



Department of Performance Monitoring and Evaluation

Report on the Assessment of Government Evaluations

Evaluation Title:	Implementation Evaluation of the Department of Trade and Industry's EMIA programme
Evaluation Number:	434
Evaluation Completion Date:	12 June 2014
Period of Evaluation:	August 2013 to June 2014
Submitted:	12 August 2014 by Tim Mosdell
Approved:	12 August 2014 by Mike Leslie

Evaluation Details

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Created:	15 July 2014 by Mike Leslie
Submitted:	12 August 2014 by Tim Mosdell
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Period of Evaluation:	August 2013 to June 2014
Known Cost:	R 914,294.82
Known Cost Type:	Referenced
Initiated By:	Department of Trade and Industry and the Department of Performance Monitoring and Evaluation in the Presidency
Initiated By Internal:	Yes
Undertaken By:	DNA Economics
Undertaken By Internal:	No

Assessors

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Assessment Documents

Document Name:	Document Type:	Added By:	Added On:
EMIA Full Report - 12 June 2014.pdf	Evaluation report	Mike Leslie	15 July 2014
EMIA 1-5-25 Report - 12 June 2014_1.pdf	Evaluation report	Mike Leslie	15 July 2014
TOR - EMIA PROGRAMME.docx	Terms of Reference (ToR) for the evaluation	Tim Mosdell	09 August 2014
EMIA Inception Report_Final.doc	An inception report	Tim Mosdell	09 August 2014
Assessment Report at Moderation.pdf	Assessment Report at Moderation	Mike Leslie	11 August 2014

Quality Assessment Summary

This is a good quality evaluation, scoring 3.54 using the assessment tool. In terms of the phases of the evaluation, the quality of the report stands out (3.75). This was helped by the fact that the report outputs comprised both a comprehensive report and a more accessible 1-5-25 report. The logic and flow of the report contributed to a relatively high score, being both well structured and coherent. The objectives of the study translated well into research questions, which in turn structured the analysis. The findings and recommendations were all well articulated and well supported by evidence.

The evaluation scored 3.52 in terms of planning and design. Although there were variations between the original terms of reference and the implementation, these were well discussed and agreed on during the inception phase - which was well executed and articulated in a comprehensive inception report. The variation between the TOR and implementation was a shift in emphasis leading to a stronger focus on implementation issues - although both impact and implementation evaluation elements remained.

The implementation of the evaluation scored 3.49. The project was characterised by some challenges related to an initial overstatement of the universe of participating firms. This led to a need to alter the sampling frame and had an impact on the timeframes of the evaluation. In general, though, the evaluation was well implemented and was not significantly compromised by these issues.

In terms of follow-up, use and learning, it is still too early in the process to meaningfully evaluate these aspects and the tool yielded a score of 3.17. Over time it is possible that this score could change.

In terms of overarching considerations, the evaluation was relatively strong in terms of a free and open evaluation process - scoring 3.88, and coordination and alignment - scoring 4.00. The one area where the evaluation did not score well was in terms of capacity development (2.43) - this was largely due to the fact that the planned capacity development was somewhat truncated by the participating intern going on maternity leave during the process.

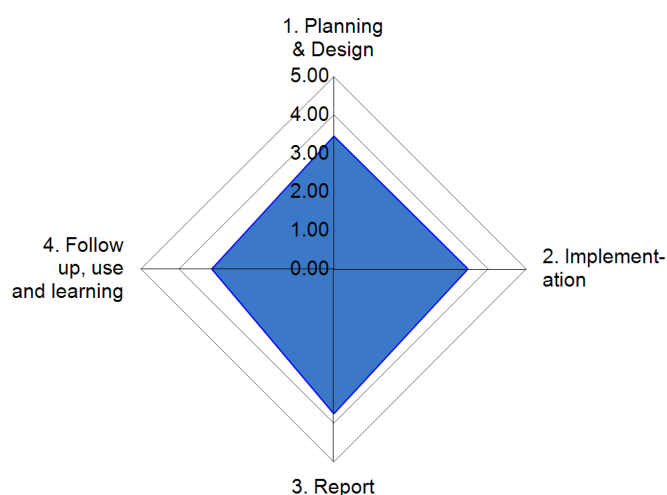
In general, this is an important study that points towards a range of practical changes that could improve the implementation of the EMIA mechanism. The evaluation, by design, focused primarily on implementation issues related to the effective administration and management of the mechanism. Future evaluations could be strengthened by incorporating a more impact centred focus.

