



Department of Performance Monitoring and Evaluation

Report on the Assessment of Government Evaluations

Evaluation Title:	Evaluation of Clubs within the Club Development Programme
Evaluation Number:	414
Evaluation Completion Date:	15 March 2013
Period of Evaluation:	18 December 2012 to 15 March 2013
Submitted:	30 January 2014 by Chiweni Chimbwete
Approved:	03 February 2014 by Mike Leslie

Evaluation Details

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Period of Evaluation:	18 December 2012 to 15 March 2013
Known Cost:	R 144,324.00
Known Cost Type:	Referenced
Initiated By:	Western Cape Department of Cultural Affairs and Sport
Initiated By Internal:	Yes
Undertaken By:	Sakaza Communications
Undertaken By Internal:	No

Assessors

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Assessment Documents

Document Name:	Document Type:	Added By:	Added On:
TOR Club Development 2012.pdf	Terms of Reference (ToR) for the evaluation	Mike Leslie	04 December 2013
SLA club development 2.doc	A letter of engagement or contractual agreement with the service provider	Mike Leslie	04 December 2013
Club Development 2012.pdf	Evaluation report	Mike Leslie	04 December 2013
Assessment Report at Moderation.pdf	Assessment Report at Moderation	Mike Leslie	29 January 2014
Guiding Questions - Programme Manager .docx	Assessment tools	Chiweni Chimbwete	30 January 2014

Quality Assessment Summary

The evaluation had an overall score of average. The strongest area was project management during the planning and implementation phase. However, project management in the report phase fared poorly. Another weak area in the evaluation was adherence to ethical principles, especially in terms of protection of confidentiality of the participants. This was demonstrated by presence of staff from the Department during evaluation field visits and use of names of evaluation participants in the report. Intervention logic and theory of change were also not applied at any stage of this evaluation.

While it is clear that a lot of effort went into the analysis of data and its presentation e.g. through use of figures, the figures were inconsistent with data reporting conventions. Therefore, the standard of presentation of data is an area that needs improvement.

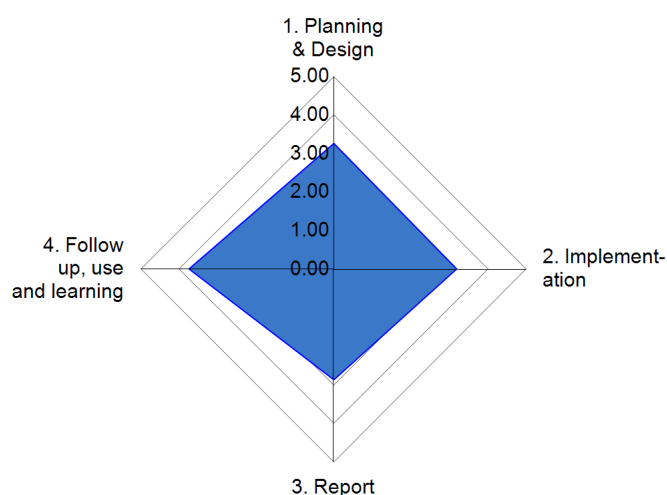
Given that there are not many evaluations in the area of sports in development, this is likely to have symbolic value for policy and programming nationally. This evaluation would help to understand the role of sports clubs and their functioning in development of sports and using sports for development. A reflection on the strengths and opportunities of the evaluation by the stakeholders from the Western Cape Department of Cultural Affairs and Sports would help achieve this goal.

