



# planning, monitoring and evaluation

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Department:  
Planning, Monitoring and Evaluation  
**REPUBLIC OF SOUTH AFRICA**

## Report on the Assessment of Government Evaluations

Evaluation Title:	Evaluation of Transversal Skills in Supporting Growth and Jobs
Evaluation Number:	449
Evaluation Completion Date:	19 December 2014
Period of Evaluation:	November 2013 to December 2014
Submitted:	19 June 2015 by Nazreen Kola
Approved:	19 June 2015 by Mike Leslie

## Evaluation Details

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Evaluation Title:	Evaluation of Transversal Skills in Supporting Growth and Jobs
Evaluation Number:	449
Evaluation Completion Date:	19 December 2014
Created:	11 February 2015 by Mike Leslie
Submitted:	19 June 2015 by Nazreen Kola
Approved:	19 June 2015 by Mike Leslie
Period of Evaluation:	November 2013 to December 2014
Known Cost:	R 250 000,00
Known Cost Type:	Referenced
Initiated By:	Western Cape Provincial Government - Department of the Premier
Initiated By Internal:	Yes
Undertaken By:	SAMFA Research Solutions
Undertaken By Internal:	No

## Assessors

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Nazreen Kola	nazreen@pdg.co.za
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## Assessment Documents

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Document Name:	Document Type:	Added By:	Added On:
December 19_Final Transversal Skills 1 3 25 Report 18th Dec GS.pdf	Evaluation report	Mike Leslie	11 February 2015
Service Level Agreement.pdf	A letter of engagement or contractual agreement with the service provider	Nazreen Kola	02 June 2015
Addendum to SLA.pdf	A letter of engagement or contractual agreement with the service provider	Nazreen Kola	02 June 2015
Agenda_Stakeholder Meeting.pdf	Any other relevant documentation pertaining to the evaluation process	Nazreen Kola	02 June 2015
Agenda_Stakeholder Sampling Frameworrk Meeting.pdf	Any other relevant documentation pertaining to the evaluation process	Nazreen Kola	02 June 2015
Draft Evaluation Report with Project Progress Information.pdf	Progress reports	Nazreen Kola	02 June 2015
Invitation to Stakeholder Results Workshop.pdf	Any other relevant documentation pertaining to the evaluation process	Nazreen Kola	02 June 2015
Monitoring report.pdf	Progress reports	Nazreen Kola	02 June 2015
Project close-out memo.pdf	Any other relevant documentation pertaining to the evaluation process	Nazreen Kola	02 June 2015

Project Initiation Document - Internal document.pdf	Any other relevant documentation pertaining to the evaluation process	Nazreen Kola	02 June 2015
SAMFA Evaluation Progress Report.pdf	Progress reports	Nazreen Kola	02 June 2015
SAMFA Literature Review.pdf	Any other relevant documentation pertaining to the evaluation process	Nazreen Kola	02 June 2015
SAMFA presentation on evaluation context.pdf	Presentations of evaluation findings and recommendations	Nazreen Kola	02 June 2015
SAMFA Proposal Document.pdf	The proposal selected to conduct the evaluation	Nazreen Kola	02 June 2015
Task team memo 1.pdf	Any other relevant documentation pertaining to the evaluation process	Nazreen Kola	02 June 2015
Inception Report.pdf	An inception report	Nazreen Kola	02 June 2015
Assessment Report at Moderation.pdf	Assessment Report at Moderation	Mike Leslie	08 June 2015
Interview notes_ WC DEDT 20150526 nk.docx	Any other relevant documentation pertaining to the evaluation process	Nazreen Kola	15 June 2015
TOR_Evaluation of the Transversal Skills Interventions in Supporting Growth and Jobs DEDT.pdf	Terms of Reference (ToR) for the evaluation	Nazreen Kola	19 June 2015

## Quality Assessment Summary

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The overall quality assessment score of 3.22 indicates that the evaluation is of an overall adequate quality. While it is evident that a great deal of time and scrutiny went into it, there are some gaps and weaknesses within the evaluation. The paragraphs below highlight some of the strengths and weaknesses in the evaluation.

The evaluation reflects a planning and design phase that was well managed scoring 4.00 on the related evaluation standards. It included the involvement of government stakeholders and was guided by a Terms of Reference (ToR) that was clear and explicit in its purpose, evaluation questions, design, method, etc. This phase of the evaluation was well aligned to the current economic development and job creation policy within the Western Cape Province, which was evidenced by the contextual background and literature review that was completed. In terms of the intervention logic informing the evaluation, there is evidence of this in an internal project initiation document that was prepared by the Department of Economic Development and Tourism (DEDT). The intervention logic is embedded within the entire evaluation where the evaluation questions, design and method looked to address the extent to which the intervention logic has been achieving the anticipated skills development intervention outcomes. Overall, the planning and design phase scored 3.20. The area that impacted negatively on the scoring in this phase was adequacy of resourcing (2.55). One of the limitations in this area was that the initial time-frame allocated for the evaluation, i.e. November 2014 to March 2015, was likely to be insufficient due to the holiday period in December and January. The other was that there was no evidence of any attempt to incorporate the capacity building of partners or staff responsible for the evaluation. This was not documented or mentioned in the ToR, inception report nor in the interview with the departmental officials.

In the implementation of the evaluation, the methodology applied to the research was largely appropriate; however, a gap was in the non-inclusion of the private sector as the employer of beneficiaries of skills development interventions. This is a limitation throughout the evaluation. The implementation phase also lacked the element of skills development and capacity building (Participation and M&E Skills Development: 1.60). Thus, as an Overarching Consideration capacity building scored 1.0 indicating a complete absence of any kind of skill development, capacity building initiative integrated into the project.

Evaluation ethics and independence also scored low, 2.64. It appears that the service provider was able to conduct the evaluation independently and without interference. The issue of ethical protocols and informed consent was managed in so far as the Western Cape Government's general application and adherence to the Protection of Access to Information Act (PAIA), but this is not specific in ensuring that explicit / specific informed consent agreements and ethical protocols were thoroughly undertaken. Project management within this phase also scored a low 2.0 overall due to shifts to the scheduled evaluation time-frames, which were twice extended.

In the considerations for the Reporting Phase, the evaluation report was structured and articulated in a way that was both complete and accessible. Complete in that all the relevant sections that should be included in an evaluation report were there. While the report is mostly accessible there were some aspects of the data representation in the Findings Section that were somewhat unclear making it difficult to comprehend some of the results. This lent to the score of 3.33 on the accessibility of content.

In terms of findings, the report reflects meaningful findings including a section on factors supporting skills intervention outcomes and challenges and risks potentially inhibiting outcomes. However, the score of 3.27 is based on the report not having any recognition of the possibility of alternate interpretations or understandings of the findings.