Quality Assessment Scores

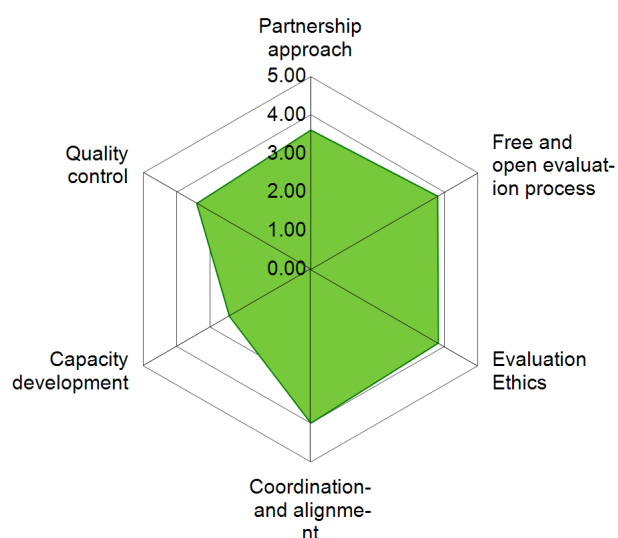
Phase of Evaluation	Score
1. Planning & Design	3.46
2. Implementation	3.49
3. Report	3.75
4. Follow-up, use and learning	3.17
Total	3.52

Overarching Consideration	Score
Partnership approach	3.60
Free and open evaluation process	3.80
Evaluation Ethics	3.83
Coordination and alignment	4.00
Capacity development	2.43
Quality control	3.41
Total	3.52

Scores: Phases of Evaluation



Scores: Overarching Considerations



Phase of Evaluation	Area of Evaluation	Score
1. Planning & Design	1.1. Quality of the TOR	3.42
1. Planning & Design	1.2. Adequacy of resourcing	3.73
1. Planning & Design	1.3. Alignment to policy context and background literature	3.40
1. Planning & Design	1.4. Appropriateness of the evaluation design and methodology	3.11
1. Planning & Design	1.5. Project management (Planning phase)	5.00
2. Implementation	2.1. Evaluation ethics and independence	4.00
2. Implementation	2.2. Participation and M&E skills development	2.60
2. Implementation	2.3. Methodological integrity	3.68
2. Implementation	2.4. Project management (Implementation phase)	2.00
3. Report	3.1. Completeness of reporting structure	4.00
3. Report	3.2. Accessibility of content	4.27
3. Report	3.3. Robustness of findings	3.68
3. Report	3.4. Strength of conclusions	3.29
3. Report	3.5. Suitability of recommendations	3.77
3. Report	3.6. Consideration of reporting risks and ethical implications	3.31
3. Report	3.7. Project management (Reporting phase)	
4. Follow-up, use and learning	4.1. Resource utilisation	2.80
4. Follow-up, use and learning	4.2. Evaluation use	3.43
Total	Total	3.52

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 proposal was guided by a comprehensive terms of reference, although the details were finalised during the inception phase. The TOR set the context of the study in terms of background information and overall rationale. It also clearly outlined the purpose of the evaluation and key evaluation questions. It was also explicit about the intended users of the evaluation and scope. In the TOR, there was a strong emphasis on understanding impacts of the EMIA as well as understanding operational information (implementation issues). During the course of the inception phase, the emphasis shifted to a stronger emphasis on implementation issues, although impacts were still considered albeit at a high level.

Rating: 3

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

Comment and Analysis: The purpose of the evaluation was stated in the terms of reference, and included the provision of:
Strategic information by determining if EMIA is achieving its objectives, and
Operational information by examining where, how and why its implementation achieves/does not achieve the best results.
During the inception phase, the focus of the evaluation shifted towards a stronger emphasis on implementation and the purpose was refined to primarily seek to understand the design, activities, structures and processes in implementing the EMIA scheme, with a secondary objective aiming to provide a high-level perspective of the impact of the scheme on participating firms. This shift represents a lack of clarity in the original TOR.

