



Department of Planning, Monitoring and Evaluation

Report on the Assessment of Government Evaluations

Evaluation Title:	Design and Implementation Evaluation of the Urban Settlements Development Grant
Evaluation Number:	501
Evaluation Completion Date:	13 February 2015
Period of Evaluation:	18 months
Submitted:	09 October 2015 by Mark Abrahams
Approved:	09 October 2015 by Mark Everett

Evaluation Details

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Created:	10 July 2015 by Mark Everett
Submitted:	09 October 2015 by Mark Abrahams
Approved:	09 October 2015 by Mark Everett
Period of Evaluation:	18 months
Known Cost:	R 1 498 148.00
Known Cost Type:	Referenced
Initiated By:	National Department of Human Settlements
Initiated By Internal:	No
Undertaken By:	Palmer Development Group
Undertaken By Internal:	No

Assessors

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Assessment Documents

Document Name:	Document Type:	Added By:	Added On:
Final USDG Evaluation Report 15 03 17.docx	Evaluation report	Mark Everett	10 July 2015
ToR.pdf	Terms of Reference (ToR) for the evaluation	Mark Abrahams	11 September 2015
Draft USDG Evaluation Report 20140830.doc	Evaluation report	Mark Abrahams	12 September 2015
Final USDG Evaluation Report 15 03 17.doc	Evaluation report	Mark Abrahams	12 September 2015
Final USDG Evaluation Summary Report_15 03 17.doc	Evaluation report	Mark Abrahams	12 September 2015
2nd Draft IP for USDG 15 04 16.doc	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
Presentation-PDG.pdf	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
Attendance Register_13 09 26.pdf	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
Meeting Agenda_13 09 26.pdf	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
Workshop Minutes_13 09 26.pdf	Minutes or notes of meetings with stakeholders	Mark Abrahams	12 September 2015

USDG Contract_14 05 06.pdf	A letter of engagement or contractual agreement with the service provider	Mark Abrahams	12 September 2015
USDG Final Buffalo City Metro Report 20140728.pdf	Progress reports	Mark Abrahams	12 September 2015
USDG Final Cape Town Metro Report 20140724.pdf	Progress reports	Mark Abrahams	12 September 2015
USDG Final Ekurhuleni Metro Report 20140728.pdf	Progress reports	Mark Abrahams	12 September 2015
USDG Final Johannesburg Metro Report 20140724.pdf	Progress reports	Mark Abrahams	12 September 2015
USDG Minutes Final_22 01 2015.doc	Minutes or notes of meetings with stakeholders	Mark Abrahams	12 September 2015
USDG Analysis and Findings 20140929 ng.ppt	Presentations of evaluation findings and recommendations	Mark Abrahams	12 September 2015
USDG Conclusions and Recommendations 20140929 ng.ppt	Presentations of evaluation findings and recommendations	Mark Abrahams	12 September 2015
USDG IP workshop presentation 15 03 26.ppt	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
USDG presentation - DPME_14 09 29.ppt	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
Presentation_13 12 03.ppt	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
Attendance Register_13 12 03.pdf	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
Meeting Agenda_13 12 03.pdf	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
Meeting Minutes_13 12 03.doc	Minutes or notes of meetings with stakeholders	Mark Abrahams	12 September 2015
Attendance Register_13 08 05.pdf	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
Meeting Agenda_13 08 05.pdf	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
Meeting Minutes_13 08 05.pdf	Minutes or notes of meetings with stakeholders	Mark Abrahams	12 September 2015
EMM-Dept.ppt	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
EMM-PDG.ppt	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
Attendance Register_14 03 20.pdf	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
Validation Workshop Agenda_14 03 20.doc	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
Validation Workshop Minutes_14 03 20.doc	Minutes or notes of meetings with stakeholders	Mark Abrahams	12 September 2015
CT-Dept.ppt	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015