The recommendations that were made have been suitable for the purposes of the Western Cape Government (WCG). These provided a clear indication for where the WCG should focus and target its skills development interventions in order to stimulate employment among the most needed cohort within its economy, i.e. people who are employable but do not have a Grade 12.

In terms of its use and learning, the utility of the entire evaluation process is reflected in the recommendations that were made and the work already being done within the Provincial Skills Forum to review and refocus its skills development policy.

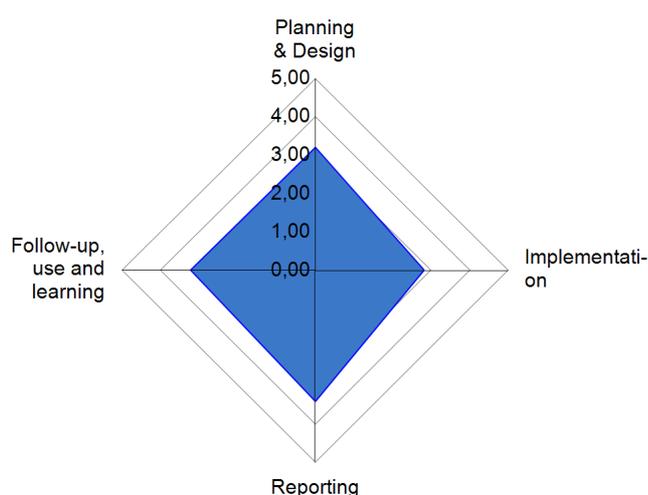
## Quality Assessment Scores

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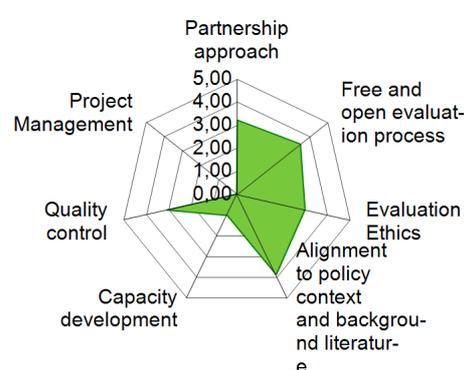
Phase of Evaluation	Score
Planning & Design	3,20
Implementation	2,83
Reporting	3,42
Follow-up, use and learning	3,21
<b>Total</b>	<b>3,22</b>

Overarching Consideration	Score
Partnership approach	3,23
Free and open evaluation process	3,49
Evaluation Ethics	3,00
Alignment to policy context and background literature	3,87
Capacity development	1,00
Quality control	3,10
Project Management	
<b>Total</b>	<b>3,22</b>

Scores: Phases of Evaluation



Scores: Overarching Considerations



Phase of Evaluation	Area of Evaluation	Score
Planning & Design	Quality of the TOR	3,38
Planning & Design	Adequacy of resourcing	2,55
Planning & Design	Alignment to policy context and background literature	4,00
Planning & Design	Appropriateness of the evaluation design and methodology	3,00
Planning & Design	Project management (Planning phase)	4,00
Implementation	Evaluation ethics and independence	2,64
Implementation	Participation and M&E skills development	1,60
Implementation	Methodological integrity	3,44
Implementation	Project management (Implementation phase)	2,00
Reporting	Completeness of the evaluation report	3,71
Reporting	Accessibility of content	3,33
Reporting	Robustness of findings	3,27
Reporting	Strength of conclusions	3,57
Reporting	Suitability of recommendations	3,54
Reporting	Acknowledgement of ethical considerations	2,85
Reporting	Project management (Reporting phase)	4,00
Follow-up, use and learning	Resource utilisation	2,40
Follow-up, use and learning	Evaluation use	3,67
<b>Total</b>	<b>Total</b>	<b>3,22</b>

## Planning & Design

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### Quality of the TOR

**Standard:** The evaluation was guided by a well-structured and complete TOR or a well-structured and complete internal evaluation proposal (e.g. Background, Purpose, Evaluation Questions, Design & Methodology, Deliverables & Timeframes, Resource requirements, Intended Audience & Utilisation, etc).

**Comment and Analysis:** The Terms of Reference (ToR) for this evaluation were detailed, well structured and complete. It provided all the guiding aspects including background information, rationale, purpose, intended users and stakeholders of the evaluation, scope of work, evaluation design and questions, time-frames, evaluator competency criteria, expected deliverables, etc. The ToR were well written and explicit. (Reference: DEDT ToR for the evaluation)

**Rating:** 4: The evaluation was guided by a well-structured and complete TOR or internal evaluation proposal of a good standard

**Moderation:** Accepted

**Approval:** Accepted

**Approval Comment:** Revisit summary.

**Standard:** The purpose of the evaluation stated in the TOR (or an internal evaluation proposal) was clear and e

**Comment and Analysis:** The ToR provided a clear, explicit rationale, purpose and focus of the evaluation. (Reference: DEDT ToR for the evaluation)

**Rating:** 4: 4

**Moderation:** Accepted

**Approval:** Accepted

**Standard:** 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:** This evaluation was determined to be an implementation evaluation that would evaluate the Western Cape Government's (WCG's) transversal skills interventions and to assess how the interventions could be strengthened. The evaluation was to also determine the effectiveness of these skills interventions in supporting the Provincial Strategic Objective (PSO) 1: "Creating an enabling environment for growth and jobs."

Further, the rationale identified three drivers that merited the need for the evaluation, i.e. the mismatch of skills, the state of co-ordination of transversal skills interventions and the need to address possible information and data gaps in skills programmes.

While the approach to the evaluation in terms of the evaluation questions and design was suited to the purpose and scope of the evaluation ToR, a limitation noted in the Evaluation Report was that a key gap was "the fact that the evaluation questions did not provide for interviews with the private sector as employers of the beneficiaries of the skills development/training interventions with a view to understanding the appropriateness and quality of training provided" (Evaluation Report 2014: 6).

