



Department of Performance Monitoring and Evaluation

Report on the Assessment of Government Evaluations

Evaluation Title:	Impact and Implementation Evaluation of Government Coordination Systems
Evaluation Number:	439
Evaluation Completion Date:	06 February 2014
Period of Evaluation:	March to November 2013
Submitted:	29 October 2014 by Tim Mosdell
Approved:	29 October 2014 by Mike Leslie

Evaluation Details

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Known Cost:	R 1,418,000.00
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Initiated By:	Department: Performance Monitoring and Evaluation - The Presidency
Initiated By Internal:	Yes
Undertaken By:	Impact Economix
Undertaken By Internal:	No

Assessors

Nishendra Moodley	nishendra@pdg.co.za
Tim Mosdell	tim@pdg.co.za

Assessment Documents

Document Name:	Document Type:	Added By:	Added On:
14.02.06 Coordination Report Long.docx	Evaluation report	Mike Leslie	12 August 2014
14.02.06 Coordination Evaluation 1 5 25 report final.docx	Evaluation report	Mike Leslie	12 August 2014
13.10.03 Government Coordination Case Studies Final.docx	Any other relevant documentation pertaining to the evaluation process	Mike Leslie	12 August 2014
Coordination ToRs 13.01.10.docx	Terms of Reference (ToR) for the evaluation	Mike Leslie	12 August 2014
Inception Report Coordination Systems Evaluation 18032013 final.pdf	An inception report	Tim Mosdell	22 October 2014
Improvement Plan for Government Coordination Systems 14 09 26.docx	Any other relevant documentation pertaining to the evaluation process	Tim Mosdell	22 October 2014
Assessment Report at Moderation.pdf	Assessment Report at Moderation	Mike Leslie	28 October 2014

Quality Assessment Summary

This is a relatively good quality evaluation, scoring 3.24 using the assessment tool. In terms of the phases of the evaluation, the quality of the report stands out (3.46). This was helped by the fact that the report outputs comprised both a comprehensive report and a more accessible 1-7-25 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 along with a strong analytic framework, structured the analysis. The findings and recommendations were all well articulated and well supported by evidence.

The evaluation scored 3.16 in terms of planning and design. One issue negatively impacting on this score is the fact that despite being labeled as an impact and implementation evaluation, in reality this evaluation focuses mainly on implementation, with a very limited impact focus.

The implementation of the evaluation scored 2.96. Issues contributing to this low score include the lack of piloting of the survey instrument, and delays in the timing of milestone deliverables. Delays were caused partly by difficulties in securing data, by problems associated with finalising the analytic framework, and the need for significant editing and restructuring of reports in order to achieve the desired quality.

In terms of follow-up, use and learning, it is still too early in the process to fully evaluate all these aspects and the tool yielded a score of 3.18. There is early evidence of instrumental use, with a draft improvement plan having been produced - the evaluation scored 3.41 in terms of evaluation use.

In considering overarching considerations, the evaluation was relatively strong in terms of partnership approach - scoring 3.47. It also fared well in terms of a free and open evaluation process - scoring 3.57, and coordination and alignment - scoring 3.48. The project scored 3.58 for capacity development, with a DPME junior staff member and another official benefitting from the process.

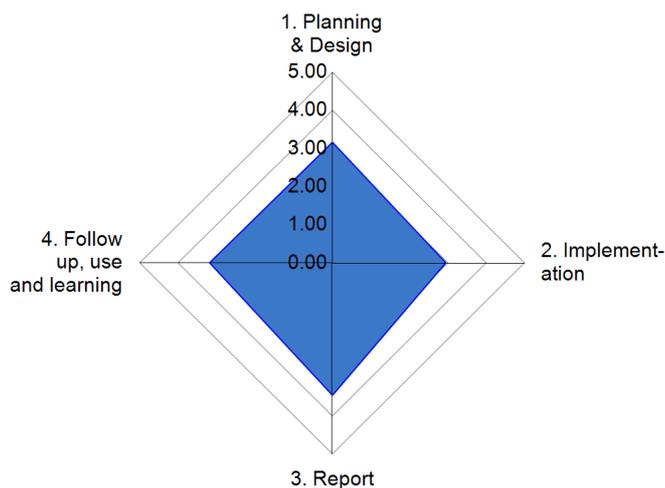
In general, this is an important study that highlights a number of areas where alignment and coordination can be strengthened. The recommendations are both compelling and practically implementable. The evaluation also adds conceptual value through its case study insights (both local and international), and through the analytic framework which was developed, which may prove to have application in other contexts.