CT-PDG.pptx	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
CT validation workshop Agenda.doc	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
USDG Validation Workshop Minutes- CT_17 03 2014.doc	Minutes or notes of meetings with stakeholders	Mark Abrahams	12 September 2015
CoJ-Dept.ppt	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
CoJ-PDG.ppt	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
Attendance Register _14 03 28.pdf	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
Validation Workshop Agenda_14 03 28.doc	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
Validation Workshop Minutes_14 03 28.doc	Minutes or notes of meetings with stakeholders	Mark Abrahams	12 September 2015
BCM-Dept.ppt	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
BCM-PDG.pptx	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
Attendance Register_14 04 02.pdf	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
Validation Workshop Agenda_14 04 02.doc	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
Validation Workshop Minutes _14 04 02.doc	Minutes or notes of meetings with stakeholders	Mark Abrahams	12 September 2015
Management Response_15 06 03.pdf	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	12 September 2015
Assessment Report at Moderation.pdf	Assessment Report at Moderation	Ian Goldman	24 September 2015

Quality Assessment Summary

The focus and purpose for the evaluation; that of design and implementation, were clearly defined in the terms of reference (TOR). This was appropriate given the relatively new nature of the intervention. There was good stakeholder involvement from the outset with various national departments contributing to the conceptualisation of the evaluation. The stakeholder involvement was significantly strengthened through broader (provincial and local) involvement in the Steering Committee, a Reference Group and through validation workshops. There were reported delays in feedback to evaluators that resulted in the loss of time. It is not clear if the delay(s) had to do with differences in interpretations or expectations of initial findings or inability of a secretariat to keep to schedule. One expectation was that the 'case studies' would be more detailed studies of individual provinces. However, the evaluators used the provinces as cases (sites) for information gathering since it was the implementation of USDG that was under study and not the provinces.

The absence of clear policy guidelines (before and during the period of the evaluation) hampered the identification of agreed benchmarks or indicators for the evaluation. The evaluators presented a draft USDG policy, version 13 (October 2012) that articulated a specific strategic goal - one that differed from a previous version 8 (October 2011). The USDG Design Evaluation Report highlighted the myriad of interrelated housing and funding policy vehicles in play for the USDG to incorporate intended objectives.

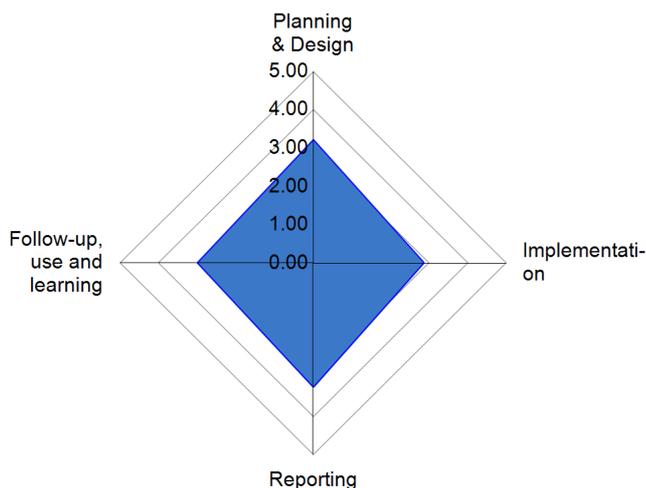
The evaluation report and supplementary documents captured the complex nature of the intervention and the resultant array of conceptual and implementation interpretations of the Grant. Some of the differences had to do with different interpretations and others with the differing contextual environments of the metros included in the study. The evidence collected was well-used to inform the conclusions and the recommendations that emerged from the study. The recommendations have been incorporated into existing improvement plans and a policy for the Grant. The findings have been accepted and there is agreement that the study was methodologically sound and of symbolic and conceptual value.

