood the reasons behind the TOR.
Rating:	3

## 2. Implementation

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### 2.1. Evaluation ethics and independence

Standard: 2.1.1. Where data was gathered in contexts where ethical sensitivity is high, appropriate clearance was achieved 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 evaluation did not require data collection from minors nor were there any other predicaments that required clearance through an ethical review board. All participants in focus groups and interviewees were told that they were anonymous and what they said would be kept confidential.

Rating: N/A

Standard: 2.1.2. Where external, the evaluation team was able to work freely without significant interference

Comment and Analysis: The external evaluation team was able to work freely and without significant interference by the programme staff. There was one incidence where the provincial programme staff tried to influence the selection of CRDP evaluation site but the evaluation team managed to avoid this influence.

Rating: 4

Standard: 2.1.3. The evaluation team was impartial and there was no evidence of conflict of interest

Comment and Analysis: The evaluation team was to a large extent impartial. Provincial DRDLR staff took part of the fieldwork and were introduced to the interviewees/focus group participants as being part of the evaluation team. This could have created a conflict of interest but no such thing was reported.

Rating: 4

### 2.2. Participation and M&E skills development

Standard: 2.2.1. Key stakeholders were consulted through a formalised mechanism or institutional arrangement

Comment and Analysis: The evaluation team consulted 3 times with the Steering Committee and 3 times with the Working Group. It should be noted that there was limited attendance in the Steering Committee and the Working Group by the Programme Unit of the CRDP.

Rating: 4

Standard:	2.2.2. Where appropriate, an element of capacity building of partners responsible for the evaluand was incorporated into the evaluation process
Comment and Analysis:	The evaluation team incorporated elements of capacity building of DRDLR staff in the evaluation process. This was in accordance with the planned process. Firstly, they took part in a workshop where the logic of the programme was reviewed. In the process the evaluation team trained the DRDLR officials in how to plan according to the logical framework approach. Secondly, a logistical planning workshop took place in all provinces and some provincial staff attended. In this workshop the DRDLR officials were taught how to apply the instruments and how the logistics of the evaluation would unfold. Finally, some of the DRDLR officials took part of the fieldwork and were introduced to how to gather data as part of the evaluation.
Rating:	4
Standard:	2.2.3. Where appropriate, the evaluation team incorporated an element of skills development amongst the evaluators (e.g. students, interns, recent graduates, etc)
Comment and Analysis:	The evaluation team consisted of some students and recent graduates. The evaluation team incorporated skills development of them by for example conducting fieldworker training.
Rating:	4
Standard:	2.2.4. Peer review of the agreed evaluation design and methodology occurred prior to undertaking data collection
Comment and Analysis:	There was no peer review of the agreed evaluation design and methodology prior to the fieldwork. However, the Steering Committee consisting of members from the academia (like the University of Pretoria) reviewed the evaluation plan prior to the data collection.
Rating:	2

### 2.3. Methodological integrity

Standard:	2.3.1. The methods employed in the process of the evaluation were consistent with those planned
Comment and Analysis:	The methods applied in the evaluation process were consistent with those planned. The evaluation team however experienced difficulties in obtaining sufficient data on project expenditures to conduct the value for money assessment.
Rating:	3
Standard:	2.3.2. A pilot of data collection instrumentation occurred prior to undertaking data collection
Comment and Analysis:	The evaluation team piloted all data collection tools with the exception of the on-line institutional survey.
Rating:	4

