



# Department of Performance Monitoring and Evaluation

## Report on the Assessment of Government Evaluations

Evaluation Title:	Status Quo of Waste Management in the Consumer Formulated Chemical Sector of the Western Cape
Evaluation Number:	410
Evaluation Completion Date:	01 October 2007
Period of Evaluation:	3 months
Submitted:	03 February 2014 by Stephen Rule
Approved:	04 February 2014 by Mike Leslie

## Evaluation Details

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Evaluation Title:	Status Quo of Waste Management in the Consumer Formulated Chemical Sector of the Western Cape
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Created:	26 November 2013 by Mike Leslie
Submitted:	03 February 2014 by Stephen Rule
Approved:	04 February 2014 by Mike Leslie
Period of Evaluation:	3 months
Known Cost:	R 360,000.00
Known Cost Type:	Estimate
Initiated By:	Department of Environmental Affairs and Development Planning, Western Cape Government
Initiated By Internal:	Yes
Undertaken By:	Process Optimisation and Resource Management (PORM)
Undertaken By Internal:	No

## Assessors

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Stephen Rule	outsourced.insight@tiscali.co.za
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## Assessment Documents

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Document Name:	Document Type:	Added By:	Added On:
status-quo-of-waste-management-in-the-consumer-formulated-chemical-sector-of-the-western-cape.pdf	Evaluation report	Mike Leslie	26 November 2013
TOR_Generic Integrated Waste Planning Guideline_CFCS.pdf	Terms of Reference (ToR) for the evaluation	Stephen Rule	30 January 2014
draft_wes__cape_health_care_waste.pdf	Any other relevant documentation pertaining to the evaluation process	Stephen Rule	31 January 2014
integrated_waste_management_plan_wcx.pdf	Any other relevant documentation pertaining to the evaluation process	Stephen Rule	31 January 2014
state-of-environment-outlook-report-waste-management.pdf	Any other relevant documentation pertaining to the evaluation process	Stephen Rule	31 January 2014
waste_management_planning_guidelines_for_consumer.pdf	Evaluation report	Stephen Rule	31 January 2014
Assessment Report at Moderation.pdf	Assessment Report at Moderation	Mike Leslie	02 February 2014

## Quality Assessment Summary

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The evaluation comprised two separate reports: a survey of companies in the Consumer-Formulated Chemical Industry of the Western Cape; and a comprehensive set of user-friendly guidelines for the disposal of hazardous waste. Of the 21 companies approached, 19 agreed to participate and 17 of these were based in the City of Cape Town, the other two in other parts of the Western Cape. Each respondent was requested to list and quantify the chemicals utilised and produced; to provide details of their treatment and disposal of hazardous waste; inventory record-keeping; staff competencies; waste minimisation strategies; risk assessment; and emergency control and safety measures. The guidelines emerged directly from the survey findings and focussed on remedying the inadequacies and inefficiencies that prevailed in the industry.

The evaluation plan and design was well-resourced with a R360k budget, an appropriate TOR, and a hands-on management, although the evaluation methodological approach was somewhat simplistic. Although cognizance of the policy environment was factored into the design, there was no overt evidence of a broader literature survey. The implementation of the evaluation was well-managed, independently conducted and incorporating skills development. Site visits were made to the industrial facilities of various stakeholders by the service provider in order to ensure that the relevant issues for the sector were incorporated into the study. The evaluation report was well-structured, accessible to the lay reader, and robust in its findings. Although its conclusions could have been stronger, the emergent recommendations were comprehensively captured and explained in the user-friendly guidelines for facility-level hazardous chemical waste managers. The follow-up, use and learning derived from the evaluation was excellent, resulting in wide dissemination, acceptance in the industry, and further development of policy pertaining to hazardous waste management. A generic integrated waste management plan has been developed for the Consumer Formulated Chemical Sector (CFCS) and the generic guideline and plan is being utilised by the industry to develop facility waste management plans, as well as by the City of Cape Town, other municipalities and even other provinces.