Quality Assessment Scores

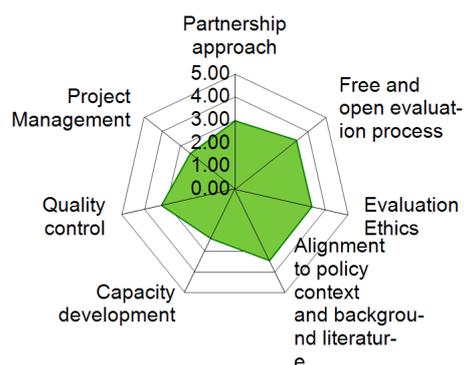
Phase of Evaluation	Score
Planning & Design	3.22
Implementation	2.88
Reporting	3.25
Follow-up, use and learning	3.00
Total	3.12

Overarching Consideration	Score
Partnership approach	2.96
Free and open evaluation process	3.39
Evaluation Ethics	3.40
Alignment to policy context and background literature	3.47
Capacity development	2.40
Quality control	3.24
Project Management	2.48
Total	3.12

Scores: Phases of Evaluation



Scores: Overarching Considerations



Phase of Evaluation	Area of Evaluation	Score
Planning & Design	Quality of the TOR	3.25
Planning & Design	Adequacy of resourcing	3.57
Planning & Design	Appropriateness of the evaluation design and methodology	3.00
Planning & Design	Project management (Planning phase)	3.00
Implementation	Evaluation ethics and independence	3.50
Implementation	Participation and M&E skills development	2.57
Implementation	Methodological integrity	3.16
Implementation	Project management (Implementation phase)	2.00
Reporting	Completeness of the evaluation report	3.00
Reporting	Accessibility of content	3.00
Reporting	Robustness of findings	3.40
Reporting	Strength of conclusions	3.33
Reporting	Suitability of recommendations	3.00
Reporting	Acknowledgement of ethical considerations	3.57
Follow-up, use and learning	Resource utilisation	2.00
Follow-up, use and learning	Evaluation use	3.25
Total	Total	3.12

Planning & Design

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 TOR was well-structured and provided adequate detail but contained very many questions that made it too ambitious: e.g. the 'value for money' question. The design (linked to the purpose) as a design and implementation evaluation was identified upfront.

Rating: The evaluation was guided by a well-structured and complete TOR or internal evaluation proposal of an adequate standard

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: Given the short period of its existence, the approach was well-suited to the purpose and scope of the evaluation. It could not be an outcome or impact evaluation. The 'value for money' question was not relevant.

Rating: The approach and type of the evaluation was well-suited to the purpose and scope of the evaluation TOR

Standard: The TOR (or an internal evaluation proposal) identified the intended users of the evaluation and their information needs

Comment and Analysis: The TOR identified the NDHS as the intended user of the evaluation.

Rating: The TOR (or an internal evaluation proposal) identified the intended users of the evaluation and their information needs

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

Comment and Analysis: Key stakeholders from national departments as well as provincial departments participated in drafting and choosing the purpose of the evaluation. This was reported by the programme manager and the M&E adviser.

Rating: Key stakeholders were involved in the scoping of the TOR and choosing the purpose of the evaluation

Adequacy of resourcing

Standard: The evaluation was adequately resourced in terms of time and budget allocated

Comment and Analysis: The budget was put forward by the provider and agreed upon. However, delays (in feedback and payment) resulted in more time - than budgeted for - being spent on the evaluation.

Rating: The evaluation was adequately resourced in terms of time and budget allocated

Standard:	The team conducting the evaluation was adequately resourced in terms of staffing and skills sets
Comment and Analysis:	The evaluation team was well resourced in terms of staffing and skills sets. The range of skills sets were outlined in the proposal and included international expertise.
Rating:	The evaluation was well resourced in terms of staffing and skills sets

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:	The theory of change was a specific focus in the design section of the evaluation. It was more than a reference but focus area for re-design and comment.
Rating:	There was explicit reference to the intervention logic or the theory of change of the evaluand in the TOR or the Inception Report

Standard:	The planned methodology was appropriate to the questions being asked
Comment and Analysis:	The planned methodology was appropriate but there was confusion (misunderstanding) of the 'case studies' in the provinces and what information these would provide. The client expected more details and the provider used the 'cases' as 'areas for data gathering'.
Rating:	The planned methodology was appropriate to the questions being asked

