



Department of Performance Monitoring and Evaluation

Report on the Assessment of Government Evaluations

Evaluation Title:	The Joint Initiative for Priority Skills Acquisition (JIPSA) Secretariat Review
Evaluation Number:	431
Evaluation Completion Date:	25 May 2008
Period of Evaluation:	10 months
Submitted:	10 July 2014 by Stephen Rule
Approved:	10 July 2014 by Mike Leslie

Evaluation Details

Evaluation Title:	The Joint Initiative for Priority Skills Acquisition (JIPSA) Secretariat Review
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Period of Evaluation:	10 months
Known Cost:	R 450,000.00
Known Cost Type:	Estimate
Initiated By:	JIPSA Secretariat and Deputy President
Initiated By Internal:	Yes
Undertaken By:	Feedback Analytics and J. Mouton
Undertaken By Internal:	No

Assessors

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Assessment Documents

Document Name:	Document Type:	Added By:	Added On:
080805 JIPSA Final Report edited.pdf	Evaluation report	Mike Leslie	27 May 2014
Jipsa Review TOR 120707.pdf	Terms of Reference (ToR) for the evaluation	Stephen Rule	30 June 2014
Consolidated JIPSA close out report.pdf	Any other relevant documentation pertaining to the evaluation process	Stephen Rule	30 June 2014
Assessment Report at Moderation.pdf	Assessment Report at Moderation	Mike Leslie	02 July 2014

Quality Assessment Summary

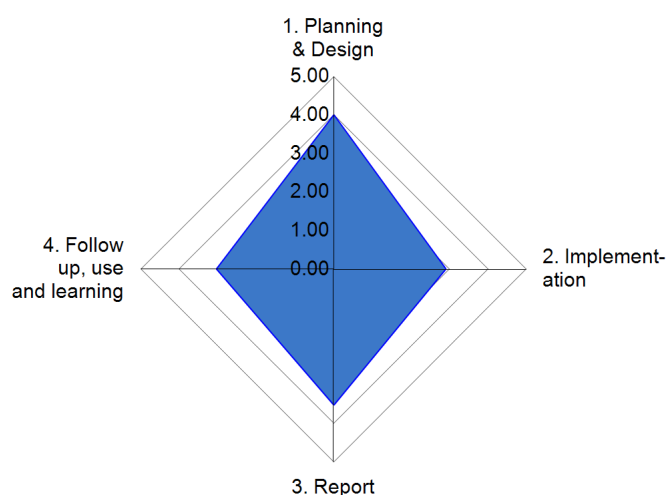
The Review of the Joint Initiative for Priority Skills Acquisition (JIPSA), commissioned by the JIPSA Secretariat in July 2007 was completed in May 2008. The ToR required a formative review of the JIPSA working model and processes and of the strategic approach adopted, in order to inform decisions about the future of JIPSA. The evaluation scored 3.40 out of a possible total of 5.00, which implies that it is of reasonable quality for a government evaluation. For planning and design, the score was highest (4.0) owing to the comprehensiveness of preparations made for the evaluation and the quality of the TOR. The evaluation report also scored reasonably well (3.52) owing to the quality, thoroughness and incisiveness of its presentation and its addressing of the TOR requirements. The report is accessible to the informed reader and comprises a highly credible review of JIPSA. Majority consensus amongst the 63 respondents on the intervention logic was captured in the form of eight propositions pertaining to JIPSA's functionality, relative independence, access to authority, short-term mandate and the focussed nature of its operations. The assessment of the evaluation yielded much lower scores for implementation (2.91) and for follow-up (3.04). In relation to implementation, the service provider supplemented the data collection with a review of media coverage of JIPSA, which delayed the finalisation of the report and necessitated inputs from the JIPSA evaluation consultant to a greater extent than anticipated. This suggests that the evaluation management should have been more hands-on throughout the process. The evaluation was nevertheless completed within its budget of approximately R450k. In terms of follow-up, a major event that occurred after the evaluation, and to some extent in response to the evaluation, was the establishment of a permanent body, the Human Resource Development Council (HRDC). The HRDC has subsequently been building on the foundations laid by JIPSA, although apparently struggling to achieve the ambitious skills development goals that are so desperately needed to sustain economic and infrastructural growth in South Africa. Overall thus, the evaluation was conducted ethically and to a high standard, but with additional external consultant input in order to minimise delays in the final deliverable report. It was weak in the sense of lacking more hands-on management; in its failure to obtain the views of the broader labour sector; and in not building evaluation capacity.