**Rating:** 3: The approach and type of evaluation was suited to the purpose and scope of the evaluation TOR (or an internal evaluation proposal)

**Moderation:** Accepted

**Approval:** Accepted

Standard:	The TOR (or an internal evaluation proposal) identified the intended users of the evaluation and their information needs
Comment and Analysis:	The intended users, stakeholders as well as the anticipated benefits for evaluation users were clearly outlined in the ToR. While the ToR did not make specific mention or reference to users of the evaluation and their information needs, it can be inferred that the anticipated benefits that were identified for particular users is based on the kinds of information that is relevant to those users since the linkages were user specific. A gap, however, is that the intended users did not extend to the employers of the programme beneficiaries.
Rating:	3: The TOR (or an internal evaluation proposal) identified the intended users of the evaluation and their information needs
Moderation:	Reconsider
Moderation Comment:	Consider revising the score as I suspect the "anticipated benefits" were generic and not user specific. If information needs are inferred and not distinguished by users this sounds more like an adequate example than a good example and you should consider revising the score down. Also, did the intended users extend to employers?
Approval:	Accepted

Standard:	The evaluation questions in the TOR (or an internal evaluation proposal) were clearly stated and ap
Comment and Analysis:	<p>The evaluation questions were clearly stated noting that the core evaluation purpose had to be addressed through the identified evaluation questions. The purpose of the evaluation was to evaluate the transversal skills interventions and to assess how the interventions can be strengthened. The evaluation questions that were identified by the WC Department of Economic Development and Tourism (DEDT) included the following:</p> <ol style="list-style-type: none"> <li>1. Identify the major factors that contribute to skills mismatch.</li> <li>2. Are the transversal interventions designed to achieve employment and growth?</li> <li>3. What are the sector specific WC government supported skills interventions from 2010-2012?</li> <li>4. What is the target group's response to these interventions?</li> <li>5. Are the skills development programmes reaching the right target groups?</li> <li>6. What are the transversal skills intervention's contributions to the intended skills development programme outcomes?</li> <li>7. Skills development interventions contributions to employment opportunities for the youth.</li> <li>8. What are the proposed outcomes of skills development interventions?</li> <li>9. What are the factors contributing to the achievement of skills development interventions?</li> <li>10. Critical contributors to achieving the outcomes of skills development interventions.</li> <li>11. Challenges and risks potentially inhibiting the outcomes of skills development interventions.</li> <li>12. Strengthening and making skills development interventions more efficient and effective.</li> </ol> <p>While questions appear to be clearly stated and linked to the evaluation purpose, there is a gap in that there is no questions that looks to explore the relationship and involvement of the private sector as the employers of beneficiaries of the skills development interventions.</p>
Rating:	3: 3
Moderation:	Reconsider
Moderation Comment:	Consider listing the evaluation questions or indicating the number and relation of the questions to the evaluation purpose.
Approval:	Accepted

Standard:	Key stakeholders were involved in the scoping of the TOR and choosing the purpose of the evaluation
Comment and Analysis:	In the interview held with the officials from DEDT's M&E Unit who were directly involved in the evaluation process it was stated that all relevant WCG parties were involved in developing the ToR. The private sector, however, was not included. Project managers in the departments, specifically from the skills management division within the departments, that were involved in the evaluation were consulted and provided inputs into the ToR. There were numerous iterations of the draft ToR that went back and forth between stakeholders before being finalised. The Provincial Skills Forum was consulted, and the draft ToR was submitted to the Department of the Premier for approval, given that the evaluation was part of the provincial evaluation plan and therefore seen as a key priority.
Rating:	3: Key stakeholders were involved in the scoping of the TOR and choosing the purpose of the evaluation
Moderation:	Reconsider
Moderation Comment:	What about the private sector or a government structure meant to incorporate/consult them?
Approval:	Accepted

## Adequacy of resourcing

Standard:	The evaluation was adequately resourced in terms of time and budget allocated
Comment and Analysis:	The interview held with the evaluation managers noted that the amount of time allocated to the evaluation was insufficient. The time-frames had to be extended twice during the evaluation process. The intended time-frames were November 2013 to March 2014; however, the evaluation was completed in December 2014. Considering that December and January are relatively unproductive months due to the holidays, an evaluation period from November to March is likely to be insufficient. The extensions in time were properly documented with the original contract between the DEDT and the service provider amended.
Rating:	2: The evaluation was resourced with tight timeframes and budget which were challenging from the outset
Moderation:	Reconsider
Moderation Comment:	Spelling "evalaution" in second sentence. The last sentence and a half provides a summative perspective on the time, while it would be sufficient to indicate that November-March 2014 for an evaluation, with the holidays, is likely to be an insufficient period of time. Failing to meet that period of time and legitimately extending the duration of the project would be something to note in the later phases.
Approval:	Accepted

Standard:	The evaluation was adequately resourced in terms of original budget
Comment and Analysis:	According to the evaluation managers the evaluation seemed to have been adequately resourced in terms of budget and there was no need for any extension or revision to the original budget. It should be noted that a discussion was not held with the service provider and thus the sense of the budget being adequate is based on the view of the department.
Rating:	3: 3
Moderation:	Accepted
Approval:	Accepted

Standard:	The team conducting the evaluation was adequately resourced in terms of staffing and skills sets
Comment and Analysis:	Without having had any engagement with the service provider, resourcing in terms of staffing and skills sets seems to have been adequate. This is based on the interview with officials from the department.
Rating:	3: The evaluation was adequately resourced in terms of staffing and skills sets
Moderation:	Accepted
Approval:	Accepted

Standard:	Where appropriate, the evaluation planned to incorporate an element of capacity building of partners
Comment and Analysis:	There was no indication of any attempt to incorporate capacity building of partners/staff responsible for the evaluand. This was not documented or mentioned in the ToR, inception report nor in the interview with the departmental officials.
Rating:	1: 1
Moderation:	Accepted
Approval:	Accepted

## Alignment to policy context and background literature

Standard:	There was evidence that a review of the relevant policy and programme environments had been conducted
Comment and Analysis:	The ToR, Inception Report as well as the Project Initiation document makes reference and locates the evaluation in the relevant provincial economic context of growth and that of levels of employment and unemployment. This information was also presented in a way that disaggregated it along age and education levels. The literature review provided evidence that the national and provincial skills development policy and approaches were reviewed and used in planning the research.
Rating:	4: 4
Moderation:	Reconsider
Moderation Comment:	The evidence source here should not be the evaluation report but documentary evidence from the ToR, Proposal, Inception Report or other documents from the planning phase. If the evaluation report is used to infer back to what happened in the earlier phases, it should be qualified and ideally, corroborated by interview data indicating when this review element took place and how it was used in planning the research.
Approval:	Accepted

Standard:	There was evidence of a review of appropriate literature having been conducted and used in planning
Comment and Analysis:	The background and contextual sections of the Inception Report provide evidence of relevant and appropriate literature having been reviewed and used to inform the evaluation approach and method. The Inception Report notes that "The review also indicated that a revised approach to the evaluation was needed" (Inception Report 2014: 9). Following this sentence, the revised approach is outlined. The Inception Report also includes a formative analysis plan that involves linking the research question to the information gaps and illustrates how the information will be collected and analysed (Inception Report 2014: 16).
Rating:	4: 4
Moderation:	Reconsider
Moderation Comment:	Same as above.
Approval:	Accepted