Standard:	The sampling planned was appropriate and adequate given the focus and purpose of evaluation
Comment and Analysis:	The sampling was in line with the proposed samples in the TOR.
Rating:	The sampling planned was appropriate and adequate given focus and purpose of evaluation

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:	There were no major differences of understanding that emerged during the inception phase. There was general agreement with proposed strategies. The inception report was discussed with a reference group,
Rating:	The inception phase was used to develop a common agreement on how the evaluation would be implemented

Implementation

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: Despite being considered as 'not high-risk' assessment, there is clear evidence of ethical protocols in the form of consent forms, statements of confidentiality and appropriate handling of data. No names are mentioned in the reports. It is not clear if ethics review board was approached for this purpose.

Rating: There was clear evidence that ethical protocols were observed for some data collection instances including: informed consent agreements; confidentiality; documenting and storing data notes, recordings or transcripts; and ethics review board approvals where appropriate

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 external team was able to work freely and non-availability in some instances had to do with the timing of requests and other obligations.

Rating: The evaluation team was able to work freely without interference and was given access to all sought data and information sources

Participation and M&E skills development

Standard: Key stakeholders were involved in the evaluation through a formalised mechanism or institutional arrangement

Comment and Analysis: Key stakeholders were involved in the Steering Committee and others participated in the validation workshops. Provincial (Metro) personnel attended the validation workshops, some were part of the reference group, set up to discuss various reports. Having the broad involvement was a 'good' thing. This did not improve the overall management of the process - which was lacking.

Rating: Key stakeholders were involved in the evaluation through a formalised mechanism or institutional arrangement (e.g. a steering committee or reference group)

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 an intent and staff members were identified to benefit through a capacity building process. The availability of the staff members and the evaluation processes proved to be a challenge and there was no follow through on this objective.

Rating: There was some evidence of capacity building of partners responsible for the evaluand or evaluators but this was either unstructured or incomplete

Methodological integrity

Standard:	A literature review was developed which informed the analytical framework and findings of the evaluation
Comment and Analysis:	The literature review covered national and international perspectives and provided good grounding for the evaluation. There is reference made to the literature in some of the final recommendations for the evaluation study.
Rating:	A good quality literature review was developed which was insightful in terms of the analytical framework and provided good context for the findings
Standard:	The methods employed in the process of the evaluation were consistent with those planned and implemented adequately
Comment and Analysis:	The methods employed were consistent with those planned and implemented throughout. Where individual face-to-face interviews were not possible, focus group interviews were employed.
Rating:	The methods employed in the process of the evaluation were consistent with those planned and implemented adequately
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 completion of one Metro first, allowed for the piloting of instruments and adaptations where necessary. This allowed for a reference group to comment on the data, the quality of the data and the appropriateness of the instruments used.
Rating:	A pilot of basic data collection instrumentation occurred prior to undertaking data collection and it was used to inform the research process
Standard:	Data was collected from key stakeholders (e.g. implementers, governance structures, indirectly affected stakeholders) as data sources
Comment and Analysis:	Data was collected from a range of sources and intended key stakeholders were adequately covered. Sources included parties external to the policy design and implementation spheres.
Rating:	Data was collected from the intended key stakeholder groupings in line with the envisioned range and type of stakeholders (approx. 80-89% of intended)
Standard:	The methodology included engaging beneficiaries appropriately as a key source of data and information
Comment and Analysis:	This was not an outcome or impact evaluation. If beneficiaries can be described as provincial, local government officials/ departments then these perspectives were solicited. However, the 'intended beneficiaries' of the USDG were not engaged as sources of information, except for community organisation representatives engaging with municipalities.
Rating:	The methodology included beneficiary representative perspectives but did not include beneficiaries directly as a key source of data

Project management (Implementation phase)