Standard:	2.3.3. Data collection was not compromised by fieldwork-level problems or unplanned diversions from original intentions
Comment and Analysis:	Although there were some difficulties during the site selection process and the Rural Enterprise and Industrial Development (REID) directors in the provinces providing incorrect data, the data collection was not compromised by these problems.
Rating:	4
Standard:	2.3.4. Forms of data gathering were appropriate given the scope of evaluation
Comment and Analysis:	Data gathering forms consisted of literature review, online survey, key informant interviews, focus groups and observations. These were appropriate given the scope of the evaluation.
Rating:	4
Standard:	2.3.5. The data analysis approach and methods were appropriate and sufficient given the purposes of the evaluation
Comment and Analysis:	Data was coded using the qualitative analysis software Atlas.ti and triangulation according to key themes was carried out. This approach and method was appropriate and sufficient given the purposes of the evaluation. The data analysis and triangulation are contained in an annexure to the full report.
Rating:	4
Standard:	2.3.6. Key stakeholders were significantly engaged as part of the methodology
Comment and Analysis:	Key stakeholders from the lead department namely DRDLR were significantly engaged as part of the methodology. The evaluation team went a great way to include them through capacity building like the programme logic review workshop but also through the inclusion of DRDLR staff in the site visits.
Rating:	4
Standard:	2.3.7. The methodology included engaging beneficiaries appropriately as a key source of data and information
Comment and Analysis:	The methodology did include the engagement of beneficiaries as a key source of data and information. Beneficiaries were targeted as interviewees and as focus group participants.
Rating:	4

## 2.4. Project management (Implementation phase)

Standard:	2.4.1. The evaluation was conducted without significant shifts to scheduled project milestones and timeframes
Comment and Analysis:	The evaluation was conducted with some shifts to scheduled project milestones and project timeframes. The evaluation report was initially too broad in the scope of the literature review. The evaluation team was delayed in getting to the sites in time due to challenges in obtaining correct data. Finally, the report went back and forth between the evaluation team and the Steering Committee 3 - 4 times which delayed the final submission by 4 months.
Rating:	2

## 3. Report

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### 3.1. Completeness of reporting structure

Standard:	3.1.1. Executive summary captures key components of the report appropriately
Comment and Analysis:	The executive summary contains a short introduction, methodology, key finding grouped into three questions, (How effectively are the CRDPs' institutional and service delivery arrangement supporting CRDP implementation? Is the CRDP achieving its 5 main goals? Is value for money being achieved, what resources are being expended including per capita expenditure rates) and a summary of key recommendations. The executive summary is well structured and captures the key components of the report appropriately.
Rating:	4
Standard:	3.1.2. The context of the development intervention is explicit and presented as relevant to the evaluation
Comment and Analysis:	The context of the the CRDP programme is explicitly described and presented as relevant in the first chapter on policy context.
Rating:	4
Standard:	3.1.3. There is a clear rationale for the evaluation questions
Comment and Analysis:	As part of the the introductory chapter the purpose from the TOR is listed. No further explanation of the rationale of the evaluation questions is provided.
Rating:	3
Standard:	3.1.4. The scope or focus of the evaluation is apparent in the report
Comment and Analysis:	In the introductory chapter the 14 evaluation questions from the TOR are listed. These questions are furthermore clustered due to their inter-linkages and the clusters are presented as core themes.
Rating:	4
Standard:	3.1.5. A detailed methodology is outlined in the relevant section of the report to the point that a reader can understand the data collection, analysis and interpretation approaches used
Comment and Analysis:	The report contains a clear flowchart of the methodology (see figure 2) which makes it easier for the reader to understand the methodology applied. The report provides details of the data collection in the field and of the limitations to the methodology. However, the Theory of Change and logic review workshop is not described and the description of the comparative international case studies is limited. The analysis and interpretation approaches are not mentioned in the full or the 1/3/25 report, but a separate report is annexed and contains detailed triangulation of findings from key data sources. Likewise the Theory of Change is found in the back of the report as annexure 3 but without any explanation. The report should have provided a clearer description of all components of the methodology.
Rating:	3

Standard: 3.1.6. Acknowledgement of limitations of all aspects of the methodology and findings are clearly and succinctly articulated

Comment and Analysis: The report provides a section in the methodology chapter where the limitations are acknowledged in an honest, clear and succinct manner.

Rating: 4

Standard: 3.1.7. Key findings are presented in a clear way; they are made distinct from uncertain or speculative findings; and unused data is not presented in the body of the report

Comment and Analysis: The 14 research questions were clustered in to key themes and the findings were presented under these headings. The key findings were well presented in both the 1/3/25 report and the full report and were made distinct from uncertain or speculative findings. There was no unused data in the report.