## Appropriateness of the evaluation design and methodology

Standard:	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:	<p>In the project initiation document, an internal document prepared by the DEDT, there is a clear depiction and description of the ToC under-pinning the Provincial Skills Forum model and mandate. This illustration shows the WCG's framework for addressing skills, i.e. its programme logic (Project Initiation 2013: 6). The diagram has an element that is the "M&amp;E of the effectiveness of skills interventions" (ibid). It is on the basis of this that the WCG looked to evaluate its interventions to map the state of coordination of transversal skills interventions; the mismatch of skills vis a vis interventions, areas of unemployment, growth and demand for skills; and to address the information and data gaps in skills programmes (ibid: 7).</p> <p>The ToR as well as the Evaluation Report speak to the intervention logic and in relation to that what the evaluation purpose and focus is. Therefore, the ToC or the intervention logic is embedded within the entire evaluation and the evaluation questions, design and method looked to address the extent to which the intervention logic has been achieving the proposed/anticipated outcomes.</p>
Rating:	3: There was explicit reference to the intervention logic or the theory of change of the evaluand in the TOR or the Inception Report
Moderation:	Accepted
Approval:	Accepted

Standard:	Key stakeholders were consulted on the design and methodology of the evaluation
Comment and Analysis:	<p>Relevant parties with the exception of private sector stakeholders were involved in the design and methodology of the evaluation. In other words, a meeting was held with government stakeholders to deliberate on the proposed sampling framework (Agenda_Proposed Sampling Framework Meeting). Further, project managers in the participating departments, including those in the skills management division who are considered experts in the evaluation area were consulted. The interview with DEDT officials also noted that the Provincial Skills Forum was also consulted.</p>
Rating:	3: 3
Moderation:	Reconsider
Moderation Comment:	Private sector stakeholders too?
Approval:	Accepted

Standard:	The planned methodology was appropriate to the questions being asked
Comment and Analysis:	<p>The Evaluation Report as well as the interview with departmental officials indicates that the planned methodology was suited to the evaluation questions. The use of key informant interviews with strategic and operational managers, beneficiary survey, database/catalogue and the programme sheets provided information that was triangulated to answer evaluation questions. A limitation cited in the Evaluation Report was that the evaluation initially focused on the period 2010 to 2012, but in the evaluation process "it was found that there were gaps in the data for a meaningful evaluation thereby necessitating a change in the period under review to 2011-2014" (Evaluation Report 2014: 6).</p>
Rating:	3: The planned methodology was appropriate to the questions being asked
Moderation:	Accepted
Approval:	Accepted

Standard:	The sampling planned was appropriate and adequate given the focus and purpose of evaluation
Comment and Analysis:	While the planned sampling was mostly appropriate and adequate given the focus and purpose of the evaluation, there was a gap in the evaluation questions wherein the private sector as employers of beneficiaries were not included. While this was not provided for in the evaluation questions, the research was not extended to include employers as part of the research sample.
Rating:	3: The sampling planned was appropriate and adequate given focus and purpose of evaluation
Moderation:	Accepted
Approval:	Accepted

Standard:	There was a planned process for using the findings of the evaluation
Comment and Analysis:	The ToR indicates that there was a well planned process for using the findings of the evaluation, which was supported by the interview with departmental officials. The interviewees commented that the WCG wanted to know what was done in the last strategic period of implementing the skills development interventions and what could be done moving forward. The ToR mentions that the evaluation will assist in providing information on the current state of co-ordination of skills development interventions as well as address information and data gaps in the programmes. It also notes that all strategic recommendations and improvement plans will be presented to the Province's Cabinet. (ToR 2013: 4)
Rating:	3: 3
Moderation:	Reconsider
Moderation Comment:	Elaborate on this and indicate what that planned process was? Especially considering the delay in producing the report as this seems like it would have had likely posed knock-on challenges.
Approval:	Accepted

## Project management (Planning phase)

Standard:	The inception phase was used to develop a common agreement on how the evaluation would be implemented
Comment and Analysis:	<p>While not a great deal of information was provided in this regard, the discussion with the departmental officials suggested that the inception phase was used to ensure that both the service provider and the project management team were in alignment in terms of the scope of work, expected deliverables, evaluation approach and method, time-frame, etc. Also, an Evaluation Committee was established that sat through the evaluation process. (It should be noted that the changes that were made to the time-frame were only done during the implementation phase of the evaluation.)</p> <p>During this phase it was noted that there were changes made to the ToR where it was found that two of the departments that were originally selected to participate in the evaluation, i.e. the Departments of Human Settlements and Environmental Affairs and Development Planning. It was found that these departments did not have skills intervention programmes that fitted the evaluation criteria. The research team was advised to substitute for a programme run by the Department of the Premier.</p>
Rating:	4: The inception phase was used to good effect to achieve a common agreement and understanding of how the evaluation would be implemented
Moderation:	Accepted
Approval:	Accepted

# Implementation

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## Evaluation ethics and independence

Standard:	Where data was gathered in contexts where ethical sensitivity is high, informed consent, assurances of confidentiality and appropriate clearance were achieved; e.g. through an ethics review board, in evaluation involving minors, institutions where access usually requires ethical or bureaucratic clearance
Comment and Analysis:	<p>The departmental officials interviewed noted that the department has its own internal mechanism that comes into effect to ensure that ethical considerations - practice and standards - are applied. This mechanism is based on the Public Access to Information Act (PAIA) and is applied to all evaluations that gather information on people. PAIA, however, does not sufficiently cover the matter of informed consent and confidentiality. While this information was gathered from the interview, the evaluation report did not make mention of the application of ethical standards and practice.</p> <p>Therefore, from the information provided it seems that there was insufficient evidence that ethical protocols and informed consent agreements were thoroughly undertaken prior to data collection.</p>
Rating:	2: Although there were indications that ethical protocols were observed, (e.g. informed consent agreements and/or an ethics review) no documentary evidence was available to support this
Moderation:	Reconsider
Moderation Comment:	The issue of informed consent and confidentiality is an important one not sufficiently covered by PAIA. While that may address bureaucratic clearance, basic ethical considerations should be considered and documented for any interview and this may merit revising the score down.
Approval:	Accepted
Standard:	Where external, the evaluation team was able to work without significant interference and given access to existing data and information sources
Comment and Analysis:	The departmental officials interviewed clearly stated that since the evaluation was externally done their role was limited to ensuring that there was no interference in the evaluation process and to the management of the service provider contract. It should be noted that the only perspective provided on this was that of the client.
Rating:	3: The evaluation team was able to work without significant interference and was given access to existing data and information sources
Moderation:	Reconsider
Moderation Comment:	Without service provider perspective it is difficult to take this as a very credible reflection. I would not score this above a 3 given the absence of evidence from the SP.
Approval:	Accepted
Standard:	The evaluation team was impartial and there was no evidence of conflict of interest
Comment and Analysis:	The indication provided by the departmental officials interviewed was that the evaluation team worked independently and were impartial. The documentation on the evaluation, such as the evaluation monitoring report as well as other internal progress reports, provide no indication of any conflict(s) of interest.
Rating:	3: 3
Moderation:	Reconsider
Moderation Comment:	Comment and analysis strays from the standard quite considerably. Consider revising and rendering a judgment based on the history and experience of the evaluation team and their work relative to that of the department, based on what evidence is available.
Approval:	Accepted