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:	There were significant delays in providing feedback to submissions, delays in payment and disagreements about what the case studies should/could have produced. This resulted in loss of time, tension and direction. The final (version 2) Service Level agreement (SLA) was signed quite late into the project.
Rating:	The relationship between the steering committee, technical working group and service provider was inadequate with some challenges to the achievement of the objectives of the evaluation
Standard:	Support provided by the evaluation secretariat (e.g. the administrators responsible for the evaluation) facilitated achievement of the objectives of the evaluation (eg turnaround times, addressing problems, preparation for meetings etc)
Comment and Analysis:	The Evaluation Secretariat failed to ensure that feedback was provided in good time. There appears (interview - Evaluator) to have been long delays after submission of reports. This resulted in loss of time and momentum. The unavailability of clear policy guidelines was shared as a frustration.
Rating:	The support provided by the evaluation secretariat was inadequate with some challenges to the achievement of the objectives of the evaluation

Reporting

Completeness of the evaluation report

Standard: The first draft evaluation report was of a sufficient quality to go to stakeholders and did not require major changes

Comment and Analysis: Not necessarily of poor quality. There were disagreements with aspects of the report and there was extensive engagements with its contents. The final report was accepted after several iterations.

Rating: A first draft of the evaluation report was of a poor quality and required major changes

Standard: The final evaluation report is well-structured and complete in terms of the following: executive summary; context of the development evaluation; evaluation purpose, questions and scope; methodology; findings and analysis; conclusions and recommendations

Comment and Analysis: The final report is well-structured and covers all the relevant components. It is however very detailed and long. A summary report accompanied the final report.

Rating: The final evaluation report is well-structured, complete and presents the following report components well: executive summary; context of the development evaluation; evaluation purpose, questions and scope; methodology; findings and analysis; conclusions and recommendations

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: The final report is well-written, technically sound and accessible. There are some formatting issues like the use of different fonts. It is very long but the summary report provides a good overview.

Rating: The final evaluation report is user-friendly, written in accessible language and adequate for sharing (e.g. some spelling, grammar or formatting mistakes but these do not seriously detract from the report)

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: The tables and figures provided are clearly explained and add value to the content of the report.

Rating: Figures, tables and appropriate conventions are used in presentation of data and are readily discernible to a reader familiar with data presentation conventions

Robustness of findings

Standard:	Data analysis appears to have been executed to an adequate standard
Comment and Analysis:	The data analysis appear to have been executed to an adequate standard for most datasets. It has benefited from feedback provided during validation sessions, from the reference group and engagement with the Steering committee.
Rating:	Data analysis appears to have been executed to an adequate standard for most datasets

Standard:	Findings are supported by evidence which is sufficiently and appropriately analysed to support the argument, integrating sources of data
Comment and Analysis:	Appropriate use of evidence to support arguments and findings. The report captured the range of perspectives regarding the purpose and intent of the USDG. The evidence revealed different understandings/ opinions/ positions that influenced that activities in the municipalities.
Rating:	The evidence gathered is analysed to support the argument to an adequate standard and integrates sources of data

Standard:	There is appropriate recognition and exploration of the possibility of alternative interpretations
Comment and Analysis:	There is appropriate recognition of the possibility of alternate interpretations through the highlighting of contextual issues. Where alternate interpretations are possible, the report provides qualifications or support through direct quotes from respondents.
Rating:	There is appropriate recognition of the possibility of alternative interpretations

Standard:	The report appears free of significant methodological and analytic flaws
Comment and Analysis:	The report appears free of significant methodological flaws, despite the disagreement about 'case studies'. Would not disagree with it being a 4.
Rating:	The report documents some of the methodological and analytical processes used to ensure that it is free of methodological and analytic flaws

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:	The limitations of the methodology and findings are outlined in the report.
Rating:	Limitations of all aspects of the methodology and findings are clearly articulated and distinguish between different kinds of limitations

Strength of conclusions

Standard:	Conclusions are derived from evidence
Comment and Analysis:	The conclusions are systematically outlined based on the research questions for the evaluation and supported by evidence obtained during the evaluation.
Rating:	Conclusions are derived from evidence