Quality Assessment Scores

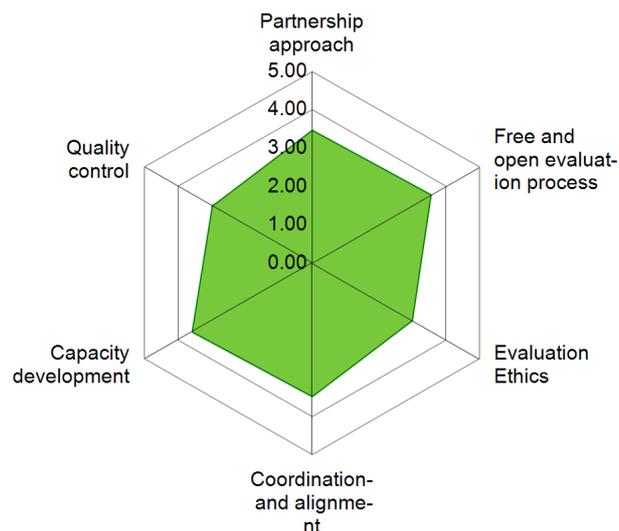
Phase of Evaluation	Score
1. Planning & Design	3.16
2. Implementation	2.96
3. Report	3.46
4. Follow-up, use and learning	3.18
Total	3.24

Overarching Consideration	Score
Partnership approach	3.47
Free and open evaluation process	3.57
Evaluation Ethics	3.00
Coordination and alignment	3.48
Capacity development	3.58
Quality control	2.97
Total	3.24

Scores: Phases of Evaluation



Scores: Overarching Considerations



Phase of Evaluation	Area of Evaluation	Score
1. Planning & Design	1.1. Quality of the TOR	3.50
1. Planning & Design	1.2. Adequacy of resourcing	3.00
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	2.78
1. Planning & Design	1.5. Project management (Planning phase)	3.00
2. Implementation	2.1. Evaluation ethics and independence	2.73
2. Implementation	2.2. Participation and M&E skills development	3.70
2. Implementation	2.3. Methodological integrity	2.80
2. Implementation	2.4. Project management (Implementation phase)	2.00
3. Report	3.1. Completeness of reporting structure	3.92
3. Report	3.2. Accessibility of content	3.53
3. Report	3.3. Robustness of findings	2.73
3. Report	3.4. Strength of conclusions	3.79
3. Report	3.5. Suitability of recommendations	3.69
3. Report	3.6. Consideration of reporting risks and ethical implications	3.23
3. Report	3.7. Project management (Reporting phase)	3.00
4. Follow-up, use and learning	4.1. Resource utilisation	2.40
4. Follow-up, use and learning	4.2. Evaluation use	3.41
Total	Total	3.24

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 evaluation was guided by a comprehensive, well- structured and complete TOR.

Rating: 4

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

Comment and Analysis: The purpose of the evaluation was stated in the TOR and was clear and explicit. The purpose is to assess the performance of coordination systems in government, both technical and ministerial, and to see how to strengthen their effectiveness.

Rating: 3

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 evaluation questions in the TOR (18 in total) were clear and appropriate and were clustered under the following broad headings:
To what extent are these systems improving coordination in government in general? - Includes four sub-questions.
What needs to be done to improve the coordination mechanisms? - Includes 11 sub-questions.
Should the regulatory framework be changed, e.g. to give clusters or MinMECs authority and accountability for overseeing implementation of the outcomes?

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 (a mix of qualitative and quantitative enquiry), and type (implementation) of evaluation was generally suited to the purpose (see above) and scope (focus on clusters, spheres, MinMECs, Implementation Forums and interdepartmental mechanisms) of the evaluation. However, the title of the evaluation suggests a impact evaluation focus, whereas the approach only briefly addresses this element. In reality, this evaluation is largely an implementation evaluation, with a small focus on impact elements.