## Participation and M&E skills development

Standard:	Key stakeholders were involved in the evaluation through a formalised mechanism or institutional arrangement
Comment and Analysis:	An Evaluation Committee made up of government stakeholders relevant to the evaluation was established and they were consulted throughout the evaluation process. In addition, a forum was convened towards the end of the evaluation process, during report writing, which sat with the Evaluation Committee and received a presentation by the service provider. The gap in the stakeholder consultations was that private sector stakeholders were not consulted.
Rating:	3: Key stakeholders were involved in the evaluation through a formalised mechanism or institutional arrangement (e.g. a steering committee or reference group)
Moderation:	Reconsider
Moderation Comment:	Did this structure include private sector representation?
Approval:	Accepted

Standard:	Where appropriate, an element of capacity building of partners responsible for the evaluand and evaluators was incorporated into the evaluation process
Comment and Analysis:	There was no evidence of any capacity building of partners responsible for the evaluand incorporated into the evaluation process.
Rating:	1: There was no evidence of any capacity building of partners responsible for the evaluand or evaluators being incorporated into the evaluation process
Moderation:	Accepted
Approval:	Accepted

## Methodological integrity

Standard:	The methods employed in the process of the evaluation were consistent with those planned
Comment and Analysis:	The Evaluation Report provided no indication of any divergence from the planned evaluation methodology and the limitations section of the report also gave no sense of any deviation.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

Standard:	The methods employed in the process of the evaluation were consistent with those planned and implemented adequately
Comment and Analysis:	The forms of data gathering appear to have been well formulated given the scope of the evaluation, which included a literature review, key informant interviews, development of a database / catalogue template with key fields to capture data responses from programme managers and a telephonic survey of beneficiaries using non-representative purposive sampling. These methods were selected to be able to respond to the evaluation questions. This is evidenced in the Inception Report which shows a formative analysis plan that links the research question to the information gaps (evaluation questions) and the instrument that will be applied to collect data (Inception Report 2014: 16-17).
Rating:	4: The methods employed in the process of the evaluation were consistent with those planned and implemented well (in terms of time, coverage, and content)
Moderation:	Reconsider
Moderation Comment:	Refers to "Non-purposive sampling" when I think you mean "non-representative purposive sampling".
Approval:	Accepted

Standard:	A pilot of basic data collection instrumentation occurred prior to undertaking data collection and it was used to inform the research process
Comment and Analysis:	The data analysis approach and methods were well suited given the purpose of the evaluation. An evaluation framework was developed to evaluate the extent to which the skills development interventions are matched or mismatched with the demand for skills and the supply of skills in the economy. In the interview with the DEDT officials it was noted that this framework has been particularly useful and the department will continue applying it going forward. In addition, information from the various data collection methods was triangulated to adequately respond to the evaluation questions.
Rating:	4: All components of the data collection instrumentation were piloted which led to some improvements in the data collection instrumentation or affirmation of the instruments
Moderation:	Reconsider
Moderation Comment:	"goign" forward in second to last sentence.
Approval:	Accepted

Standard:	Data collection was not compromised by fieldwork-level problems or unplanned diversions from origina
Comment and Analysis:	<p>Data collection experienced some fieldwork-level challenges wherein beneficiaries that were selected by the Department of the Premier had also been selected by some of the departments to participate in a skills development intervention. In this, there are a few instances of double counting where the same beneficiary was selected from two departments as part of the survey sample (DEDT Interview).</p> <p>Two of the departments: Human Settlements and Environmental Affairs and Development Planning, were found not have skills development programmes that fitted the project criteria. These two departments were substituted with a programme run by the Office of the Premier (Inception Report 2014: 3; Evaluation Report 2014: 6).</p> <p>It was also found that initial focus period of the evaluation, 2010 to 2012, did not work because there were gaps in the data for a meaningful evaluation. This resulted in a change in the period under review to 2011 to 2014.</p> <p>These changes did not seriously compromise data collection overall but led to delays in the evaluation.</p>
Rating:	3: 3
Moderation:	Reconsider
Moderation Comment:	Refer to Department of the Premier, not Office of the Premier throughout the QA. Last sentence of first paragraph, insert "are" between "there a".
Approval:	Accepted

Standard:	Data was collected from key stakeholders (e.g. implementers, governance structures, indirectly affected stakeholders) as data sources
Comment and Analysis:	The executive summary provides a clear sense of the Evaluation Report content and highlights its key components, i.e background and context, evaluation purpose/objective, the development of an evaluation framework, data collection methods, main findings and the recommendations.
Rating:	4: Data was collected from the intended key stakeholder groupings in line with the envisioned range and type of stakeholders (approx. 80-89% of intended)
Moderation:	Accepted
Approval:	Accepted

Standard:	The methodology included engaging beneficiaries appropriately as a key source of data and information
Comment and Analysis:	The context of the development intervention in terms of the programme logic (development intervention) was presented and integrated within the evaluation report. As mentioned in standard 1.4.1 the intervention logic is at the core of the evaluation and the evaluation looked to assess the extent to which that logic is working and where there are gaps.
Rating:	4: The methodology included meaningfully engaging beneficiaries as a primary source of data and information (or if based on secondary data, includes data from beneficiaries and beneficiaries consulted on emerging findings)
Moderation:	Accepted
Approval:	Accepted

Standard:	Key stakeholders were significantly engaged as part of the methodology
Comment and Analysis:	Key stakeholders were interviewed as key informants. These were senior officials selected by DEDT on the basis of their knowledge of the transversal skills development interventions of the WCG. In addition to these interviews, programme managers responsible for skills development interventions were also interviewed.
Rating:	4: 4
Moderation:	Reconsider
Moderation Comment:	"interviewed" in first sentence.
Approval:	Accepted

Standard:	The methodology included engaging beneficiaries appropriately as a key source of data and informatio
Comment and Analysis:	A telephonic survey of project beneficiaries was carried out using "non-representative purposive sampling" (Evaluation Report 2014: 5). The target was to interview 20 beneficiaries from the skills development interventions of each department. Five departments were originally selected with two beng substituted by the Department of the Premier, which meant that the evaluation focused on the interventions in four departments.  In total ninety-eight beneficiaries were surveyed.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