Rating: 4

Standard: 3.1.8. Conclusions and recommendations are clear and succinctly articulated

Comment and Analysis: While there are no conclusions in the 1/3/25 report and only a short and very broad conclusion in the full report there is a separate chapter on recommendations. The recommendations are clear and succinctly articulated.

Rating: 3

## 3.2. Accessibility of content

Standard: 3.2.1. The final evaluation report is user-friendly, written in accessible language and its content follows a clear logic

Comment and Analysis: Both the 1/3/25 report and the full evaluation report are written in accessible language and their contents follow a clear logic. Apparently the full report was rewritten 3-4 times and with a lot of input from the Steering Committee and the Working Group. The 1/3/25 report could have benefited from a conclusion as well.

Rating: 3

Standard: 3.2.2. Quality of writing and presentation is 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 final 1/3/25 report and the final full report is good and the layout and formatting are adequate and consistent. There are no widespread grammatical errors.

Rating: 4

Standard: 3.2.3. 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.)

Comment and Analysis: The only quantitative data gathered for this evaluation is the Institutional Survey. While the 1/3/25 report is brief on the presentation of the findings deriving from the survey, the full report is thorough in its presentation and provides adequate figures or diagrams of findings based on each question. The diagrams are disaggregated according to the respondent group. The p-value is however missing and the figures could have been more consistent in its format.

Rating: 4

Standard: 3.2.4. The use of figures and tables is such that it supports communication and comprehension of results; and data reported in figures and tables are readily discernible and useful to a reader familiar with data presentation conventions

Comment and Analysis: There are only 2 figures and 3 tables in the 1/3/25 report due to the limited space available. These figures and tables are however communicating the data in a user-friendly manner. In the full report there are 32 tables and 15 figures. These tables and figures communicate the results well and are easy to read. It should be noted that the presentation of the survey findings in the figures could have been more consistent in its format.

Rating: 4

### 3.3. Robustness of findings

Standard: 3.3.1. Data analysis appears to have been well executed

Comment and Analysis: The evaluation team applied Atlas.ti as a qualitative analysis software tool to ensure rigidity in the coding and analysis. Even the international comparative case studies were coded. Triangulation according to key themes took place and was presented as a separate report as an annexure to the full report. The data analysis was well executed.

Rating: 5

Standard: 3.3.2. Findings are supported by available evidence

Comment and Analysis: The findings were supported by available evidence gathered from the site visits and the survey. More evidence could have been provided for the money for value assessment.

Rating: 4

Standard: 3.3.3. The evidence gathered is sufficiently and appropriately analysed to support the argument

Comment and Analysis: The evidence was sufficiently and appropriately analysed to support the argument in the findings.

Rating: 4

Standard:	3.3.4. There is appropriate recognition of the possibility of alternative interpretations
Comment and Analysis:	The data deriving from the survey and the fieldwork did not offer much possibility of alternative interpretation.
Rating:	N/A
Standard:	3.3.5. The report appears free of significant methodological and analytic flaws
Comment and Analysis:	The report appears free of significant methodological and analytic flaws.
Rating:	4
Standard:	3.3.6. Relevant limitations of the evaluation are noted
Comment and Analysis:	Relevant limitations of the evaluation were noted under a separate heading in both the 1/3/25 report and the full report.
Rating:	5

### 3.4. Strength of conclusions

Standard:	3.4.1. Conclusions are derived from evidence
Comment and Analysis:	The 1/3/25 report lacks a conclusion chapter although it is somehow embedded in the findings and the recommendation. The full report has a short and very broad conclusion deriving from the evidence of the data. Both reports should have had a more comprehensive conclusion.
Rating:	2
Standard:	3.4.2. Conclusions take into account relevant empirical and/or analytic work from related research studies and evaluations
Comment and Analysis:	As there is no conclusion chapter in the 1/3/25 report and the conclusion chapter in the full report is very broad there is no reference to empirical or other analytic work from related research studies.
Rating:	1
Standard:	3.4.3. Conclusions address the original evaluation purpose and questions
Comment and Analysis:	Although the Summary of CRDP Mechanisms Working Well, Not Well, and Mixed Results in table 32 (in the full report) provides a visual overview on the effectiveness of the programme, the narrative conclusion is not sufficiently addressing the original evaluation purpose and questions.
Rating:	2