Rating: 2

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 explicitly identifies the intended users and stakeholder of the evaluation to be:
Cabinet;
Centre of government departments promoting coordination, notably Presidency, DPME and National Treasury;
Coordinating ministers and departments for outcomes;
Ministers and departments involved in MinMECs;
Departments in cross-government programmes such as ECD, EPWP, who need effective coordination systems;
All other government departments who in some way or other are asked to coordinate.
The 'Background Information and Rationale' section of the ToR identifies many areas where poor coordination is hampering implementation. The ToR states that the evaluation is expected to provide information to allow cabinet to reflect on how coordination systems could be strengthened in order to have an impact on cross-government programmes and policies.

Rating: 4

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

Comment and Analysis: Key stakeholders, including the DG in the Presidency, the DPME DG, and the Head of Evaluation and Research in DPME were involved in scoping the ToR 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.

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: 3

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 the ToR being relatively specific in terms of the competencies and skills required. These include:
Knowledge and understanding of the context,
Understanding of ethical considerations,
Interpersonal skills,
Evaluation leadership abilities,
Good evaluation and research discipline and leadership,
Good design and management skills, including the ability to develop a clear theory of change, and
Report writing skills.
In response to this, Impact Economix assembled a large, senior team that incorporated specialists in a number of core areas, including international case study work.

Rating: 3

Standard: 1.2.4. Where appropriate, the evaluation planned to incorporate an element of capacity building of partners/staff responsible for the evaluand

Comment and Analysis: An element of capacity building was planned. The ToR, in outlining the structure of proposals, indicates that tendering bodies must provide and indication of Capacity development elements (building capacity of DPME, partner departments and PDI/young evaluators).

Rating: 3

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: These was evidence that a review of the relevant policy and programme environments had been conducted in planning the evaluation. The section in the ToR dealing with the background to the intervention provides a precise overview of the policy environment and some of the coordination issues related to it.

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 section in the ToR outlining the background information and rationale to the study draws on, and refers to, documentation and literature, providing evidence that an appropriate review of literature had been conducted as part of the process of planning the evaluation.

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 explicit reference to a theory of change in the planning of the evaluation. The ToR indicates that "The theory of change around coordination will be developed, and the elements of this will be tested in the evaluation".
Rating:	3
Standard:	1.4.2. Key stakeholders were consulted on the design and methodology of the evaluation
Comment and Analysis:	Apart from stakeholders within the Presidency and DPME, external stakeholders were not directly consulted around design and methodology.
Rating:	2
Standard:	1.4.3. The planned methodology was appropriate to the questions being asked
Comment and Analysis:	The planned methodology, involving a mix of qualitative and quantitative methods, was appropriate to the questions being asked.
Rating:	3
Standard:	1.4.4. Sampling was appropriate and adequate given focus and purpose of evaluation
Comment and Analysis:	The evaluation design as articulated in the ToR indicated that MinMECs, Implementation Forums and cross-departmental structures be covered in the evaluation. The ToR refers to a survey of members of these structures (DGs), without specifying the sample size. In the end, the sampling for this survey included 34 out of 45 DGs - secured during a FOSAD workshop. This survey complemented case study work (local and international), as well as a range of key informant interviews across the specified structures. These interviews were selected by DPME using criteria such as length of time served on structures etc. 38 interviews out of a targeted 56 were conducted. In general, sampling was adequate given the focus and purpose of the evaluation.
Rating:	3
Standard:	1.4.5. There was a planned process for using the findings of the evaluation
Comment and Analysis:	The ToR is explicit about the intended users and stakeholders of the evaluation, and is explicit and clear about the purpose of the evaluation. The DPME also uses a planned set of steps for using the findings of the evaluation including; The development of a management response, The development of an improvement plan, and The implementation of the improvement plan.
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:	An inception phase was used to finalise details around the implementation of the evaluation, and culminated in an inception report, which was provided for in the ToR.
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: In this project, the gathering of certain data through an analysis of sensitive documents, including meeting minutes did raise some ethical concerns. In these instances, the project team was assisted by the DPME in the collection of data. The project team was not permitted to remove these items for analysis and this analysis was either conducted by DPME or conducted in situ.