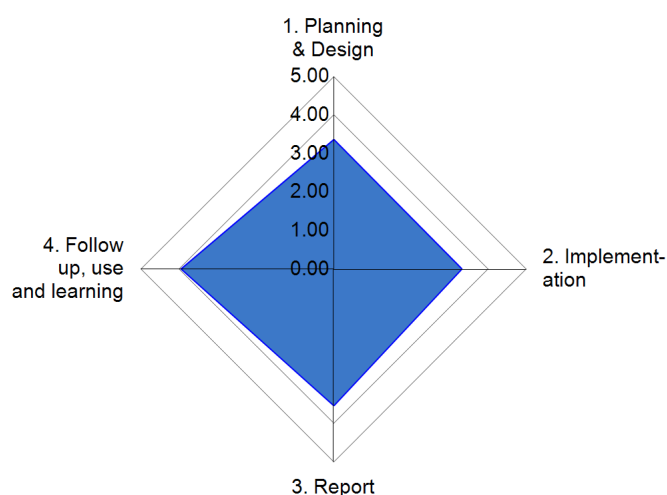
## Quality Assessment Scores

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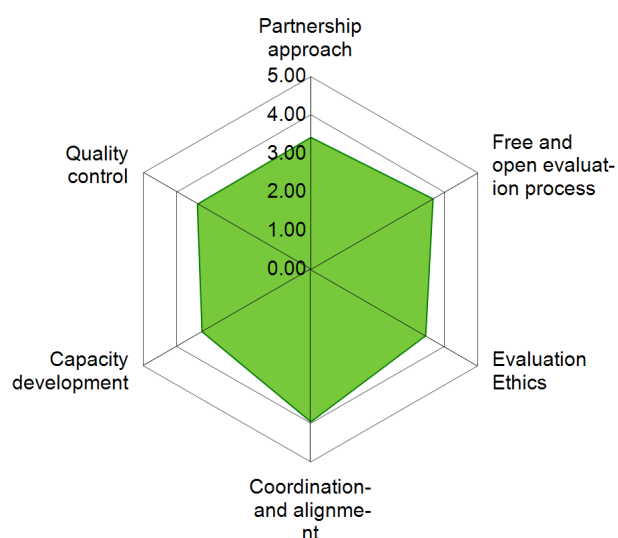
Phase of Evaluation	Score
1. Planning & Design	3.36
2. Implementation	3.34
3. Report	3.54
4. Follow-up, use and learning	3.96
<b>Total</b>	<b>3.55</b>

Overarching Consideration	Score
Partnership approach	3.41
Free and open evaluation process	3.66
Evaluation Ethics	3.44
Coordination and alignment	3.96
Capacity development	3.25
Quality control	3.38
<b>Total</b>	<b>3.55</b>

Scores: Phases of Evaluation



Scores: Overarching Considerations



Phase of Evaluation	Area of Evaluation	Score
1. Planning & Design	1.1. Quality of the TOR	3.50
1. Planning & Design	1.2. Adequacy of resourcing	4.00
1. Planning & Design	1.3. Alignment to policy context and background literature	3.00
1. Planning & Design	1.4. Appropriateness of the evaluation design and methodology	2.78
1. Planning & Design	1.5. Project management (Planning phase)	4.00
2. Implementation	2.1. Evaluation ethics and independence	3.91
2. Implementation	2.2. Participation and M&E skills development	3.40
2. Implementation	2.3. Methodological integrity	3.04
2. Implementation	2.4. Project management (Implementation phase)	4.00
3. Report	3.1. Completeness of reporting structure	3.67
3. Report	3.2. Accessibility of content	4.00
3. Report	3.3. Robustness of findings	3.27
3. Report	3.4. Strength of conclusions	2.93
3. Report	3.5. Suitability of recommendations	4.23
3. Report	3.6. Consideration of reporting risks and ethical implications	3.31
3. Report	3.7. Project management (Reporting phase)	3.00
4. Follow-up, use and learning	4.1. Resource utilisation	3.60
4. Follow-up, use and learning	4.2. Evaluation use	4.05
<b>Total</b>	<b>Total</b>	<b>3.55</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 TOR of 8 pages was comprehensive and explicit. The task is set in the context of the National Waste Management Strategy and calls for the development of guidelines that will facilitate sound management of hazardous chemical waste, reduction of risk to vulnerable communities, and appropriate storage, treatment and disposal of hazardous waste. The service provider was required to be competent and experienced in chemical sector waste management.

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 was explicitly stated as being to promote the environmentally sound management of waste; to reduce the risk of the chemical sector on vulnerable groups; to ensure that the objectives of the Western Cape Hazardous Waste Management Plan are met; and to assist waste managers in the chemical sector to achieve compliance with regulations.

Rating: 4

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: There were no explicit evaluation questions; the purpose was phrased in terms of several objectives.

Rating: 2

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 interview-based diagnostic evaluation was appropriate.

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: Users of the evalutaion were identified as being facility-level waste managers in the chemical sector.