Quality Assessment Scores

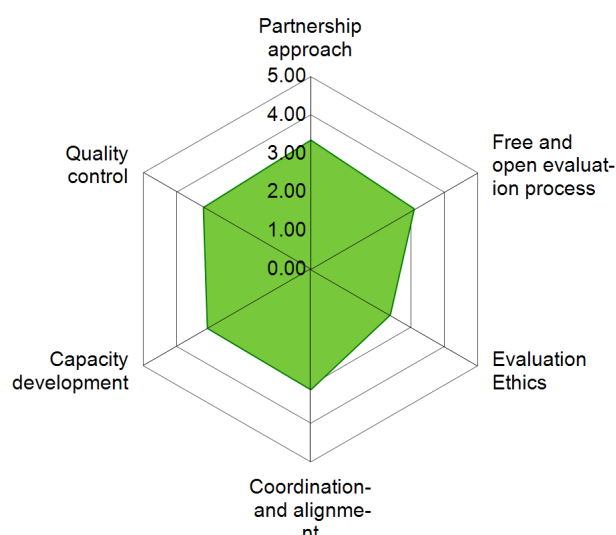
Phase of Evaluation	Score
1. Planning & Design	3.26
2. Implementation	3.19
3. Report	2.87
4. Follow-up, use and learning	3.75
Total	3.19

Overarching Consideration	Score
Partnership approach	3.34
Free and open evaluation process	3.11
Evaluation Ethics	2.39
Coordination and alignment	3.13
Capacity development	3.08
Quality control	3.21
Total	3.19

Scores: Phases of Evaluation



Scores: Overarching Considerations



Phase of Evaluation	Area of Evaluation	Score
1. Planning & Design	1.1. Quality of the TOR	3.71
1. Planning & Design	1.2. Adequacy of resourcing	3.36
1. Planning & Design	1.3. Alignment to policy context and background literature	2.60
1. Planning & Design	1.4. Appropriateness of the evaluation design and methodology	2.67
1. Planning & Design	1.5. Project management (Planning phase)	4.00
2. Implementation	2.1. Evaluation ethics and independence	2.91
2. Implementation	2.2. Participation and M&E skills development	3.20
2. Implementation	2.3. Methodological integrity	3.24
2. Implementation	2.4. Project management (Implementation phase)	5.00
3. Report	3.1. Completeness of reporting structure	2.96
3. Report	3.2. Accessibility of content	2.53
3. Report	3.3. Robustness of findings	3.14
3. Report	3.4. Strength of conclusions	2.36
3. Report	3.5. Suitability of recommendations	3.77
3. Report	3.6. Consideration of reporting risks and ethical implications	2.46
3. Report	3.7. Project management (Reporting phase)	2.00
4. Follow-up, use and learning	4.1. Resource utilisation	4.60
4. Follow-up, use and learning	4.2. Evaluation use	3.53
Total	Total	3.19

1. Planning & Design

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 was well-structured and was designed upon consultation with different units within the Department
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 to assess the sustainability of clubs which have been operating for over 3 years.
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:	The TOR provided a succinct list of evaluation questions to be pursued under each broad area of the programme (governance, access to club networks and club dynamics). These were appropriate for addressing the evaluation objectives.
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:	<p>The approach was appropriate for the purpose and scope of the evaluation for the Club Development Programme whose focus is human resource and participation development.</p> <p>The evaluation was conducted after three years of implementing the programme. The programme would continue to be funded by Government. The three year period allowed the evaluation of implementation and the duration was also fairly long enough to evaluate the impact.</p>
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:	The TOR state that sports club administrators and coaches were the target population for evaluation. However, the participants were not included as target respondents. Their experiences would have enriched the data collected and future programming.
Rating:	3

Standard:	1.1.6. Key stakeholders were involved in the scoping of the TOR and choosing the purpose of the evaluation
Comment and Analysis:	Key department staff were involved in the scoping of the TOR but it is not clear whether the Club stakeholders were involved.
Rating:	3

1.2. Adequacy of resourcing

Standard:	1.2.1. The evaluation was adequately resourced in terms of time allocated
Comment and Analysis:	The allocated time was 3 months. The evaluator delivered the project on time but reported working under a lot of pressure. Besides, the project included the Festive Season which affected the pace of work.
Rating:	3

Standard:	1.2.2. The evaluation was adequately resourced in terms of original budget
Comment and Analysis:	Although the original budget seemed adequate the evaluator reported the expectations of the client were far more than the budgeted resources.
Rating:	3