Rating: 2

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: Key evaluation questions were clearly stated in the terms of reference, and although the emphasis of the evaluation shifted somewhat during the inception phase towards a more implementation focus, the following key research questions remained constant:
To what extent are the objectives of this programme being achieved?
What is the reach/penetration, accessibility and spread of the programmes across sectors and targeted groups?
What are the challenges of benefiting enterprises in terms of sustaining or growing their markets? How can these challenges be addressed?
What are the implications of the current administrative arrangements on the programme performance?
What are the costs in relation to the benefits of the programme?
What are the operational constraints and challenges of implementing EMIA and how can the programme be improved?
These research questions shaped the evaluation, although during the inception phase, it was agreed that the implementation issues would be prioritised over the impact issues. The key findings of the report were still structured using these 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 approach and type of evaluation was suited to the purpose and scope of the evaluation, although there was a shift in emphasis from an impact evaluation focus to a implementation focus that occurred during the inception phase. This shift was agreed to by the client. The planned approach remained suitable despite the shift of emphasis.
Rating:	3
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 intended users and stakeholders of the evaluation were explicitly identified in the terms of reference to be primarily the DTI, with other departments within the economic cluster (including National Treasury and the Department of Economic Development) having an interest in the evaluation results.
Rating:	5
Standard:	1.1.6. Key stakeholders were involved in the scoping of the TOR and choosing the purpose of the evaluation
Comment and Analysis:	Both the DTI and the DPME played a role in the scoping of the terms of reference and choosing the purpose of the evaluation.
Rating:	4

1.2. Adequacy of resourcing

Standard:	1.2.1. The evaluation was adequately resourced in terms of time allocated
Comment and Analysis:	The evaluation was adequately resourced in terms of time allocated, although unanticipated issues related to data access meant that the evaluation took somewhat longer than expected.
Rating:	3
Standard:	1.2.2. The evaluation was adequately resourced in terms of original budget
Comment and Analysis:	The evaluation was adequately resourced in terms of the original budget.
Rating:	4
Standard:	1.2.3. The evaluation was adequately resourced in terms of staffing and skills sets
Comment and Analysis:	The evaluation was adequately resourced in terms of staffing and skills sets, with DNA Economics being well positioned to conduct the work in terms of their areas of competence and experience. DNA has a proven track record in working with governments and dealing with regulatory issues. The have particular specialist skills related to analysing international trade.
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:	There was a planned element of capacity building incorporated into the methodology. It was planned that an intern be used on the project to gain exposure to the process.
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:	There was evidence that the policy and programme context had been considered in the planning, with this aspect being alluded to in the terms of reference.
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:	There was some evidence of a review of literature in the planning phase, although this did not form a major part of the terms of reference.
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 not a strong explicit reference to the intervention logic or theory of change in the planning of the evaluation, although the development of a theory of change was identified as a component of the implementation of the evaluation.
Rating:	2

Standard:	1.4.2. Key stakeholders were consulted on the design and methodology of the evaluation
Comment and Analysis:	Insofar that the DTI was the primary stakeholder and intended user of the evaluation, they were involved in the design and methodology of the evaluation. The service provider engaged and helped shape the design and methodology in the inception phase.
Rating:	4

Standard:	1.4.3. The planned methodology was appropriate to the questions being asked
Comment and Analysis:	The planned methodology was appropriate to the questions being asked.
Rating:	4

Standard:	1.4.4. Sampling was appropriate and adequate given focus and purpose of evaluation
Comment and Analysis:	The sampling was appropriate given the focus and purpose of the evaluation, although through the course of the evaluation it became apparent that initial estimates of participants were overstated and the sampling frame needed to be modified accordingly.
Rating:	3

Standard:	1.4.5. There was a planned process for using the findings of the evaluation
Comment and Analysis:	Apart from identifying the DTI and other member departments of the economic cluster as users of the evaluation, and a statement that 'lessons from the evaluation will be used to improve programme performance', there was no explicit indication of the process for using the findings of the evaluation.
Rating:	2