Rating: 3

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

Comment and Analysis: While the evaluation team was generally able to work freely without significant interference, the DPME and other Presidency officials played a particularly active role in the shaping and editing of the report. While this involvement was primarily aimed at improving the quality and flow of the evaluation report and does not appear to have materially altered any of the key findings, it could be argued that it served to undermine the independence of the evaluation team to an extent.

Rating: 2

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 that the evaluation team was not impartial and there does not appear to be any 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: Key stakeholders were consulted through a formalised mechanism in the form of the Steering Committee. In this instance, the steering committee was comprised of senior officials including four Director Generals. A number of local and international peer reviewers also provided inputs - including: Joel Netshitenzhe, Geoff Mulgan, and Anne Letsebe.

Rating: 5

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 of Presidency staff was incorporated into the evaluation process. A young evaluator from DPME was trained in analysing structure meeting minutes, and another official from the Presidency was trained and he assisted in analysing attendance register from the cluster meetings.
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 service provider team included a young African researcher who actively participated in the whole evaluation exercise. In addition, two of the senior researchers on the team were PDIs.
Rating:	3
Standard:	2.2.4. Peer review of the agreed evaluation design and methodology occurred prior to undertaking data collection
Comment and Analysis:	While the project as a whole incorporated peer review into its methodology, this peer review did not extend to cover evaluation design and methodology 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 the analytical framework that was used was finalised subsequent to the inception phase.
Rating:	3
Standard:	2.3.2. A pilot of data collection instrumentation occurred prior to undertaking data collection
Comment and Analysis:	The data collection instrument was not piloted prior to undertaking data collection. The reason for this being that the instrument was rushed into operation to take advantage of a FOSAD meeting where most of the survey subjects were gathered.
Rating:	2