Quality Assessment Scores

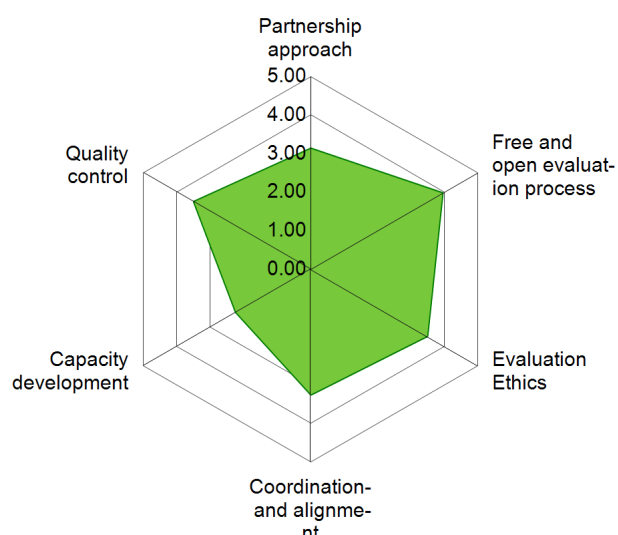
Phase of Evaluation	Score
1. Planning & Design	4.00
2. Implementation	2.91
3. Report	3.52
4. Follow-up, use and learning	3.04
Total	3.40

Overarching Consideration	Score
Partnership approach	3.15
Free and open evaluation process	3.96
Evaluation Ethics	3.50
Coordination and alignment	3.26
Capacity development	2.25
Quality control	3.52
Total	3.40

Scores: Phases of Evaluation



Scores: Overarching Considerations



Phase of Evaluation	Area of Evaluation	Score
1. Planning & Design	1.1. Quality of the TOR	4.25
1. Planning & Design	1.2. Adequacy of resourcing	3.82
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	3.94
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	1.90
2. Implementation	2.3. Methodological integrity	2.92
2. Implementation	2.4. Project management (Implementation phase)	1.00
3. Report	3.1. Completeness of reporting structure	3.63
3. Report	3.2. Accessibility of content	4.47
3. Report	3.3. Robustness of findings	4.00
3. Report	3.4. Strength of conclusions	3.79
3. Report	3.5. Suitability of recommendations	2.31
3. Report	3.6. Consideration of reporting risks and ethical implications	2.62
3. Report	3.7. Project management (Reporting phase)	2.00
4. Follow-up, use and learning	4.1. Resource utilisation	2.80
4. Follow-up, use and learning	4.2. Evaluation use	3.10
Total	Total	3.40

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 explicit. It provided a brief but adequate background to JIPSA. This was followed by an explanation of the review purpose, namely to conduct both a formative review of the initiation of JIPSA, the conceptualisation of its components, procedures and short-term achievements, as well as an analysis of its mode of operation and future implementability. Evaluation criteria were given as effectiveness and efficiency, impact and sustainability. Methodology was prescribed as secondary data analysis as well as interviews of 40 to 50 key informants and stakeholders. The evaluation timing and deliverables were also explicit.

Rating: 5

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 clearly articulated in the TOR as being (i) to conduct a formative review that will document lessons learnt and analyse models of working and processes engaged in; and (ii) to review the strategic approach of JIPSA in order to inform high-level decision-making on the most appropriate model for the future achievement of JIPSA goals and objectives. There was little room for doubt about the purpose. The criteria for evaluation were similarly explicit.