1.5. Project management (Planning phase)

Standard:	1.5.1. The inception phase was used to develop a common agreement on how the evaluation would be implemented
Comment and Analysis:	The inception phase was used extensively to develop a common agreement on how the evaluation would be implemented, and significant changes were made to the approach from the initiate terms of reference during this phase. This was clearly articulated in a comprehensive inception report.
Rating:	5

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:	Ethical considerations were taken into account and care was taken by the service provider to ensure that member organisations interviews were assured of confidentiality.
Rating:	4
Standard:	2.1.2. Where external, the evaluation team was able to work freely without significant interference
Comment and Analysis:	The evaluation team reported no instances of interference.
Rating:	4
Standard:	2.1.3. The evaluation team was impartial and there was no evidence of conflict of interest
Comment and Analysis:	There was no evidence of any conflict of interest or partiality on the part of the evaluation team.
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:	A steering committee was established comprising managers and administrators from the DTI and DPME to oversee the evaluation and to engage with and approve the inception report and other deliverables. Insofar that members of the EMIA can be considered as stakeholders, a sample of them were interviewed as part of 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:	An element of capacity building was incorporated into the project, with an intern from the DPME being identified to play various roles on the project. It was intended that she would assist with data analysis and stakeholder interviews, but she was unable to play a significant role as she went on maternity leave during the process.
Rating:	2

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 formal element of skills development among the evaluator group, although those who worked on the evaluation benefitted from the additional experience they gained during the process.
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 inception phase of the project was rigorous and the design and methodology of the evaluation was subject to internal review and amendment based on inputs from the commissioning bodies (DTI and DPME). This occurred prior to undertaking data collection. However, there was no evidence of an external peer review being undertaken prior to data collection.
Rating:	2

2.3. Methodological integrity

Standard:	2.3.1. The methods employed in the process of the evaluation were consistent with those planned
Comment and Analysis:	The methods employed in the process of the evaluation were consistent with those planned, although certain elements had to be modified as implementation unfolded. For example, the sample frame had to be changed once the member database was cleaned up and it was realised that the number of participating members had been overstated.
Rating:	3
Standard:	2.3.2. A pilot of data collection instrumentation occurred prior to undertaking data collection
Comment and Analysis:	The survey instrument used was tested and piloted prior to undertaking data collection - using DNA Economics standard pre-survey design procedures.
Rating:	4
Standard:	2.3.3. Data collection was not compromised by fieldwork-level problems or unplanned diversions from original intentions
Comment and Analysis:	The sample frame had to be modified once the participating member database had been cleaned and it was realised that the initial universe of participating firms had been overestimated. The process of cleaning the database and resampling led to some delays in the project.
Rating:	2

Standard: 2.3.4. Forms of data gathering were appropriate given the scope of evaluation

Comment and Analysis: The forms of data collection were appropriate given the scope of the evaluation and included a literature review, a review of EMIA processes and programmes, a review of EMIA documentation, EMIA staff consultations, and a survey of firms (both users and non-users of EMIA incentives).

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 analysis approach and methods were appropriate given the purpose of the evaluation. Extensive use of descriptive statistics were used in the analysis section of the report - these were often supported by graphs and figures. This approach was appropriate and suited the purposes of the evaluation.

Rating: 4

Standard: 2.3.6. Key stakeholders were significantly engaged as part of the methodology

Comment and Analysis: Key stakeholders, including the DTI, EMIA staff, and firms participating in the EMIA programme were significantly engaged as part of the methodology. EMIA staff were interviewed as part of the research process, and participating firms were the primary subject of the sample survey.

Rating: 4

Standard: 2.3.7. The methodology included engaging beneficiaries appropriately as a key source of data and information

Comment and Analysis: Insofar that firms participating in the EMIA can be considered to be beneficiaries, the methodology engaged with them as a key source of data and information via the survey conducted.

Rating: 4

2.4. Project management (Implementation phase)

Standard: 2.4.1. The evaluation was conducted without significant shifts to scheduled project milestones and timeframes

Comment and Analysis: Issues related to data access and the need to clean up the database of participating EMIA member firms led to the need to adjust the sample frame, and led to some delays in the implementation of the project.