Standard:	3.4.4. Conclusions are drawn with explicit reference to the intervention logic or theory of change
Comment and Analysis:	The intervention logic of the CRDP is mentioned in the conclusion in the full report. However it is just stated that the intervention logic makes sense and no conclusion are drawn with explicit reference to the intervention logic or Theory of Change.
Rating:	2

### 3.5. Suitability of recommendations

Standard:	3.5.1. Recommendations are made in consultation with appropriate sectoral partners or experts
Comment and Analysis:	Various professors from some of the universities were part of the Steering Committee. The Steering Committee did provide substantial written comments to the report in general which included comments to the recommendations. No consultation with sectoral partners in the civil society organisations took place.
Rating:	3

Standard:	3.5.2. Recommendations are shaped following discussions with relevant government officials and other relevant stakeholders
Comment and Analysis:	The evaluation team conducted a workshop where the preliminary findings were presented for government officials from the DRDLR, DPME, DAFF and Statssa. There was also a feedback and recommendation workshop with the Steering Committee. Furthermore, the Steering Committee did provide substantial written comments to the report in general which included comments to the recommendations.
Rating:	4

Standard:	3.5.3. Recommendations are relevant to the current policy context
Comment and Analysis:	The recommendations were thorough and highly relevant to the current policy context. In fact there is a 1-pager evaluation summary for policy purposes in the 1/3/25 report.
Rating:	5

Standard:	3.5.4. Recommendations are targetted at a specific audience sufficiently - are specific, feasible, affordable and acceptable
Comment and Analysis:	The recommendations are specific, feasible and acceptable and are addressed to specific government departments. Each recommendation are furthermore stipulating whether their implementation should begin in the short, medium or long term.
Rating:	5

### 3.6. Consideration of reporting risks and ethical implications

Standard: 3.6.1. Peer review of the draft evaluation report occurred prior to finalisation of the evaluation report

Comment and Analysis: The draft evaluation report was peer-reviewed prior to the finalisation of the evaluation report by Professor Doreen Atkinson, Director of Cluster on Sustainable Development and Poverty Alleviation, University of the Free State. She furthermore serves as a trustee for the Karoo Development Foundation.

Rating: 4

Standard: 3.6.2. 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 full report does not document any procedures to ensure confidentiality and to secure informed consent. There was no signing of consent forms by participants or interviewees. Each interviewee was however told that the interview would be kept confidential. The DRDLR M&E unit requested the identity of the interviewees disclosed to them so they could go back and assess the improvement of the programme with the same people in the future. If the interviewees originally have been told that the interview would be kept confidential it is important that this is honored - and their identity should therefore not be disclosed.

Rating: 2

Standard: 3.6.3. There are no risks to participants in disseminating the original report on a public website

Comment and Analysis: The dissemination of the original report on a public website poses no risks for participants in the evaluation process.

Rating: 4

Standard: 3.6.4. There are no unfair risks to institutions in disseminating the original report on a public website

Comment and Analysis: The dissemination of the original report on a public website poses no unfair risks to any institutions.

Rating: 4

### 3.7. Project management (Reporting phase)

Standard: 3.7.1. A project closure meeting that reflected on the challenges and strengths of the evaluation process occurred

Comment and Analysis: There has not yet been a project closure meeting that reflected on the challenges and the strengths of the evaluation process as the report was only submitted on the 24. October 2013. This reflection will happen when the improvement plan is drafted.