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: The TOR was very clear about the specific aspects that should be interrogated, namely the JIPSA initiation activities; critical analysis of the conceptualisation of the initiative and the theory of change; the strategic and operational procedures; short-term achievements and effects; and the JIPSA mode public-private partnership. Although not phrased as questions, any experienced evaluator would have had no difficulty in articulating the purpose and review criteria as evaluation 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 evaluation was seen as a formative and summative review of the JIPSA process. It was to be formative in providing a baseline against which future analysis could be measured and summative in the sense of assessing the implementation and evaluating the achievements to date of the JIPSA process.

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:	It is implicit in the TOR that the intended users of the evaluation were all of the multiple stakeholders in JIPSA, many of whom would be participant interviewees. The service provider clarified this slight ambiguity with their perception that the primary users were to be the JIPSA internal structures.
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:	The programme manager indicated that there was a high level of stakeholder involvement and that the TOR were developed and given to the Presidency for comment and input and then reviewed by a Technical Working Group.
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 programme manager indicated that assigned budget and time were conceived as being wholly adequate for the evaluation. The scope of the ToR confirms that the purposes of the evaluation could be achieved within the (approximately) R450k budget, but that the three month project period would have been a tight deadline given the number of interviewees that would have to be contacted.
Rating:	3

Standard:	1.2.2. The evaluation was adequately resourced in terms of original budget
Comment and Analysis:	The original budget appears to have been sufficient, in the view of the programme manager as well as the service provider. To conduct a secondary literature review and to conduct and analyse the content of 50 in-depth interviews seems to have been well within the reach of a R450k budget in 2007.
Rating:	5

Standard:	1.2.3. The evaluation was adequately resourced in terms of staffing and skills sets
Comment and Analysis:	At the time of commissioning, the evaluation appeared to be fully resourced with the skills and staff required to conduct the exercise.
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:	No evidence of capacity building appears in the TOR. The service provider indicated that this was not a requirement.
Rating:	1

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 commissioners of the research were full-time involved in JIPSA and therefore made extensive utilisation of the policy and programme environment to conceptualise and plan the research.

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: The TOR provides evidence awareness of the skills and training sector and the literature pertaining thereto.

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: The theory of change is explicitly mentioned in the TOR. The service provider was required to conduct a "critical analysis of the conceptualisation of the initiative and what processes contributed to the specific conceptualisation of key components of JIPSA. This component would involve a clear articulation of the (implicit) theory of change that drives the key JIPSA activities."

Rating: 5

Standard: 1.4.2. Key stakeholders were consulted on the design and methodology of the evaluation

Comment and Analysis: The programme manager provided the assurance that there was a high level of stakeholder involvement in the design and methodology of the review in that the draft TOR given to the Presidency for comment and input, and thereafter, the TOR were included in the meeting packs of the Technical Working Group.

Rating: 4

Standard: 1.4.3. The planned methodology was appropriate to the questions being asked

Comment and Analysis: The methodology that was envisaged in the TOR to determine JIPSA's efficiency and effectiveness, impact and sustainability was appropriate. It entailed (i.) secondary documentary analysis and data; and (ii.) interviews with 40 to 50 key informants and stakeholders.

Rating: 4

Standard:	1.4.4. Sampling was appropriate and adequate given focus and purpose of evaluation
Comment and Analysis:	The envisaged sample size was appropriate and adequate, however more direction should have been given in terms of targeting a balanced distribution between government, business, labour and civil society.
Rating:	3

Standard:	1.4.5. There was a planned process for using the findings of the evaluation
Comment and Analysis:	The programme manager reported that the process for using the evaluation was effective in that it was intended to pave the way for a more permanent structure to replace JIPSA.
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 service provider reported that "care was taken to brief the evaluation team thoroughly on context, and the reasons for the evaluation were presented, but to a large extent were self-evident". There was however no inception report.
Rating:	3

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: The service provider indicated that interviewees were briefed about the confidential nature of their individual responses and that no viewpoints would be attributed to any particular respondent without their explicit permission. Overall the sensitivity of the material was not considered to necessitate an ethics review process, however.