Rating: 2

3. Report

3.1. Completeness of reporting structure

Standard:	3.1.1. Executive summary captures key components of the report appropriately
Comment and Analysis:	An executive summary captures the key components of the report appropriately. In addition to the full report, a clear 1-5-25 report offers a good, accessible account of the evaluation. While there is no conclusion section to the report, the logic and flow or the argument is clear and coherent, with concluding issues being embedded in the recommendations section.
Rating:	4
Standard:	3.1.2. The context of the development intervention is explicit and presented as relevant to the evaluation
Comment and Analysis:	The context of the development intervention is explicit in the report, and much of the report is dedicated to unpacking and analysing this context. Export promotion in South Africa is well covered in the report, as are a number of international case studies. This provides a strong analytical context in which to evaluate the EMIA programme.
Rating:	4
Standard:	3.1.3. There is a clear rationale for the evaluation questions
Comment and Analysis:	There is a clear rationale for the evaluation questions and these are clearly linked to the aims of the evaluation - i.e. primarily to understand the design, activities, structures and processes in implementing the EMIA inception scheme (implementation evaluation), and secondarily, to provide a high-level perspective of the impact that the scheme has had on participating firms. The study maintained the original research questions as articulated in the TOR, using these to structure the report, but also incorporated the following questions to shape the analysis, given the shift in emphasis of the evaluation: What is the theory of change underpinning EMIA and how does the programme aim to assist in addressing the challenges faced by exporting firms? Has the programme been accessed by the targeted beneficiary firms? What are the challenges faced by the DTI in implementing the programme? How do the current administrative arrangements impact on the performance of the programme? Has the programme been effective in achieving the desired objectives regarding the promotion of export growth?
Rating:	4
Standard:	3.1.4. The scope or focus of the evaluation is apparent in the report
Comment and Analysis:	The scope of the evaluation is clearly apparent in the report. The evaluation is primarily an implementation evaluation aimed at understanding the design, activities, structures and processes in implementing the EMIA programme. The secondary objective is to provide a perspective in the impact that the scheme has had on participating firms. This is clear 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 methodology is comprehensively set out in the report and includes the following: An international and literature review, A Review of the EMIA programme and processes (including a documentation and data review as well as staff consultations), A Firm Survey (including both participating and non-participating firms).
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:	There is a clear acknowledgement of methodological limitations in the report, specifically around the issue of the sampling frame. The report acknowledges difficulties in terms of dealing with problematic data sets. A process of cleaning the data showed that the universe of participating firms was much smaller than anticipated at the outset of the project, meaning that the sampling frame needed to be adapted accordingly. This was done with the agreement of the client.
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 well articulated in a dedicated section of the report. The findings are based on the evidence collected and are organised in response to the following questions: To what extent are the objectives of this programme being achieved? What is the reach/penetration, accessibility and spread of the programme across sectors and targeted groups? What are the challenges of benefiting enterprises in terms of sustaining or growing their markets? How can these challenges be addressed? What are the implications of the current administrative arrangements on the programme performance? What are the costs in relation to the benefits of the programme? What are the operational constraints and challenges of implementing EMIA and how can the programme be improved?
Rating:	4
Standard:	3.1.8. Conclusions and recommendations are clear and succinctly articulated
Comment and Analysis:	Policy and programme recommendations are clearly articulated in the report and focus primarily on: Improving the process, Refining the programme, and Building in monitoring and evaluation processes.
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 final evaluation report is particularly user-friendly and accessible. The comprehensive main report is supported by a 1-5-25 Report which provides a clear summary of the process, findings and recommendations. The logic flow in both reports is coherent and clear and is accessible to a wide range of audiences.
Rating:	5
Standard:	3.2.2. Quality of writing and presentation is adequate for publication including: adequate layout and consistent formatting; complete sentences and no widespread grammatical or typographical errors; consistency of style and writing conventions (e.g. tense, perspective (first person, third person); levels of formality; references complete and consistent with cited references in reference list and vice versa; etc.
Comment and Analysis:	The quality of writing and presentation is adequate for publication. The report has clearly been edited and proof-read and is generally free of typographical errors. Referencing throughout the report is clear and consistent and a comprehensive reference list is appended to the report.
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 presentation of data is well and consistently presented in the report, using conventional practice.
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 makes fairly extensive use of figures and tables and these work well in supporting the overall logic of the report. Generally speaking, the figures used are clear and easily understood. With some minor exceptions, the graphs used work well in black and white, although these are optimised for colour. The report tends more towards graphical representation rather than dense data tables, improving accessibility.
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, particularly that related to the survey of firms conducted, appears to have been well executed. While the sampling frame needed to be reworked when it became apparent that the universe of participating firms was smaller than previously thought, the findings remain robust and compelling.
Rating:	4
Standard:	3.3.2. Findings are supported by available evidence
Comment and Analysis:	Generally speaking, the findings are well supported by the available evidence. There are clear linkages between the analysed data and the findings as presented in the report. The findings flow from the analysis and in turn contribute to the development of the report's recommendations.
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 comprehensively analysed and this analysis is well presented in the report. The analysis is supported by clear graphical and tabular representation. The analysis is comprehensively presented in the full report and well summarised in the 1-5-25 report. The evidence makes up an important part of the logic of the report and is integral to the argument.
Rating:	4
Standard:	3.3.4. There is appropriate recognition of the possibility of alternative interpretations
Comment and Analysis:	The overall recommendations flow coherently from the argument and supporting analysis although the possibility of alternative interpretations is not explicitly discussed in the report.
Rating:	3
Standard:	3.3.5. The report appears free of significant methodological and analytic flaws
Comment and Analysis:	The report appears to be free of significant methodological and analytic flaws. Changes to the sampling frame were made in the evaluation but, while this was not anticipated at the outset, did not materially impact on the validity of the findings.
Rating:	3