## Project management (Implementation phase)

Standard:	The evaluation was conducted without significant shifts to scheduled project milestones and timefram
Comment and Analysis:	<p>The time-frame of the evaluation was twice extended with the evaluation being finalised in December 2014 rather than March 2014. The reasons cited for this were the delays that resulted from "disparate data sources and non-standardised reporting across different departments and programmes" (Evaluation Report 2014: 6). It was noted that this resulted in considerable delays and impacted on the quality of the findings.</p> <p>Further, the change made where the Department of Human Settlements and the Department of Environmental Affairs and Development Planning were substituted by the Department of the Premier also resulted in delays.</p>
Rating:	2: 2
Moderation:	Accepted
Approval:	Accepted

Standard:	The steering committee, technical working group and service provider worked together adequately to facilitate achievement of the objectives of the evaluation
Comment and Analysis:	<p>In the most, there appears to be a clear rationale for the evaluation questions, which seem appropriate and relevant for the evaluation purpose. The only gap identified was that the private sector was not identified as part of the scope of the evaluation and was not considered in terms of key stakeholders who should be consulted. This is a gap considering that the private sector are employers of the beneficiaries of the skills development interventions. It was noted in the section on Limitations within the Evaluation Report (p6) that this would have provided an understanding of the appropriateness and quality of the training provided.</p>
Rating:	3: The steering committee, technical working group and service provider worked together adequately to facilitate achievement of the objectives of the evaluation
Moderation:	Reconsider
Moderation Comment:	<p>Revise the start of the comment. In terms of evaluation design, it's not necessary that a research question specifies the need to conduct interviews with the private sector but that the private sector is identified in terms of the scope of the evaluation and considered within in terms of the involvement of key stakeholders since if what we're talking about is skills for job opportunities it seems very problematic if this sector wasn't consulted.</p>
Approval:	Accepted

# Reporting

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## Completeness of the evaluation report

Standard:	The scope or focus of the evaluation is apparent in the report
Comment and Analysis:	The scope and focus of the evaluation is clear throughout the report. In reading through the Evaluation Report there did not appear to be any gap(s) in this regard and the findings and recommendations speak directly to the evaluation focus/scope.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

Standard:	A detailed methodology is outlined in the relevant section of the report to the point that a reader
Comment and Analysis:	While the methodology provides a clear sense of what was done to complete the evaluation, there is no mention in the section on the methodology of where the evaluation framework fits in and its intended use. The framework is outlined as a stand-alone section of the report, but it would have been useful to locate it within the overall evaluation methodology.
Rating:	3: 3
Moderation:	Reconsider
Moderation Comment:	Comment seems to suggest an adequate standard, rather than a good standard. Consider revising.
Approval:	Accepted

Standard:	Acknowledgement of limitations of all aspects of the methodology and findings are clearly and succinct
Comment and Analysis:	The limitations are clearly articulated and provide an honest indication of where project delays occurred; challenges that impacted on the quality of findings; provincial processes such as Provincial Skills Forum meetings that the evaluation team were not informed of; and, the existence of an initiative that is to determine the future focus of skills development interventions in the province, i.e. Project Khulisa.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

Standard:	Key findings are presented in a clear way; they are made distinct from uncertain or speculative find
Comment and Analysis:	The key findings are well documented with relevant data substantiating the findings. This was supported by the interview with DETD officials who felt that the findings are useful and enabled a credible conclusion. Also, the project progress reports do not reflect any concerns raised with regard to the presentation of the findings and the data used to support findings.
Rating:	4: 4
Moderation:	Reconsider
Moderation Comment:	"findngs" in first sentence.
Approval:	Accepted

Standard:	Conclusions and recommendations are clear and succinctly articulated
Comment and Analysis:	The Evaluation Report clearly shows the conclusions reached and the recommendations made. These are articulated in separate sections that are easy to follow and understand.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

## Accessibility of content

Standard:	The final evaluation report is user-friendly, written in accessible language and adequate for publication (e.g. adequate layout and consistent formatting; complete sentences and no widespread grammatical or typographical errors; consistency of style and writing conventions; levels of formality; references complete and consistent with cited references in reference list and vice versa; etc.)
Comment and Analysis:	With the application of the evaluation framework as well as the triangulation of data the data analysis appears to have been well executed.
Rating:	4: The final report is well written, accessible to the common reader and ready for publication with only minor spelling, grammar or formatting mistakes
Moderation:	Accepted
Approval:	Accepted

Standard:	The final evaluation report is user-friendly, written in accessible language and its content follows
Comment and Analysis:	The Evaluation Report is easy to navigate and work through from start to end. Sections are clearly marked and distinguished from each other and the language is accessible. The flow of the report is quite straight-forward and logical.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

Standard:	Figures, tables and 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.) and are readily discernible to a reader familiar with data presentation conventions
Comment and Analysis:	In the interview with the DEDT officials it was stated that the evidence gathered was well analysed to support the arguments made and to draw credible conclusions and recommendations. It was also noted that the findings were very relevant and honest in that they showed where there were gaps in the approach to the skills development interventions, which allowed for "easy wins" and provided "useful insights for improvements" (Interview with DEDT officials).
Rating:	4: Figures, tables and conventions are well used for a variety of types of data presentations and supporting explanations make them accessible to readers
Moderation:	Reconsider
Moderation Comment:	Revise sentence: "draw support the arguments"
Approval:	Accepted

Standard:	Quality of writing and presentation is adequate for publication including: adequate layout and consi
Comment and Analysis:	The report is well written in a narrative and style that makes it of publishable quality. There are no grammatical or typographical errors. In other words, the report has been well edited and is of an overall good quality.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

Standard:	Appropriate conventions are used in presentation of data (e.g. use of appropriate statistical langua
Comment and Analysis:	While for the most part appropriate conventions are used in the presentation of data, there is a slight challenge in making sense of how certain quantitative values are derived at. For example, Table 3 in Section 6.2.1 of the Evaluation Report (p12) shows the demand for agricultural occupations by occupational group. In the narrative about the data shown in the table, mention is made of 33 jobs having been created although an estimated 369 candidates were beneficiaries of the WCG's skills development intervention in this area. What is unclear is how these numbers come about from the data shown. It may be useful to have a bit more of an explanatory / locating narrative that helps the reader to make sense of the numbers.
Rating:	3: 3
Moderation:	Reconsider
Moderation Comment:	Revise: candidates "wre" beneficiaries... Otherwise fine.
Approval:	Accepted

Standard:	The use of figures and tables is such that it supports communication and comprehension of results; a
Comment and Analysis:	The analysis provided above applies to this standard as well. It is for this reason that while there is some use of figures and tables, these are not optimal and do not make all the results readily discernible to the reader who has some degree of familiarity with data presentation conventions.
Rating:	2: 2
Moderation:	Accepted
Approval:	Accepted