Rating: 4

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

Comment and Analysis: The external evaluation team indicated that it worked without interference, however, it is apparent that the team was somewhat overwhelmed by the volume of work to which it committed itself, over and above the TOR requirements. This required intervention and assistance to be given by the review consultant, appointed by JIPSA. This consultant was also external and there was no interference in the evaluation process by him.

Rating: 4

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

Comment and Analysis: Conflict of interest was not an issue at all. The external JIPSA-appointed consultant assisted in the completion of the evaluation but did not modify the content, according to the service provider. The consultant indicated that he was asked to by JIPSA "to do a critical reading" of the output report.

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 management indicated that a reference group "comprising of senior representatives from the Presidency, Business Trust and NBI was established to oversee the evaluation". The reference group met four times during the course of the evaluation and provided useful feedback to the service provider.

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:	No evidence of capacity building emerges.
Rating:	1
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:	Skills development amongst evaluators was not evident at all.
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 evaluation design was approved by the technical working group. The extended design by the service provider was not reviewed, thus leading to a delay in completion of the evaluation.
Rating:	1

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 agreed methods and procedure were followed but the view of the service provider is that the "efficiency was undermined by the ambition of the evaluation team, trying to step out of scope to produce a more robust product".
Rating:	4
Standard:	2.3.2. A pilot of data collection instrumentation occurred prior to undertaking data collection
Comment and Analysis:	There was no evidence of the instrument being piloted.
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 service provider attempted to expand the scope of the evaluation and thereby delayed the delivery of the final report. The service provider indicated that "in retrospect the evaluation team could have been more systematic in their reporting to the primary liaison and technical members of the steering committee. The distraction and delay could have been avoided."
Rating:	2

Standard:	2.3.4. Forms of data gathering were appropriate given the scope of evaluation
Comment and Analysis:	The interview schedule was simple and comprised a list of eight incisive questions. This was appropriate for the evaluation. However, the secondary data that was available for analysis was perceived by the service provider to be somewhat disjointed and not very useful as a source, given the scope of the evaluation. This prompted the service provider to supplement the methodology with a media review..
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:	The qualitative interview data were analysed thematically using Atlas/Ti software. This was appropriate.
Rating:	4
Standard:	2.3.6. Key stakeholders were significantly engaged as part of the methodology
Comment and Analysis:	Key stakeholders were involved to some extent and in some cases as interviewees, but apparently not sufficiently to prevent delays in the finalisation of the review.
Rating:	3
Standard:	2.3.7. The methodology included engaging beneficiaries appropriately as a key source of data and information
Comment and Analysis:	The methodology entailed interviews with a total of 63 respondents from across a wide range of sectors of the economy. Effectively, the whole national economy is the intended beneficiary of JIPSA. The selected respondents were thus part of the beneficiary universe. The interviewing of only one representative of the labour sector constitutes a large gap in the extent to which beneficiaries were engaged.
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:	The service provider reported that the Steering Committee had "convincing technical credentials" and was "very effective and stepped in to rescue the process when it hit some formidable challenges". It was further pointed out that "challenges could have been avoided if the engagement between the evaluation team and technical steering committee members had been more actively and systematically pursued". It can thus be concluded that there were unanticipated significant shifts in project milestones and timeframes.
Rating:	1

3. Report

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 is clear, concise and wholly pertinent to summarising the findings of the evaluation.
Rating:	5
Standard:	3.1.2. The context of the development intervention is explicit and presented as relevant to the evaluation
Comment and Analysis:	Brief reference is made to the context of JIPSA in the review report, this could have been substantially more extensive.
Rating:	2
Standard:	3.1.3. There is a clear rationale for the evaluation questions
Comment and Analysis:	The rationale for the evaluation questions is clear, namely to review the operationalisation of JIPSA in achieving its objectives and the strategic approach utilised by JIPSA to inform high-level decision-making over its future as well as to determine the most appropriate model for it to pursue.
Rating:	4
Standard:	3.1.4. The scope or focus of the evaluation is apparent in the report
Comment and Analysis:	The scope and focus of the evaluation is clearly articulated in the report.
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 section on methodology is clear but insufficiently detailed.
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 of the role and mandate of JIPSA are well articulated in the evaluation. One of these limitations resulted in the inclusion of only a single representative of the Labour Sector amongst the 63 interviewees. This was a severe limitation of the evaluation itself, and is acknowledged in the report.
Rating:	3