Standard:	3.3.6. Relevant limitations of the evaluation are noted
Comment and Analysis:	The limitations related to a database that was not accurate and required significant cleaning and resulted in a reworked sampling frame were explicitly noted in the report. The report also notes the emphasis on the implementation aspects of the evaluation over the impact aspects and notes that in the future, more emphasis needs to be placed on understanding the programmes impacts.
Rating:	4

3.4. Strength of conclusions

Standard:	3.4.1. Conclusions are derived from evidence
Comment and Analysis:	There is no dedicated conclusion section to the report - the conclusions are brief, implicit and are embedded in the findings and recommendations. The overall conclusion as articulated in the recommendations is as follows: "While the EMIA programme appears to be successful from an administrative and process point of view, there are a number of areas where improvements can be made". This conclusion is derived from the logic of the evidence presented.
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:	Insofar that the conclusions can be considered to be implicit and embedded in the recommendations, they do take into account relevant empirical and analytic work from related studies and evaluations, including those from abroad (Ireland and South Korea).
Rating:	3

Standard:	3.4.3. Conclusions address the original evaluation purpose and questions
Comment and Analysis:	The conclusions as stated above do directly address the evaluation purpose and the related questions. They also reflect the shift in the evaluation from a focus on impacts, to an implementation review.
Rating:	4

Standard:	3.4.4. Conclusions are drawn with explicit reference to the intervention logic or theory of change
Comment and Analysis:	The EMIA theory of change focuses on the impact "Economic growth leading to decent employment and broader participation". The activities identified in order to make this impacts include - Marketing incentives to potential exporters, selecting and approving applications, and timeously disbursing incentives. The recommendations or implicit conclusions are aligned with this theory of change, although there is no explicit reference to this in the latter stages of the report.
Rating:	3

3.5. Suitability of recommendations

Standard:	3.5.1. Recommendations are made in consultation with appropriate sectoral partners or experts
Comment and Analysis:	Given that the primary stakeholders in this instance were the DTI, DPME and participating members, it is fair to say that the recommendations were made in consultation with sectoral partners, although in the case of participating members, this 'consultation' was actually part of the research process.
Rating:	3
Standard:	3.5.2. Recommendations are shaped following discussions with relevant government officials and other relevant stakeholders
Comment and Analysis:	The process and interactive and consultative with the project team engaging with the steering committee throughout the project. The steering committee was comprised of relevant officials. These discussions helped to shape the recommendations.
Rating:	4
Standard:	3.5.3. Recommendations are relevant to the current policy context
Comment and Analysis:	The recommendations are relevant to the current policy context, and there is a strong logic flow between the reports discussion on the policy context, the data analysis, the findings, and the recommendations.
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 are targeted narrowly to the DTI. These are practical recommendations and are feasible, affordable and acceptable.
Rating:	4