Standard:	1.2.3. The evaluation was adequately resourced in terms of staffing and skills sets
Comment and Analysis:	The evaluator worked with a skilled team from their regular staff that helped with efficiency.
Rating:	4

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:	The TOR required the service provider to engage with Department of Cultural Affairs and Sport as part of skills transfer in M&E and sports promotion. The M&E and sports programme officers were involved in the design, implementation and reporting of the evaluation study.
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 evidence of relevant policy and programme environments is implied and not explicit.
Rating:	2

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:	The background information given is in the context of the Strategic Plan of the Department of Cultural Affairs and Sports (DCAS). No further contextual information was given.
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:	There was no explicit reference to intervention logic or theory of change.
Rating:	1
Standard:	1.4.2. Key stakeholders were consulted on the design and methodology of the evaluation
Comment and Analysis:	Department internal key stakeholders were involved in the design and methodology of the evaluation.
Rating:	3
Standard:	1.4.3. The planned methodology was appropriate to the questions being asked
Comment and Analysis:	Yes the intended methodology was appropriate for the evaluation in that consultations were made with programme implementers at the local sports club level. However, the TOR and evaluators left out participants and community stakeholders to collect information on their experience with the CDP.
Rating:	3
Standard:	1.4.4. Sampling was appropriate and adequate given focus and purpose of evaluation
Comment and Analysis:	The TOR expected the evaluator to engage with all the clubs. It was not clear whether this meant in-person visits or otherwise. The available financial resources and the 3 months time allocation would not allow reaching out to all the clubs.
Rating:	3
Standard:	1.4.5. There was a planned process for using the findings of the evaluation
Comment and Analysis:	The TOR only states that a final report would be presented to the Department (MANCO) on the evaluation work method, general findings and feasible recommendations. There is no further mention of how the findings would be used.
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:	The evaluator conducted a workshop with the client to reach consensus on the implementation of the evaluation project.
Rating:	4

2. Implementation

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: No formal clearance was sought or expected from an ethics review board. However, there was no indication from the interview tools or from the assessment interviews with the evaluator and client that principles of ethics were followed e.g. that it is voluntary, issues of confidentiality...

Rating: 2

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

Comment and Analysis: The evaluation team was accompanied by the M&E officer and Programme Manager from the Cultural Affairs and Sport Dept. They mainly helped with logistics. It is reported that although they observed some interviews, respondents were free to air their views, even negative ones about the programme.

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 stated that the Department personnel who accompanied them to the field were not involved in interviews and were mainly involved in logistics support. However, their presence could have potentially presented conflict of interest.

Rating: 3

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: There was a steering committee which had oversight of the evaluation. There was also a mechanism to consult with the clubs, including those in the remote areas.

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 M&E officer was involved in the key stages of the evaluation. It is hoped that through this interaction with the evaluator, skills in evaluation were imparted to the department
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 was composed of regular staff of Sakaza Communications. While this assures quality of the work delivered, the approach is weak in terms of skills development.
Rating:	2
Standard:	2.2.4. Peer review of the agreed evaluation design and methodology occurred prior to undertaking data collection
Comment and Analysis:	The evaluator and the Department had a workshop to agree on the design and methodology before data collection started. The organisation structure of the evaluation team also allowed peer review. Other than that, there was no independent peer perspective used.
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 planned methods depended on a reliable database of clubs. This was not the case. The evaluation team was innovative in reaching potential participants through various means of communication. Therefore, the implemented methods were even better than the planned.
Rating:	5
Standard:	2.3.2. A pilot of data collection instrumentation occurred prior to undertaking data collection
Comment and Analysis:	It was reported during interviews with the stakeholders during this assessment that a pilot was conducted prior data collection. However, it is not clear what lessons were learnt and adjustments made after the pilot.
Rating:	3