Standard:	2.3.3. Data collection was not compromised by fieldwork-level problems or unplanned diversions from original intentions
Comment and Analysis:	While data collection was complicated by difficult access to key officials and delays in securing certain documentation, this did not meaningfully compromise the data collection exercise.
Rating:	3
Standard:	2.3.4. Forms of data gathering were appropriate given the scope of evaluation
Comment and Analysis:	The forms of data gathering were appropriate given the scope of the evaluation as articulated in the ToR. These included both qualitative and quantitative elements - incorporating a survey, informant interviews, case study work, document analysis, and a literature 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 data analysis approach and methods were appropriate and sufficient to address the implementation elements of the evaluation. In order to be meaningful in terms of evaluating impacts, however, the data analysis approach and methods would need to be changed to incorporate mechanisms to assess broader impacts such as economic development etc.
Rating:	2
Standard:	2.3.6. Key stakeholders were significantly engaged as part of the methodology
Comment and Analysis:	Key stakeholders were significantly engaged as part of the methodology. Approximately 75% of relevant DGs were interviewed and/or surveyed as part of the methodology. A number of Ministers were also interviewed. In addition to this, a high level steering committee incorporating a number of DGs also engaged with the project.
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 Ministers and senior officials (DGs) can be considered to be beneficiaries in this instance, the methodology included engaging with beneficiaries as a key source of data and information.
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 project did experience some delays in terms of project milestone delivery. Some of these delays can be attributable to difficulties in securing access to key officials and documents. The need for significant report restructuring, revision and editing also contributed to delays in 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:	A clear executive summary captures the key components of the report adequately. In addition to this, the full report is also accompanied by a 1/7/25 page report with the 25 page report presenting the findings and methodology in an accessible, clear style.
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 intervention is explicit and relevant to the evaluation. The report incorporates a dedicated section dealing with background and context.
Rating:	3
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 - this is articulated in an analytical framework underpinning the evaluation. This framework incorporates three key elements necessary for successful coordination including: Mandate (legislative, leadership, vision, roles and responsibilities), Systems and Process (accountability and performance, meeting management and communication, and planning), Behaviours (organisational culture, values, relationships of trust, skills, competencies, participation, and representation). This provides a rational framework for the research questions which include: To what extent are these systems improving coordination in government in general? What needs to be done to improve the coordination mechanisms? and Should the regulatory framework be changed?
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 apparent in the report. The report clearly sets out the limits of the scope, indicating which coordination systems were covered and which were not. Included are national-level technical and ministerial clusters, MinMECs, MinTECHs, and Implementation Forums. Other coordination systems were explicitly not part of the scope.
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 detailed in a relevant section of the report and is supplemented by an appendix which sets out the methodology in textured detail. The methodological components include: The development of an analytic framework and international case studies, Key informant interviews, A DG Survey, South African coordination case studies, A coordination structure document review, Capacity building elements, and An outline of limitations and challenges.
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:	An acknowledgement of limitations is explicitly set out in the report and includes a discussion on: Problems related to securing data sets for security reasons, Difficulties in securing high level interviews with some Ministers and senior officials, and Gaps in terms of information requested.
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 presented in a clear way and have been organised in line with the analytic framework that was used to underpin the evaluation (mandates, resources and processes, and behaviours). This provides a clear thread between the analytic framework, that ultimately works its way through to the recommendations.
Rating:	4
Standard:	3.1.8. Conclusions and recommendations are clear and succinctly articulated
Comment and Analysis:	The conclusions and recommendations are clear and succinctly articulated in a dedicated section of the report. These are also well summarised in the Policy Summary and in the Executive Summary. The conclusions and recommendations are structured as follows: What is working well, Number of meetings, Quality of secretariats, Leadership, problem-solving, accountability and weak coordination culture, Specific recommendations for clusters not covered in the general recommendations for all structures, Specific recommendations of MinMECs not covered in the general recommendations for all structures, and Specific recommendations for IFs not covered in the general recommendations for all structures.
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 reports are user-friendly, read well and are articulated in accessible language. The presence of both a long and a short report provides flexibility from a reader perspective. The short report offers a clear summary of the entire evaluation, while the long report and its appendices offers more detail for those needing this depth of information.
Rating:	4
Standard:	3.2.2. Quality of writing and presentation is adequate for publication including: adequate layout and consistent formatting; complete sentences and no widespread grammatical or typographical errors; consistency of style and writing conventions (e.g. tense, perspective (first person, third person); levels of formality; references complete and consistent with cited references in reference list and vice versa; etc.
Comment and Analysis:	The quality of writing and presentation is good and suitable for publication.
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 report does not make extensive use of data, or the presentation thereof. Where it does, this is done in accordance with standard conventions and practice.
Rating:	3
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:	Where tables and figures are used in the report, these are done in such a way that facilitates and enhances communication and are consistent with standard data presentation conventions.
Rating:	3

3.3. Robustness of findings

Standard:	3.3.1. Data analysis appears to have been well executed
Comment and Analysis:	The data analysis appears to have been adequately executed. Limitations related to access to interviews and data were acknowledged. The analysis included the following elements: Key informant interviews (four ministers, 16 DGs, 10 outcome facilitators and eight other senior officials), A survey of 34 DGs across five clusters, Analysis of selected structure minutes, Analysis of cluster DG attendance, Six coordination issue case studies, and a Review of other key documents. The analysis of this data appears to be sound, and ties in with and supports the findings, conclusions and recommendations.
Rating:	3
Standard:	3.3.2. Findings are supported by available evidence
Comment and Analysis:	The findings are well supported by evidence collected in the data gathering stages of the evaluation. These findings flow from the analytic framework and are built up from evidence derived from the data.
Rating:	4
Standard:	3.3.3. The evidence gathered is sufficiently and appropriately analysed to support the argument
Comment and Analysis:	The evidence gathered was sufficiently analysed to support the argument. This was coherently done, using the analytic framework that was developed for the evaluation.
Rating:	3
Standard:	3.3.4. There is appropriate recognition of the possibility of alternative interpretations
Comment and Analysis:	The 'Conclusions and Recommendations' section of the final report notes the "many tensions which exist when it comes to coordination" and acknowledges the complexity of relationships and power dynamics involved. It however, stops short of explicitly recognising the possibility of alternative interpretations
Rating:	2
Standard:	3.3.5. The report appears free of significant methodological and analytic flaws
Comment and Analysis:	In general the report appears to be free of significant methodological and analytical flaws, particularly if one views the evaluation as primarily an implementation evaluation. However, as an impact evaluation, the methodology and analysis used was not appropriate and did not really surface meaningful insights regarding impacts.
Rating:	2