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:	While there was no explicit peer review process, the draft report was submitted to the steering committee and to a stakeholder workshop for comment.
Rating:	2

Standard:	3.6.2. The full report documents procedures intended to ensure confidentiality and to secure informed consent where necessary (in some cases this is not needed - e.g. evaluation synthesis - in which case N/A should be recorded)
Comment and Analysis:	The survey instrument, which forms an appendix to the main report contains an assurance that participant responses will be treated confidentially. The drafters of the report were careful to ensure that the report was written in a way to ensure this confidentiality.
Rating:	3

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 apparent risks to participants in disseminating the original report on a public website.
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 are no apparent unfair risks in disseminating the original report 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:	The closure process is still underway with both the DTI and DPME engaging with and preparing draft management responses.
Rating:	N/A

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 evaluation team encountered problems with the database of participating EMIA member firms. This resulted in a need to rework the sampling frame and contributed to the project taking longer than anticipated.
Rating:	2

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

4.2. Evaluation use

Standard:	4.2.1. Results of the evaluation have been presented to all relevant stakeholders
Comment and Analysis:	The evaluation report has been presented to the DTI and DPME via the project Steering Committee. It is intended that the report will be presented to the Export Council and to the DTI Exco, but this has not yet happened, given the recency of the evaluation.
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:	A reflective process is currently underway, with the DPME having provided the DTI with a draft management response to the evaluation report. It is anticipated that this will form the content of a memo to the relevant DTI DG, which will in turn ultimately translate into an appropriate improvement plan. While this process reflects on the findings and recommendations of the evaluation, one of the primary recommendations that will be considered focuses on strengthening monitoring and evaluation processes and future evaluations.
Rating:	3

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:	Interviewed stakeholders have not yet had access to the evaluation study report - it is too soon to comment on this.
Rating:	N/A

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 conceptual and practical value and represents a useful tool in shaping policy and practice going into the future.
Rating:	4
Standard:	4.2.5. Development of a draft improvement plan has been started, but not completed, based on the findings and recommendations set out in the evaluation
Comment and Analysis:	The process of developing a draft improvement plan has not yet begun - it is too soon to comment on this.
Rating:	N/A
Standard:	4.2.6. The report is publicly available (website or otherwise published document), except where there were legitimate security concerns *Note: only apply if sufficient time has elapsed since completion of the evaluation
Comment and Analysis:	The report has not yet been made public - it is too soon to comment on this.
Rating:	N/A
Standard:	4.2.7. There is clear evidence of instrumental use - that the recommendations of the evaluation were implemented to a significant extent *Note: only apply if sufficient time has elapsed since completion of the evaluation
Comment and Analysis:	It is too soon to comment on this.
Rating:	N/A
Standard:	4.2.8. There is clear evidence that the evaluation has had a positive influence on the evaluand, its stakeholders and beneficiaries over the medium to long term *Note: only apply if sufficient time has elapsed since completion of the evaluation
Comment and Analysis:	It is too soon to comment on this.
Rating:	N/A

References

Report on Implementation Evaluation of the Department of Trade and Industry's EMIA Programme - 1-5-25 Report, Commissioned by the DPME in the Presidency and the DTI, 12 June 2014.

Report on Implementation Evaluation of the Department of Trade and Industry's EMIA Programme - Full Report, Commissioned by the DPME in the Presidency and the DTI, 12 June 2014.

An Evaluation of the Export Markets and Investment Assistance Incentive Programme - An Inception Report for the Department of Performance Monitoring and Evaluation, Prepared by DNA Economics, 7 August 2013.

Terms of Reference for the Export Marketing and Investment Assistance (EMIA) Incentive Programme - Issued by the DTI and DPME in the Presidency, 17 May 2013.

List of Interviewees

Varsha Harinath - Project Manager, DTI - Monitoring and Evaluation Unit, Telephonic Interview, 1 August 2014.

Yash Ramkolowan - Senior Evaluator, DNA Economics, Telephonic Interview, 30 July 2014.

Dr Matthew Stern - Managing Director, DNA Economics, Telephonic Interview, 30 July 2014.