Standard:	2.3.3. Data collection was not compromised by fieldwork-level problems or unplanned diversions from original intentions
Comment and Analysis:	Data collection was affected by challenges arising from lack of a complete database of sports clubs and their actual locations. The unintended benefit of the evaluation was to update the database.
Rating:	2
Standard:	2.3.4. Forms of data gathering were appropriate given the scope of evaluation
Comment and Analysis:	The forms/tools were appropriate. However, there are limitations with the format for closed questions where there may be confusion in filling the forms. This would be particularly a challenge if they were administered by the clubs where the evaluator did not visit.
Rating:	3
Standard:	2.3.5. The data analysis approach and methods were appropriate and sufficient given the purposes of the evaluation
Comment and Analysis:	Overall, the data analysis and methods were appropriate given the purposes of the evaluation.
Rating:	4
Standard:	2.3.6. Key stakeholders were significantly engaged as part of the methodology
Comment and Analysis:	Club officials were well consulted during the evaluation through site visits and mailed questionnaires. A sample of about 20% of the clubs were visited.
Rating:	3
Standard:	2.3.7. The methodology included engaging beneficiaries appropriately as a key source of data and information
Comment and Analysis:	Club participants and community members were not engaged in the evaluation. This would have enriched the evaluation.
Rating:	2

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 evaluators managed to deliver on time within the 3 month timeline. This was remarkable given that this was started during the Festive Season.
Rating:	5

3. Report

3.1. Completeness of reporting structure

Standard:	3.1.1. Executive summary captures key components of the report appropriately
Comment and Analysis:	<p>The executive summary captures the key components of the report as presented.</p> <p>However, the executive summary has no conclusion or discussion part to synthesise all the findings and answer the main question- are the clubs sustainable?</p>
Rating:	3
Standard:	3.1.2. The context of the development intervention is explicit and presented as relevant to the evaluation
Comment and Analysis:	<p>Yes. The report recognises that the evaluation was undertaken to assess the sustainability of the clubs under the Club Development Programme 3 years after starting implementation.</p> <p>However, however the development intervention is not explicit.</p>
Rating:	2
Standard:	3.1.3. There is a clear rationale for the evaluation questions
Comment and Analysis:	<p>The report addresses the areas to investigate for the evaluation as stated in the TOR. The question on sustainability, was however, not asked of the participants, it is implied from the analysis by the evaluators. It identifies which factors are important for sustainability of the sports development interventions.</p>
Rating:	3
Standard:	3.1.4. The scope or focus of the evaluation is apparent in the report
Comment and Analysis:	<p>The report is initially focussed on overall findings of the evaluation for the four implementing districts of Boland, Metro, West Coast and South West. District summaries are then presented per section.</p> <p>The scope of the evaluation is the sustainability of clubs in these districts in terms of: governance structures; access to supporting club networks; and club dynamics.</p>
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:	<p>A summary of the methodology is provided for an average reader to understand the data collection, analysis and interpretation approaches used. However, for the purpose of validation by peers, the section falls short in describing the methods of analysis used.</p>
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 limitations are clearly acknowledged for the methodology. However, for the findings they can only be implied.
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 key findings are clearly presented for the sports codes for the different clubs and districts. However, the data are presented in ways that is difficult to interpret. For example a Figure on p13 has a category 'Column1', in general the vertical scales in the figures has to be guessed since they are not clearly labelled.
Rating:	2
Standard:	3.1.8. Conclusions and recommendations are clear and succinctly articulated
Comment and Analysis:	Conclusions are not explicitly stated. However, the recommendations are clearly and succinctly stated. The recommendations are repeated under each district summary, which is confusing to the reader. What seems to be recommendations specific to each district are sub sections called 'areas that need attention in future' and 'what needs to be improved'.
Rating:	2

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:	It definitely is user friendly; the sections are clearly marked with titles. The language is of acceptable standard and the content flows with a clear logic.
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:	Overall the quality of writing and presentation is good. There were no references cited. There were some grammatical typographical errors which could have been missed given the time pressure to deliver on time.
Rating:	3

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: This is the weakest part of the report. Overall, there is indiscriminate presentation of data in figures, where axes are not labelled. An example is cited under 3.1.7. Another example is in section 7.4.1 of the report, where a figure is presented despite the finding that all sub-categories were 100%. In this case there is no need to have a figure. The tables have no numbers and there is no reference to them.