Standard:	3.3.6. Relevant limitations of the evaluation are noted
Comment and Analysis:	Limitations and challenges related to the evaluation are noted in a specific dedicated section of the report. These are related to data collection difficulties related to security reasons, difficult access to senior officials and ministers, gaps in documented information, and some issues related to the way confidentiality issues were dealt with. The limitations of the design in terms of addressing impact elements are not explicitly noted though.
Rating:	2

3.4. Strength of conclusions

Standard:	3.4.1. Conclusions are derived from evidence
Comment and Analysis:	Generally speaking, the conclusions are derived from evidence and flow from the analytic framework that was developed for the evaluation.
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:	The conclusions take into account relevant empirical and analytic work from related studies and evaluations, and incorporate elements of this in the coordination case-studies, literature review, and international case studies.
Rating:	4

Standard:	3.4.3. Conclusions address the original evaluation purpose and questions
Comment and Analysis:	<p>The conclusions address the evaluation purpose and questions as articulated in the planning phase of the evaluation. The conclusions and recommendations are structured as follows:</p> <ul style="list-style-type: none"> What is working well, Number of meetings, Quality of secretariats, Leadership, problem-solving, accountability and weak coordination culture, Specific recommendations for clusters not covered in the general recommendations for all structures, Specific recommendations of MinMECs not covered in the general recommendations for all structures, and Specific recommendations for IFs not covered in the general recommendations for all structures. <p>This is generally consistent with the original research questions which were organised as follows:</p> <ul style="list-style-type: none"> To what extent are these systems improving coordination in government in general? What needs to be done to improve the coordination mechanisms? Should the regulatory framework be changed, e.g. to give clusters or MinMecs authority and accountability for overseeing implementation of the outcomes?
Rating:	4

Standard:	3.4.4. Conclusions are drawn with explicit reference to the intervention logic or theory of change
Comment and Analysis:	A Theory of change (TOC) for the cluster system and the IF system was developed early in the evaluation process in order to identify the assumptions about how these structures are intended to work, which could then be tested in the evaluation and feed through to the conclusions and recommendations. The TOC include the following components: Identification of coordination problems and possible causal factors generally applicable to the structures, Intended outcomes for each structure, linked to each structure's mandate and identified/documentated roles, Change mechanisms/processes according to which each structure operates and which are intended to deliver on their mandates and impact on the outcomes, and Key assumptions which need to hold true if these change mechanisms/processes are to work effectively and impact on the outcomes.
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:	Apart from input from government officials (discussed below), sectoral experts were used in a peer review capacity and as such were consulted to the process of finalising recommendations. These include: Joel Netshitenzhe, Geoff Mulgan, and Ann Letsebe.
Rating:	4

Standard:	3.5.2. Recommendations are shaped following discussions with relevant government officials and other relevant stakeholders
Comment and Analysis:	Recommendations were shaped following discussions with relevant government officials including: The Head - Evaluation and Research - DPME, The DG - DPME, and The DG in the Presidency.
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 were structured as follows: What is working well, Number of meetings, Quality of secretariats, Leadership, problem-solving, accountability and weak coordination culture, Specific recommendations for clusters not covered in the general recommendations for all structures, Specific recommendations of MinMECs not covered in the general recommendations for all structures, and Specific recommendations for IFs not covered in the general recommendations for all structures.
Rating:	3