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:	The funder and client consulted other environmental departments with regard to the evaluation purpose.
Rating:	3

## 1.2. Adequacy of resourcing

Standard:	1.2.1. The evaluation was adequately resourced in terms of time allocated
Comment and Analysis:	All parties indicated that there was sufficient budget and time to conduct the evaluation.
Rating:	4

Standard:	1.2.2. The evaluation was adequately resourced in terms of original budget
Comment and Analysis:	The original budget of R360k appears to have been adequate.
Rating:	4

Standard:	1.2.3. The evaluation was adequately resourced in terms of staffing and skills sets
Comment and Analysis:	The Department and the service provider had adequate staff and skills to make the evaluation a success.
Rating:	4

Standard:	1.2.4. Where appropriate, the evaluation planned to incorporate an element of capacity building of partners/staff responsible for the evaluation
Comment and Analysis:	The TOR required capacity building for departmental staff and the project manager indicated that this occurred.
Rating:	4

## 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:	The relevant policy and programme environments were factored into the research.
Rating:	3

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:	A review of the broader literature on the topic does not feature prominently in the evaluation. An inception report in which this might have been done, was not obtained.
Rating:	3

#### 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:	Intervention logic is incorporated into the TOR and to some extent evident in the evaluation.
Rating:	3

Standard:	1.4.2. Key stakeholders were consulted on the design and methodology of the evaluation
Comment and Analysis:	Evidence of external consultation of the specific evaluation methodology was not abundant.
Rating:	2

Standard:	1.4.3. The planned methodology was appropriate to the questions being asked
Comment and Analysis:	The planned methodology was appropriate to the objectives.
Rating:	3

Standard:	1.4.4. Sampling was appropriate and adequate given focus and purpose of evaluation
Comment and Analysis:	Sampling was appropriate but limited to smaller players in the industry.
Rating:	3

Standard:	1.4.5. There was a planned process for using the findings of the evaluation
Comment and Analysis:	Although the findings have been well used in terms of the development of comprehensive waste management guidelines for companies and local government, it is not clear that the use of the findings was comprehensively planned.
Rating:	3

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:	Communication appears to have been good between programme manager and funder during the planning phase.
Rating:	4



## 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: Ethical clearance appears not to have been necessary for this study.

Rating: 3

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

Comment and Analysis: The external service provider gave the assurance that he worked independent of undue influence from the client and that regular project meetings were positive and constructive.

Rating: 5

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

Comment and Analysis: No conflict of interest could be discerned.

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 programme manager indicated that stakeholders, including clients and beneficiaries were consulted and that site visits were made to the industrial facilities of various stakeholders by the service provider in order to ensure that the relevant issues for the sector were taken into cognizance in the study.

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 project manager said that the way in which the project was structured to include a specification on capacity building of departmental staff, added value to building the competencies and skills within their project team to advance their industry waste management planning programme.

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:	There was no evidence of capacity building amongst junior evaluators.
Rating:	1
Standard:	2.2.4. Peer review of the agreed evaluation design and methodology occurred prior to undertaking data collection
Comment and Analysis:	The Department of Environmental Affairs and Development Planning developed the ToR internally with approval of senior management and insight from the Technical Advisor to the DANIDA Urban Environmental Management Programme .
Rating:	4

## 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 were simple and were consistently followed.
Rating:	3
Standard:	2.3.2. A pilot of data collection instrumentation occurred prior to undertaking data collection
Comment and Analysis:	No evidence of piloting emerged.
Rating:	1
Standard:	2.3.3. Data collection was not compromised by fieldwork-level problems or unplanned diversions from original intentions
Comment and Analysis:	The fieldwork process was unhindered and successful.
Rating:	4
Standard:	2.3.4. Forms of data gathering were appropriate given the scope of evaluation
Comment and Analysis:	The use of questionnaire interviews was appropriate.
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:	The data was adequately analysed, although a more quantitative comparative approach might have enriched the findings.
Rating:	3

Standard:	2.3.6. Key stakeholders were significantly engaged as part of the methodology
Comment and Analysis:	As stated, the Department of Environmental Affairs and Development Planning developed the ToR internally with approval of senior management and insight from the Technical Advisor to the DANIDA Urban Environmental Management Programme and stakeholders in the industry comprised the respondent sample.
Rating:	4

Standard:	2.3.7. The methodology included engaging beneficiaries appropriately as a key source of data and information
Comment and Analysis:	Stakeholders and potential beneficiaries were consulted.
Rating:	3

## 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:	No shifts to project milestones and timeframes were necessary.
Rating:	4