Rating: 1

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 tables and figures are broken down by race, gender in addition to the key variables of interest-sports code and district. These help put the results in a socio-political and geographical context. The few tables in the report are clear. However, as stated in 3.2.3, the figures in the report are not easily understood.

Rating: 2

3.3. Robustness of findings

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

Comment and Analysis: No doubt, extensive data analysis was conducted. However, this is weakened by the inconsistent presentation of the data.

Rating: 3

Standard: 3.3.2. Findings are supported by available evidence

Comment and Analysis: Yes. Since the instrument was quantitative the data are presented in a transparent manner. However, in many cases this is difficult to substantiate with shortcomings of data presentation.

Rating: 3

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

Comment and Analysis: This is done to a large extent. The presentation style is such that an argument is presented and this is supported by statistics. E.g. Section 4.2 on p23 states:
Most clubs have a very good relationship with the coordinator in their district.
...
Average rating for the coordinators is 6 out of 10 points.
However, this is not true for those contexts where the presentation of data is not conventional.

Rating: 3

Standard:	3.3.4. There is appropriate recognition of the possibility of alternative interpretations
Comment and Analysis:	Yes. The evaluators generally do provide alternative solutions to challenges identified. e.g. the quote below shows presentation of alternatives in the report: "Most rely on the on-going support from the CDP, particularly transport assistance. An alternative would be would be the department providing clubs/codes with a dedicated vehicle to transport players to and from matches but this will create many other challenges."
Rating:	4
Standard:	3.3.5. The report appears free of significant methodological and analytic flaws
Comment and Analysis:	There is no apparent methodological flow. However, for reasons mentioned in 3.1.7, 3.2.3, and 3.2.4, the analysis is not robust.
Rating:	3
Standard:	3.3.6. Relevant limitations of the evaluation are noted
Comment and Analysis:	Methodological limitations are stated, but not analytical.
Rating:	3

3.4. Strength of conclusions

Standard:	3.4.1. Conclusions are derived from evidence
Comment and Analysis:	There is no conclusion section or sections in the report. However, there are a number of arguments which are supported by data which can be regarded as conclusions located throughout the report.
Rating:	3
Standard:	3.4.2. Conclusions take into account relevant empirical and/or analytic work from related research studies and evaluations
Comment and Analysis:	There is no reference to any related research studies and evaluations. Although the TOR did not expect it, as standard practice the evaluator could have raised this in a discussion section, which is not included in the report.
Rating:	2
Standard:	3.4.3. Conclusions address the original evaluation purpose and questions
Comment and Analysis:	The key arguments do address the original evaluation purpose and questions. However, these are not synthesised into concluding statements to show how all the findings address the evaluation purpose and questions.
Rating:	3

Standard:	3.4.4. Conclusions are drawn with explicit reference to the intervention logic or theory of change
Comment and Analysis:	There is no explicit reference to intervention logic or theory of change.
Rating:	1

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 seem reasonable. The evaluators based the recommendations on the findings and informed by district and club sports administrators' views. It was reported that some of the recommendations were already being implemented, e.g. updating the database
Rating:	4

Standard:	3.5.2. Recommendations are shaped following discussions with relevant government officials and other relevant stakeholders
Comment and Analysis:	Before finalising the report, the evaluator held workshops with club stakeholders, the programme and M&E Units of the Department. The findings and recommendations were presented to stakeholders and validated. The final report was presented before the senior management of the department.
Rating:	5

Standard:	3.5.3. Recommendations are relevant to the current policy context
Comment and Analysis:	The recommendations are of immediate relevance to the programming of the sporting clubs. They could have wider policy implications at national level.
Rating:	4