Standard:	Conclusions address the original evaluation purpose and questions
Comment and Analysis:	Each question (all 14) is addressed individually and discussed in detail. The recommendations then flow from these discussions.
Rating:	Conclusions address the original evaluation purpose and questions well
Standard:	Conclusions are drawn with explicit reference to the intervention logic or theory of change
Comment and Analysis:	The conclusions make specific reference to the NEED for a coherent theory of change. The finding that the USDG is a fiscal instrument rather than a programme is instructive for the construction of a theory of change. The final report includes a revised theory of change based on relevant literature and interaction with the respondents. It depends on how the statement a above is read - 'conclusions drawn with reference' - The TOC was specific focus/ topic and was itself a 'conclusion' Maybe 3?
Rating:	Conclusions are drawn with explicit reference to the intervention logic or theory of change

Suitability of recommendations

Standard:	Recommendations are made in consultation with relevant government officials, stakeholders and sectoral experts
Comment and Analysis:	The level of consultation specifically related to the recommendation has not been assessed but there was extensive engagement with the re-formulation of the the final report. One can assume that government stakeholders engagement with these recommendations before their acceptance.
Rating:	Recommendations are made in consultation with relevant government officials, stakeholders and sectoral experts
Standard:	Recommendations are useful- they are relevant, specific, feasible, affordable and acceptable
Comment and Analysis:	A respondent (Telephone interview) indicated that the recommendations were acceptable to the client and were incorporated into deliberations and reformulation of the policy regarding the USDG. Furthermore, the recommendations were used and 'workshopped' to inform the 2nd Draft Improvement Plan for the USDG.
Rating:	Recommendations are useful- they are relevant, specific, feasible, affordable and acceptable to an extent

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 full report documents some procedures to ensure confidentiality and to secure informed consent. No names are reflected in the report.
Rating:	The full report documents some procedures intended to ensure confidentiality and to secure informed consent where necessary

Standard:	There are no risks to participants or institutions in disseminating the evaluation report on a public website
Comment and Analysis:	There are no risks to participants or institutions in disseminating the full evaluation report on a public website.
Rating:	There are no risks to participants or institutions in disseminating the original full evaluation report on a public website

Follow-up, use and learning

Resource utilisation

Standard:	The evaluation was completed within the planned timeframes and budget
Comment and Analysis:	The evaluation was completed outside of the planned timeframes. The budget was not revised and the additional cost accrued to the service provider.
Rating:	The evaluation was completed outside of the planned timeframes and over budget, but with approval of the commissioning organisation

Evaluation use

Standard:	Results of the evaluation have been presented to relevant stakeholders
Comment and Analysis:	The results have been discussed with all relevant stakeholders in government. The recommendations were used to generate an Improvement plan and a policy for the USDG has finally been drafted.
Rating:	Results of the evaluation have been presented to relevant stakeholders in government

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:	According to a respondent (telephone interview) the findings of the evaluation were thoroughly discussed and used in subsequent policy formulation. DPME used the experience to reflect on how to co-manage an evaluation with external partners. Not sure about 'closeout' meeting - this question was not directly asked - but there were lessons for future evaluations and these have been incorporated into other evaluations.
Rating:	A reflective process has been undertaken by the steering committee with the service provider to reflect on what could be done to strengthen future evaluations

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:	The interviewed stakeholders feel that that the evaluation had significant value. A new policy framework emerged out of this process. The engagement with broader stakeholders allowed for misconceptions to emerge and opportunities to clarify aspects of the 'intervention'. Future evaluations (according to interviewee) will have fewer, more focused questions.
Rating:	The evaluation study is seen by interviewed stakeholders as being of substantial symbolic value to the policy or programme and has noticeably raised its profile amongst stakeholders

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 purpose and focus of the evaluation study will (according to interviewed stakeholders) guide future design and implementation evaluation studies. The role of the Steering committee and the nature of the partnerships received considerable attention as a result of this evaluation study. A 4 would have been more obvious IF the overall process had proceeded as planned, without delays, with timely feedback. Yes there is a likelihood for shaping policy and practice.
Rating:	The evaluation study is of conceptual value in understanding what has happened and possibly in shaping policy and practice

References

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List of Interviewees

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