### 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 summaries of the two outputs are clear and concise and they captures all relevant components: rationale, methodology, results, conclusions, recommendations and guidelines.
Rating:	4
Standard:	3.1.2. The context of the development intervention is explicit and presented as relevant to the evaluation
Comment and Analysis:	Although the context is mentioned, the details are fairly thin and the rationale for hazardous waste management in the province could have been more explicitly outlined.
Rating:	3
Standard:	3.1.3. There is a clear rationale for the evaluation questions
Comment and Analysis:	The rationale for questions pertaining to types and quantities of waste generated by each respondent company, and their methods of disposing waste, is clear and explicit.
Rating:	4
Standard:	3.1.4. The scope or focus of the evaluation is apparent in the report
Comment and Analysis:	The scope is clearly evident, establish the status quo and develop guidelines to address the situation.
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 methodology utilised was a simple survey of 19 companies in the Cape Town region. There is no lack of clarity in how the survey was conducted.
Rating:	4
Standard:	3.1.6. Acknowledgement of limitations of all aspects of the methodology and findings are clearly and succinctly articulated
Comment and Analysis:	The limitations of the methodology and findings are not explicitly mentioned, except that large chemical companies were excluded.
Rating:	2

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 prominent results and findings are succinctly and scientifically presented.
Rating:	4

Standard:	3.1.8. Conclusions and recommendations are clear and succinctly articulated
Comment and Analysis:	The conclusions and recommendations and extensive guidelines on the handling of hazardous waste, are explicit and succinct.
Rating:	4

## 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:	The language of the two output reports is clear and accessible to non-specialist readers.
Rating:	4

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 the writing and presentation is high.
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 data are appropriately and well-presented in a qualitative rather than quantitative manner for each respondent. The findings are qualitatively generalised.
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:	The survey report includes 43 clear and simple tables of data on the products and raw materials and the quantities dealt with by each company. There are no figures. The guidelines document includes 8 tables or check lists for the practical use of companies and local governments in managing or monitoring the management of waste, respectively.
Rating:	4

### 3.3. Robustness of findings

Standard:	3.3.1. Data analysis appears to have been well executed
Comment and Analysis:	The data analysis is done for each of the 19 respondent companies and summarised in the conclusions.
Rating:	4

Standard:	3.3.2. Findings are supported by available evidence
Comment and Analysis:	The evidence collected clearly gives rise to the reported findings and the guidelines are based on inadequacies and inefficiencies observed in the field.
Rating:	4

Standard:	3.3.3. The evidence gathered is sufficiently and appropriately analysed to support the argument
Comment and Analysis:	The analysis is sound but could have been more thorough and comparative between companies.
Rating:	3

Standard:	3.3.4. There is appropriate recognition of the possibility of alternative interpretations
Comment and Analysis:	The subject matter is straightforward, without much room for alternative interpretation given the inadequacy of the hazardous waste management that emerged amongst the respondent chemical sector companies.
Rating:	3

Standard:	3.3.5. The report appears free of significant methodological and analytic flaws
Comment and Analysis:	No methodological or analytic flaws are evident.
Rating:	4

Standard:	3.3.6. Relevant limitations of the evaluation are noted
Comment and Analysis:	Limitations are not highlighted.
Rating:	1

### 3.4. Strength of conclusions

Standard:	3.4.1. Conclusions are derived from evidence
Comment and Analysis:	The conclusions and resultant comprehensive guidelines on waste management are clear and flowing from the data gathered.
Rating:	4
Standard:	3.4.2. Conclusions take into account relevant empirical and/or analytic work from related research studies and evaluations
Comment and Analysis:	Evidence of consultation of other research is minimal.
Rating:	1
Standard:	3.4.3. Conclusions address the original evaluation purpose and questions
Comment and Analysis:	The conclusions address the purpose of the project, namely to assess the status quo in regard to hazardous waste management of waste and to compile appropriate guidelines for the industry.
Rating:	4
Standard:	3.4.4. Conclusions are drawn with explicit reference to the intervention logic or theory of change
Comment and Analysis:	A theory of change is not explicit, although the TOR and report indicate the need for better waste management and protection of vulnerable communities.
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:	The recommendations and guidelines were reportedly tested with stakeholders prior to their finalisation.
Rating:	4
Standard:	3.5.2. Recommendations are shaped following discussions with relevant government officials and other relevant stakeholders
Comment and Analysis:	Consultations with role-players in government and industry informed the finalised recommendations and waste management guidelines.
Rating:	4
Standard:	3.5.3. Recommendations are relevant to the current policy context
Comment and Analysis:	The recommendations are relevant to the country's developmental context.
Rating:	4