Standard:	3.5.4. Recommendations are targetted at a specific audience sufficiently - are specific, feasible, affordable and acceptable
Comment and Analysis:	Except for few cases where the evaluator makes reference to coordinators in the recommendations, there is no mention of the main actors for the recommendations. In other words, it is not mentioned who will be responsible for implementing the particular recommendation. Otherwise, it does not get done.
Rating:	2

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: A draft of the report was presented to the clubs in the districts. The final report was presented to the senior management of the Department. The evaluator had an internal peer review. However, there was no external peer review mechanism mentioned.

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: No it does not. There is no evidence that participants were assured of confidentiality. With names of coordinators included in the report, this is a clear example of lack of confidentiality.

Rating: 1

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

Comment and Analysis: With names mentioned in the report there could be potential risk to coordinators being exposed as poor performers.

Rating: 2

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

Comment and Analysis: No.

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 were regular meetings between the client and the evaluator team. However, there is no evidence that these issues were reflected upon. During the assessment interview, the client felt that the process was 'perfect'.

Rating: 2

4. Follow-up, use and learning

4.1. Resource utilisation

Standard:	4.1.1. The evaluation was completed within the planned timeframes
Comment and Analysis:	Yes. It was planned to be completed in 3 months and it was, with the Festive Break in between.
Rating:	5

Standard:	4.1.2. The evaluation was completed within the agreed budget
Comment and Analysis:	The client stakeholders felt the budget was adequate. However, the evaluator felt it was a tight budget and the department were asking for more than what was being paid for.
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 results were presented to different clubs in the districts where data collection took place. Key department stakeholders were also presented with the results.
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:	The stakeholders interviewed from the Department felt that the evaluation was well executed. However, there was no evidence of reflection to strengthen future evaluations.
Rating:	2

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 evaluation highlighted key issues with clubs, especially those in remote areas. It was reported by both the evaluators and the government stakeholders that this evaluation helped to showcase how some sporting clubs are managing under challenging circumstances. It was also reported during assessment interviews that the evaluation report could be used for fundraising from external sources.
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:	Given that there are not many evaluations in the area of sports in development, this is likely to have symbolic value for policy and programming nationally. This evaluation would help to understand the role of sports clubs and their functioning in development of sports and using sports for development.
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:	Although there was no evidence of a draft implementation plan, it was reported that some of the recommendations were already being implemented. It is not clear whether this was a concerted effort or this was ad hoc, by picking only the easiest recommendations.
Rating:	3
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 (yet) on the website, but it was widely circulated to club stakeholders. Given that the results are presented by districts, coordinators can use their specific sections for improving programme implementation.
Rating:	4
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:	Some of the recommendations started to be implemented immediately after the release of the report. A key recommendation mentioned is: undertaking of needs analysis of all clubs.
Rating:	3
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:	There has not been insufficient time to comment
Rating:	N/A

References

Western Cape Department of Cultural Affairs and Sports (2012). A letter of engagement or contractual agreement with the service provider

Western Cape Government, Department of Cultural Affairs and Sport (2013). Evaluation of Clubs within the Club Development Programme (CDP): Final Report. Sakaza Communications

Department of Cultural Affairs and Sports (2012) Terms of Reference: Evaluation of Clubs Within the Club Development Programme

List of Interviewees

Western Cape Department of Economic Development & Tourism; 4 people; 1) Ruben Botha - Deputy Director M&E 2) Mzupela Pangoeni - Assistant Director M&E 3) Simon Williams - Assistant Director M&E 4) Justin Pasensie - Provincial Coordinator: Club Development; Telephonic Interview; 21 January 2014, 12:00 hours

Sakaza Communications; Jefferey Kleinsmith - CEO; Telephonic interview; 21 January 2014, 14:20 hours

Sakaza Communications; Chaz Ludski - Office Manager; Telephonic interview; 21 January 2014, 13:10 hours