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 findings are clearly set out in the form of a series of eight propositions, which capture the essence of the views expressed by interviewees and the implications for JIPSA and future skills development policy.
Rating:	4

Standard:	3.1.8. Conclusions and recommendations are clear and succinctly articulated
Comment and Analysis:	The conclusions and recommendations are clearly articulated, with attention being given to both the majority sentiment that the JIPSA process had been appropriate and a minority view that it had been insufficiently interventionist and therefore ineffective.
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 report is clear and accessible to the informed reader.
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 report is well written, laid-out and formatted. Only two minor typographical errors were noticed.
Rating:	5

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:	There was no primary quantitative data analysis for this evaluation, the methodology was qualitative. The collected qualitative data was analysed appropriately by themes and the implications of the analysis were clearly articulated.
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 report includes 18 tabulations of data pertaining to the subject matter, as well as one organisational organogram showing the components of JIPSA. The tabulations are useful in directing the reader to interpret the text appropriately.
Rating:	5

3.3. Robustness of findings

Standard:	3.3.1. Data analysis appears to have been well executed
Comment and Analysis:	The data analysis method was qualitative content analysis. The interviews conducted were thus interrogated on this basis. Illustrative quotes were extracted to support points made throughout the report.
Rating:	4

Standard:	3.3.2. Findings are supported by available evidence
Comment and Analysis:	The findings are based on the evidence gathered from the interviews and secondary document analysis.
Rating:	4

Standard:	3.3.3. The evidence gathered is sufficiently and appropriately analysed to support the argument
Comment and Analysis:	The evidence gathered is well analysed, by means of a qualitative thematic approach, and the themes and arguments are thereby adequately supported.
Rating:	4

Standard:	3.3.4. There is appropriate recognition of the possibility of alternative interpretations
Comment and Analysis:	Prominent acknowledgement is given to the minority alternative views expressed by some interview respondents.
Rating:	4

Standard:	3.3.5. The report appears free of significant methodological and analytic flaws
Comment and Analysis:	Methodological and analytic flaws are not discernible in the report. The self-initiated extension of the scope of the evaluation, by the service provider, resulted in a failure to met the deadline and pressure to complete the task with the assistance of the external consultant, who strangely indicated that he was not in fact involved with the report apart from doing a 'critical reading' thereof, even though his name appears as an author and his involvement was confirmed by both programme manager and service provider.
Rating:	4

Standard:	3.3.6. Relevant limitations of the evaluation are noted
Comment and Analysis:	The main limitation of inadequate representation of the views of Labour is acknowledged.
Rating:	4

3.4. Strength of conclusions

Standard:	3.4.1. Conclusions are derived from evidence
Comment and Analysis:	The evidence gathered during the evaluation was at the core of the conclusions reached.
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:	References and findings from other relevant literature are implicitly factored into the conclusions.
Rating:	3

Standard:	3.4.3. Conclusions address the original evaluation purpose and questions
Comment and Analysis:	The purpose and questions posed for the evaluation are addressed in the conclusions.
Rating:	4

Standard:	3.4.4. Conclusions are drawn with explicit reference to the intervention logic or theory of change
Comment and Analysis:	The format of the conclusions as propositions, fully acknowledges and recognises the logic of the JIPSA intervention.
Rating:	4

3.5. Suitability of recommendations

Standard:	3.5.1. Recommendations are made in consultation with appropriate sectoral partners or experts
Comment and Analysis:	The service provider reported that the resultant recommendations were "evidence-based" and that they were made by the evaluators, on the basis of their expertise. The understanding was that the recommendations would be adopted "at the discretion of the highest executive level of the programme".
Rating:	3