Standard:	3.5.4. Recommendations are targetted at a specific audience sufficiently - are specific, feasible, affordable and acceptable
Comment and Analysis:	The recommendations are clearly targetted at the originally identified users of the evaluation, i.e: Cabinet, Centre of government departments (Presidency, DPME and Treasury), Coordinating ministers, ministers and departments involving MinMECs, Department in cross-cutting programmes, etc. The recommendations as articulated in the evaluation report are all practical, specific and implementable.
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:	A comprehensive peer review of the draft report was undertaken prior to finalisations. The peer reviewers, who were consulted in addition to the steering committee, included Joel Netshitenzhe, Geoff Mulgan, and Ann Letsebe.
Rating:	4

Standard:	3.6.2. The full report documents procedures intended to ensure confidentiality and to secure informed consent where necessary (in some cases this is not needed - e.g. evaluation synthesis - in which case N/A should be recorded)
Comment and Analysis:	The full report does discuss procedures to ensure confidentiality, particularly in the survey phase. The report also reflects on how this element could be managed better in future studies of this sort.
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 obvious risks to participants in disseminating the report on a public website.
Rating:	3

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 to institutions in disseminating the original report on a public website.
Rating:	3

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:	A project close-out session was held between the client and the service provider to reflect on the evaluation process and its associated strengths and weaknesses.
Rating:	3

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 was not completed within the planned timeframes. The project ran over by a number of months. This was partly due to delays in securing access to informants and documents, partly due to difficulties in finalising a analytic framework, and partly due to the fact that the document required heavy editing and restructuring before it met the required quality standards.
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:	3

4.2. Evaluation use

Standard:	4.2.1. Results of the evaluation have been presented to all relevant stakeholders
Comment and Analysis:	To date the results of the evaluation have been presented to: The Steering Committee, and FOSAD (Forum of SA Director Generals). In the near future the Report will be presented to a Cabinet Committee before being taken to Cabinet for approval.
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:	Given the Steering Committee's composition of senior officials (DGs) with exceptionally busy schedules - it has not undertaken a post evaluation reflective process. Senior department officials have reflected on the evaluation and a management response and improvement plan have been developed.
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 was seen by interviewed stakeholder as adding value to the system. The recommendations are generally aimed at improving coordination and steps are already being taken to facilitate this - an improvement plan has been developed.
Rating:	3

Standard:	4.2.4. The evaluation study is of conceptual value in understanding what has happened and possibly in shaping policy and practice
Comment and Analysis:	The evaluation study adds conceptual value to the discourse on alignment and coordination. The international case study yields useful insights, and the analytic framework that was developed to underpin the evaluation has potential value in other contexts.
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 has been developed based on the findings and recommendation set out in the evaluation. This is in the process of being finalised.
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 has not yet been approved by Cabinet, and as such is not yet publicly available. Once this approval has been secured, it will be published.
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:	There is some evidence of instrumental use in that the process of developing an improvement plan is relatively well advanced. The implementation of the improvement plan is expected to yield a number of quick wins in the short term, including the development of appropriate guidelines and ToRs for structures.
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:	It is too early to see evidence that the evaluation has had a positive influence.
Rating:	N/A

References

Impact and Implementation Evaluation of Government Coordination Systems: International Literature Review - Prepared by Impact Economix for DPME - The Presidency, August 2013.

Impact and Implementation Evaluation of Government Coordination Systems: Final Report - Prepared by Impact Economix for DPME - The Presidency, 6 February 2014.

Impact and Implementation Evaluation of Government Coordination Systems: Inception Report - Prepared by Impact Economix for DPME - The Presidency, 12 March 2013.

Working Together for Development: Understanding Intergovernmental Relations - DPLG, ISBN 0-621-37001-1

Improvement Plan for Government Coordination Systems - DPME - The Presidency - 26 September 2014.

Impact and Implementation Evaluation of Government Coordination Systems: Final Report: Policy Summary, Executive Summary and Short Report - Prepared by Impact Economix for DPME - The Presidency, 6 February 2014.

Terms of Reference for Impact/Implementation Evaluation of Government Coordination System - DPME - The Presidency, 11 January 2013.

List of Interviewees

Ian Goldman - DPME, Head: Evaluation and Research - Telephonic Interview, 21 October 2014.

Rae Wolpe - Impact Economix, Evaluator - Telephonic Interview, 21 October 2014.