Standard:	3.5.4. Recommendations are targetted at a specific audience sufficiently - are specific, feasible, affordable and acceptable
Comment and Analysis:	The recommendations and guidelines target public sector administrators and private sector industrialists and they are specific and feasible. The guidelines include recommendations on how to handle, store and pack, transport and transfer, process, mix and dispose of hazardous waste. A checklist for practitioners is provided to ensure compliance with guidelines and a methodology for conducting a facility needs assessment is outlined and supplemented with user-friendly tips.
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:	Stakeholders were consulted on the envisaged recommendations and guidelines prior to the finalisation thereof.
Rating:	3

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:	Procedures for maintaining the confidentiality of respondents are not mentioned in the report. However, a page with a heading indicating that company contact details were to be listed, is blank except for the word "confidential" and the project manager indicated that respondents were given the undertaking that their individualised responses would be kept confidential.
Rating:	2

Standard:	3.6.3. There are no risks to participants in disseminating the original report on a public website
Comment and Analysis:	There would be no obvious risks to respondents if the report is posted on the internet.
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:	There would be no obvious risks to companies that participated in the study, were the report to be posted on a public website.
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:	No explicit evidence of a project closure meeting was discerned, however the nature of lessons learned indicates that considerable thought was given to the process.
Rating:	3

## 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: All parties reported that adherence to timeframes occurred.

Rating: 4

Standard: 4.1.2. The evaluation was completed within the agreed budget

Comment and Analysis: The budget of R360k remained as per agreement.

Rating: 3

### 4.2. Evaluation use

Standard: 4.2.1. Results of the evaluation have been presented to all relevant stakeholders

Comment and Analysis: The results have been incorporated into workshops subsequently held with stakeholders, but not explicitly presented to all relevant stakeholders. The results are still available on the websites of the Western Cape Government as well as the project funder, DANIDA.

Rating: 3

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 explicit reference to a reflective process was made.

Rating: 1

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: The programme manager and service provider indicated that the results have been well received in the industry and incorporated into policy thinking.

Rating: 4

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:	The programme manager reports that a generic integrated waste management plan was developed for the Consumer Formulated Chemical Sector (CFCS) to ensure better management of this waste stream. The status quo findings and the generic guideline and plan is being utilised by the affected industry to develop facility industry waste management plans and the documents are being used by other provinces and the City of Cape Town and some other municipalities.
Rating:	5
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 programme manager indicated that the evaluation documents provided the Department of Environmental Affairs and Development Planning with strategic guidance and were used to engage further the CFCS in developing facility industry waste management plans as set out in the National Environment Management: Waste Act (2008).
Rating:	4
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 reports are publically downloadable as follows: <a href="http://www.westerncape.gov.za/other/2010/8/status_quo_of_waste_management_priority_hazardous_waste.pdf">http://www.westerncape.gov.za/other/2010/8/status_quo_of_waste_management_priority_hazardous_waste.pdf</a> and <a href="http://www.westerncape.gov.za/other/2010/8/waste_management_planning_guidelines_for_consumer.pdf">http://www.westerncape.gov.za/other/2010/8/waste_management_planning_guidelines_for_consumer.pdf</a>
Rating:	5
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:	Relevant policy has been developed, workshops held and stakeholders engaged as a consequence of the recommendations of the evaluation report.
Rating:	5
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:	The evaluation report has been well used and has positively influenced the Department of Environmental Affairs and Development Planning.
Rating:	4

## References

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Department of Environmental Affairs and Development Planning, May 2013, State of Environment Outlook Report for the Western Cape Province. Waste Management Chapter - for Public Comment. Western Cape Government.

Department of Environmental Affairs and Development Planning, October 2007. Status Quo of Waste Management in the Consumer Formulated Chemical Sector of the Western Cape.

Department of Environmental Affairs and Development Planning, November 2010, Provincial Integrated Waste Management Plan for the Western Cape Draft 1. Report number 12541. Golder Associates.

## List of Interviewees

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Mr Lance McBain-Charles, Department of Environmental Affairs and Development Planning, official, telephonic interview, 24.01.2014, 0214839091.

Mr Gottlieb Arendse, Department of Environmental Affairs and Development Planning, Chief Director, telephonic interview and follow-up questionnaire, 30.01.2014, 0214834091.

Mr Hamied Mazema, Process Optimisation and Resource Management, consultant, telephonic interview 22.01.2014 and completed questionnaire 26.01.2014, 0836294280.