Rating: N/A

## 4. Follow-up, use and learning

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### 4.1. Resource utilisation

Standard:	4.1.1. The evaluation was completed within the planned timeframes
Comment and Analysis:	The evaluation was not completed within the planned timeframes as it went overtime by 4 months. This was partly due to the literature review taking longer than expected, the problems in the selection and accessing of the sites and partly due to the rewriting of the report. However the extension of time was approved by the Steering Committee.
Rating:	3

Standard:	4.1.2. The evaluation was completed within the agreed budget
Comment and Analysis:	The evaluation was completed within the agreed budget.
Rating:	4

### 4.2. Evaluation use

Standard:	4.2.1. Results of the evaluation have been presented to all relevant stakeholders
Comment and Analysis:	The preliminary results were presented in a CRDP stakeholder workshop and at a later stage also to the Steering Committee. There has been no feedback to the participants in the affected communities.
Rating:	4

Standard:	4.2.2. A reflective process has been undertaken by the steering committee (if no steering committee exists then by the evaluation management team or the involved department officials) to reflect on what could be done to strengthen future evaluations
Comment and Analysis:	No reflective process has been undertaken by the Steering Committee yet as they are awaiting a management response to the content of the evaluation report.
Rating:	N/A

Standard:	4.2.3. The evaluation study is seen by interviewed stakeholders as having added significant symbolic value to the policy or programme (e.g. raised its profile)
Comment and Analysis:	Although there has been some resistance to the process by the Programme Unit of the CRDP, the evaluation study is seen by interviewed stakeholders as having added value to the programme. It is still too early to assess whether the evaluation will have any impact on policy yet.
Rating:	3

Standard:	4.2.4. The evaluation study is of conceptual value in understanding what has happened and possibly in shaping policy and practice
Comment and Analysis:	This implementation evaluation is of conceptual value in understanding what has happened and it has the potential of shaping policy and practice.
Rating:	4
Standard:	4.2.5. Development of a draft improvement plan has been started, but not completed, based on the findings and recommendations set out in the evaluation
Comment and Analysis:	The development of a draft improvement plan (based on the findings and recommendations set out in the evaluation) has not started yet. The evaluation report is awaiting a management response to the content.
Rating:	N/A
Standard:	4.2.6. The report is publicly available (website or otherwise published document), except where there were legitimate security concerns *Note: only apply if sufficient time has elapsed since completion of the evaluation
Comment and Analysis:	The report is not publicly available as the report was recently finalised (24th October 2013) and is still awaiting a management response to the content.
Rating:	N/A
Standard:	4.2.7. There is clear evidence of instrumental use - that the recommendations of the evaluation were implemented to a significant extent *Note: only apply if sufficient time has elapsed since completion of the evaluation
Comment and Analysis:	This report has only recently been finalised and therefore it can not be expected that recommendations are implemented yet.
Rating:	N/A
Standard:	4.2.8. There is clear evidence that the evaluation has had a positive influence on the evaluand, its stakeholders and beneficiaries over the medium to long term *Note: only apply if sufficient time has elapsed since completion of the evaluation
Comment and Analysis:	This report has only recently been finalised and therefore it can not be expected that the evaluation can have any influence on the stakeholders and beneficiaries yet.
Rating:	N/A

## References

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Department of Rural Development and Land Reform and the Presidency, Department of Performance Monitoring and Evaluation (2012) "Terms of Reference for an Implementation Evaluation of the Comprehensive Rural Development Programme (CRDP)"

Impact Economix (2012) "Implementation Evaluation of the Comprehensive Rural Development Programme - Inception Report"

Impact Economix (2013) "Implementation Evaluation of the Comprehensive Rural Development Programme (CRDP): June 2009 - June 2012, Final Report: Policy Summary, Executive Summary and Short Report"

Impact Economix (2013) "Implementation Evaluation of the Comprehensive Rural Development Programme (CRDP): June 2009 - June 2012, Final Full Report: 24 October 2013"

## List of Interviewees

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Mr Clinton Heimann, Programme Manager for CRDP, Department of Rural Development and Land Reform. Short telephonic interview on the 20/11/2013.

Mr Rae Wolpe, Director of Impact Economix. In person interview on the 21/11/2013.

Ms Christel Jacob, Director: Evaluation and Research, Department of Performance Monitoring and Evaluation. Telephonic interview on the 11/11/2013