## Robustness of findings

Standard:	Data analysis appears to have been executed to an adequate standard
Comment and Analysis:	The report appears free of significant methodological and analytic flaws. In the limitations section it is documented that a gap in the evaluation questions was that there was no provision for interviews with the employers of beneficiaries of the skills development interventions. This would have provided insights into the appropriateness and quality of training provided (Evaluation Report 2014: 6).
Rating:	3: Data analysis appears to have been executed to an adequate standard for most datasets
Moderation:	Accepted
Approval:	Accepted

Standard:	Findings are supported by available evidence
Comment and Analysis:	The findings are well supported by evidence that was gathered from multiple sources. This is supported by the interview with DEDT officials and is evidenced in the Evaluation Report. In addition, there were no significant concerns raised by the Evaluation Committee.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted
Standard:	Findings are supported by evidence which is sufficiently and appropriately analysed to support the argument, integrating sources of data
Comment and Analysis:	The conclusions seem to take into account the relevant empirical / analytic information that was reviewed as part of the literature review, and there are implicit references that precede the actual conclusions.
Rating:	3: The evidence gathered is analysed to support the argument to an adequate standard and integrates sources of data
Moderation:	Reconsider
Moderation Comment:	Comment would seem to suggest an adequate standard but received a lower score. Consider revising.
Approval:	Accepted
Standard:	There is appropriate recognition and exploration of the possibility of alternative interpretations
Comment and Analysis:	The original evaluation purpose and questions are thoroughly addressed in the concluding findings and recommendations. There is clear evidence of this.
Rating:	4: There is clear recognition of the possibility of alternative interpretations and these are concisely presented without detracting from other findings
Moderation:	Accepted
Approval:	Accepted
Standard:	The report appears free of significant methodological and analytic flaws
Comment and Analysis:	The conclusions and recommendations speak directly to the skills development interventions of the WCG which is about the intervention logic applied in the skills development interventions. In other words, it is at the core of the evaluation.
Rating:	3: The report appears free of significant methodological and analytic flaws
Moderation:	Accepted
Approval:	Accepted
Standard:	There is appropriate recognition of the possibility of alternative interpretations
Comment and Analysis:	The Evaluation Report does not reflect any recognition of the possibility of alternative interpretations.
Rating:	1: 1
Moderation:	Accepted
Approval:	Accepted

Standard:	Limitations of all aspects of the methodology and findings are clearly articulated (e.g. limitations of scope or evaluation design, recommendation for additional research, data collection challenges, etc)
Comment and Analysis:	Stakeholders were engaged in a process to deliberate on the evaluation results, findings and recommendations. Their inputs were gathered at a findings and recommendations workshop that was convened on 12 December 2014. Following this the recommendations were to be refined and finalised by the service provider. (Project close-out memo 2014: 4)
Rating:	3: Limitations of all aspects of the methodology and findings are articulated
Moderation:	Reconsider
Moderation Comment:	Revise "evalaution" results, otherwise fine. Consider whether this workshop was sufficiently encompassing of "sectoral partners or experts" or just government. This is meant to be much broader than government.
Approval:	Accepted

## Strength of conclusions

Standard:	Conclusions are derived from evidence
Comment and Analysis:	From the interview with DEDT officials it was noted that a forum was convened for this purpose, which extended beyond the Evaluation Committee and included sectoral partners from within government. It does not appear that workshop included stakeholders from outside government.
Rating:	3: Conclusions are derived from evidence
Moderation:	Reconsider
Moderation Comment:	The above comment might be better placed here rather than above.
Approval:	Accepted

Standard:	Conclusions are derived from evidence
Comment and Analysis:	The conclusions are well articulated and are based on evidence gathered through the various data collection and analysis methods that were applied.
Rating:	4: 4
Moderation:	Reconsider
Moderation Comment:	Revise "and reflect that are based"
Approval:	Accepted

Standard:	Conclusions address the original evaluation purpose and questions
Comment and Analysis:	The recommendations are targeted at specific audiences, the Provincial Skills Forum in general as well as the sector groups therein, and are mostly specific, feasible, affordable and acceptable. For example, a recommendation is that, "Each sector group determines what scarce skills at what NQF level and OFO occupational group it will seek to address" (Evaluation Report 2014: 24).
Rating:	4: Conclusions address the original evaluation purpose and questions well
Moderation:	Accepted
Approval:	Accepted

Standard:	Conclusions are drawn with explicit reference to the intervention logic or theory of change
Comment and Analysis:	The Evaluation Report in Section 4: Limitations makes clear note of the weaknesses or gaps encountered in the evaluation process. In this section there is no particular distinction made between evaluation limitations and methodological limitations. The introduction to the section reads: "The evaluation had numerous limitations which impacted on the quality of the results. These are discussed below. ..." (Evaluation Report 2014: 6)
Rating:	3: Conclusions are drawn with explicit reference to the intervention logic or theory of change
Moderation:	Accepted
Approval:	Accepted

## Suitability of recommendations

Standard:	Recommendations are made in consultation with relevant government officials, stakeholders and sectoral experts
Comment and Analysis:	The report does not acknowledge whether confidentiality was ensured or informed consent secured but there is evidence, through the interview with DEDT officials, that this was the case . In this it was explained that it is standard procedure of the WCG to apply their own internal mechanism to ensure that proper ethical considerations are applied to all evaluations that gather information on people. (DEDT Interview) It is, however, important for this to be acknowledged and explicitly documented in the evaluation report.
Rating:	2: Recommendations are made with indirect or partial consultation of government officials, stakeholders and sectoral experts
Moderation:	Reconsider
Moderation Comment:	Comment and score are mostly fine, but maybe just reiterate that whether there is an internal process or not this should be acknowledged, made explicit and documented in the report.
Approval:	Accepted

Standard:	Recommendations are useful- they are relevant, specific, feasible, affordable and acceptable
Comment and Analysis:	The results have been presented to all relevant stakeholders within government. This was confirmed in the interview with the DEDT officials: "Once completed the evaluation has to be presented to all relevant stakeholders. This was done and from that the programme managers need to respond whether they accept or decline the recommendations. Six months following this, we as the M&E Unit follow-up with programme managers and we are in that phase at the moment." (DEDT interview)  It should be noted that 'relevant stakeholders' only refers to stakeholders within government and does not include the private sector, which does not appear to have been involved in the evaluation process.
Rating:	3: Recommendations are useful- they are relevant, specific, feasible, affordable and acceptable to an extent
Moderation:	Reconsider
Moderation Comment:	Revise "has ho be" in third sentence. Consider whether all relevant stakeholders is inclusive of the private sector.
Approval:	Accepted