Standard:	3.5.2. Recommendations are shaped following discussions with relevant government officials and other relevant stakeholders
Comment and Analysis:	Stakeholders were not explicitly invited to make inputs on the recommendations.
Rating:	1
Standard:	3.5.3. Recommendations are relevant to the current policy context
Comment and Analysis:	The recommendations are relevant to the current policy context.
Rating:	3
Standard:	3.5.4. Recommendations are targetted at a specific audience sufficiently - are specific, feasible, affordable and acceptable
Comment and Analysis:	The service provider indicated that the "urgent priority was to produce a final product" owing to delays that occurred during the evaluation. As a consequence, there was not an attempt to target specific outputs at particular audiences, only one report was produced.
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:	The programme manager is of the view that because a large number of JIPSA stakeholders were respondents in the evaluation, the report "reflects the fact that stakeholders were able to ensure that their views were incorporated in the report". However, the extent to which peers were able to influence the actual content of the report could not be established. The service provider indicated that they were unaware of any inputs to this effect.
Rating:	1
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:	Although confidentiality around the sources of specific statements or views is maintained in the report, there is not explicit mention of procedures implemented to obtain informed consent to participate in the study or that participants were assured of confidentiality or anonymity in the report.
Rating:	1
Standard:	3.6.3. There are no risks to participants in disseminating the original report on a public website
Comment and Analysis:	There are no specific attributions of comments that might entail a risk to participants in the review.
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:	No information that might constitute an unfair risk to an institution is discernible in the report.
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:	The service provider was not involved in any project closure meeting. It could not be established if such a meeting took place owing to the time elapsed since the review was completed in 2008.
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:	The final report was delivered six months after the due date owing to the engagement of the TOR-specified consultant to a greater extent than had been anticipated.
Rating:	2

Standard:	4.1.2. The evaluation was completed within the agreed budget
Comment and Analysis:	The agreed budget appears to have been retained and the work completed within that 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 results have been in the public domain for six years and all stakeholders would have been exposed to them. Direct evidence of deliberate targeted presentations after the completion of the review could not be found, however.
Rating:	2

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:	Reflection on the positives and the negatives of the evaluation process is evident in the responses of the programme manager. However, it appears as if no formal reflective process was undertaken by the steering committee.
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 service provider and the programme manager are of the view that the study added significant value to policy, the most prominent outcome being the subsequent establishment of the Human Resource Development Council of South Africa (HRDCSA).
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 evaluation study is of good conceptual value in understanding past developments in the sector and in shaping future 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:	A draft improvement plan was not developed because it was not a requirement at the time of this evaluation. Nevertheless, the HRDC has been established in the next phase of developing the skills base in South Africa, which constitutes evidence that the evaluation had a concrete positive result.
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 report does not seem to be available on a public website, although it is explicitly referenced in the Consolidated JIPSA Close-Out Report published in 2010, which is available at the following web address: http://www.hrdcsa.org.za/sites/default/files/documents/Consolidated%20JIPSA%20close%20out%20report_0.pdf . The reason for the non-availability in the public domain appears that the programme manager was not entirely satisfied with the final product.
Rating:	1
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:	The recommendations have certainly been implemented as concretely manifested in the form of the establishment of the HRDCSA.
Rating:	4
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:	In the six years since the evaluation, in spite of the establishment of the HRDC, the state's output of skilled professionals, technicians and artisans has not appreciated to the extent envisaged or required. This was however, beyond the scope or control of the evaluation programme manager or service provider and attributable to persistent structural deficiencies in the country's educational system.
Rating:	2

References

Feedback Analysis (2008). The JIPSA Secretariat Review. Initial version of report prepared by Feedback Analysis. Final Report by J. Mouton. Unpublished.

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List of Interviewees

Prof Johann Mouton, University of Stellenbosch, jm6@sun.ac.za, email exchanges on 11th & 12th June 2014.

Ms Darryn von Maltitz, Human Resource Development Council, Department of Higher Education and Training, VonMaltitz.D@dhet.gov.za, 1st July 2014.

Mr Terence Beney, Managing Partner, Feedback Research & Analytics, tbeney@gmail.com, 26th June & 9th July 2014.