Standard:	Recommendations are relevant to the current policy context
Comment and Analysis:	The recommendations were found to be "very relevant" to the current policy context where it was clear that the policy as it stands is too broad. What is needed is a change in the focus of the intervention to ensure that the areas of greatest need are addressed. (DEDT interview)
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

## Acknowledgement of ethical considerations

Standard:	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 evaluation was completed within the original budget, but not within the planned time-frame, which was twice extended. This is reflected in the Project Progress Reports and Close-Out Memo.
Rating:	3: The full report documents some procedures intended to ensure confidentiality and to secure informed consent where necessary
Moderation:	Reconsider
Moderation Comment:	Consider this in light of the extensions and consider revising it to adequate.
Approval:	Accepted

Standard:	Peer review of the draft evaluation report occurred prior to finalisation of the evaluation report
Comment and Analysis:	There is no evidence of a peer review process taking place.
Rating:	1: 1
Moderation:	Accepted
Approval:	Accepted

Standard:	There are no risks to participants or institutions in disseminating the evaluation report on a public website
Comment and Analysis:	Little time has passed since the completion of the evaluation and the report was only in the stages of being absolutely finalised at the start of this year. (Project Close-Out Memo)
Rating:	: N/A
Moderation:	Accepted
Approval:	Accepted

Standard:	There are no risks to participants in disseminating the original report on a public website
Comment and Analysis:	Based on the above, there are no risks to participants in disseminating the original report on a public website. No participants were named or in any way identified (or identifiable) in the report.
Rating:	4: 4
Moderation:	Reconsider
Moderation Comment:	Just consider indicating whether any participants were named, identified or could be reasonably attributed to quotations as a result of how the assessment was conducted.
Approval:	Accepted

Standard:	There are no unfair risks to institutions in disseminating the original report on a public website
Comment and Analysis:	This evaluation was identified as part of the Provincial Evaluation Plan and there is no concern that there could be any unfair risks to institutions in disseminating the original report on a public website. Also, all relevant government stakeholders were consulted throughout the evaluation process and there is no record of any concerns raised about the evaluation process, findings, conclusions or recommendations.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

## Project management (Reporting phase)

Standard:	A project closure meeting that reflected on the challenges and strengths of the evaluation process o
Comment and Analysis:	A project closure meeting was held and there is evidence that challenges and strengths of the evaluation process were discussed and documented. This is evidenced in the Project Close-Out Memo.
Rating:	4: 4
Moderation:	Accepted
Approval:	Accepted

## Follow-up, use and learning

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### Resource utilisation

Standard:	The evaluation was completed within the planned timeframes
Comment and Analysis:	The evaluation exceeded the planned time-frames with the contract being amended twice.
Rating:	2: 2
Moderation:	Accepted
Approval:	Accepted

Standard:	The evaluation was completed within the planned timeframes and budget
Comment and Analysis:	The evaluation was seen as instrumental in bringing about change to the focus of the skills development intervention. It showed where the WCG was not focusing, which was in areas of greatest need, i.e. people without a Grade 12 standing. This resulted in a refocus where interventions no longer go for quick, easy wins but rather look to support people who do not have their matric qualification.
Rating:	4: The evaluation was completed within the planned timeframes and budget and allowed for additional value to be achieved
Moderation:	Reconsider
Moderation Comment:	Apply the preceding comment to this standard to explain what the evaluation said in terms of understanding gaps in the existing intervention and how it was of instrumental in changing things.
Approval:	Accepted

### Evaluation use

Standard:	Results of the evaluation have been presented to relevant stakeholders
Comment and Analysis:	Sufficient time has not passed since the completion of the evaluation.
Rating:	: N/A
Moderation:	Accepted
Approval:	Accepted

Standard:	A reflective process has been undertaken by the steering committee with the service provider (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:	There was no evidence of an element of skills development among the evaluators.
Rating:	1: There was no reflective process undertaken by the steering committee on what could be done to strengthen future evaluations
Moderation:	Accepted
Approval:	Accepted

Standard:	A reflective process has been undertaken by the steering committee (if no steering committee exists)
Comment and Analysis:	It is not clear whether such a process has been undertaken.
Rating:	: N/A
Moderation:	Accepted
Approval:	Accepted
Standard:	The evaluation study is seen by interviewed stakeholders as having added significant symbolic value
Comment and Analysis:	According to the departmental officials interviewed, the current job creation - skills development policy of the WCG is seen to be broad. This evaluation was symbolic in that it raised awareness to the focus of the skills development interventions, where the findings and recommendations clearly indicated that the areas of greatest need were not being addressed.
Rating:	4: 4
Moderation:	Reconsider
Moderation Comment:	This standard addresses the symbolic importance of the evaluation relevant to the policy and precludes considerations of whether it was instrumental or not. Consider revising to note why the evaluation stood out rather than how it was used.
Approval:	Accepted
Standard:	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:	There was no peer review mechanism instituted or utilised prior to undertaking data collection.
Rating:	1: The evaluation study is not seen by interviewed stakeholders as having added significant symbolic value to the policy or programme
Moderation:	Accepted
Approval:	Accepted
Standard:	The evaluation study is of conceptual value in understanding what has happened and possibly in shaping future policy and practice
Comment and Analysis:	The Evaluation Report nor the interview provided any sense of piloting the data collection instrumentation before undertaking data collection.
Rating:	1: The evaluation study is not of conceptual value in understanding what has happened and shaping policy and practice
Moderation:	Accepted
Approval:	Accepted
Standard:	Development of a draft improvement plan has been started, but not completed, based on the findings a
Comment and Analysis:	The Project Close-Out Memo makes mention of the process to developing an improvement plan as part of the way forward once the management responses by all the departments involved has been received. It is unclear whether or not this has been initiated yet.
Rating:	: N/A
Moderation:	Accepted
Approval:	Accepted

Standard:	There is clear evidence of instrumental use - that the recommendations of the evaluation were implem
Comment and Analysis:	Sufficient time has not passed since the completion of the evaluation.
Rating:	: N/A
Moderation:	Accepted
Approval:	Accepted

## References

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- Western Cape Government: Department of Economic Development and Tourism (2014). Literature review prepared by SAMFA Research Solutions CC.
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- Western Cape Government: Department of Economic Development and Tourism (2014). Project initiation document (internal document).
- Western Cape Government: Department of Economic Development and Tourism (2014). Draft Evaluation Report with project progress information.
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## List of Interviewees

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- Mr Abdul Muhaymien Gabier, Acting Deputy Director Monitoring and Evaluation: Department of Economic Development and Tourism, Western Cape Government. Telephonic interview conducted on 28 May 2015
- Ms Celeste Searle, Monitoring and Evaluation Officer: Department of Economic Development and Tourism, Western Cape Government. Telephonic interview conducted on 28 May 2015