Report on the Assessment of Government Evaluations

Evaluation Title:	Implementation Evaluation of the Management Performance Assessment Tool (MPAT)
Evaluation Number:	503
Evaluation Completion Date:	31 March 2015
Period of Evaluation:	12 months
Submitted:	11 September 2015 by Mark Abrahams
Approved:	14 September 2015 by Mark Everett

Evaluation Details

Evaluation Title:	Implementation Evaluation of the Management Performance Assessment Tool (MPAT)
Evaluation Number:	503
Evaluation Completion Date:	31 March 2015
Created:	10 July 2015 by Mark Everett
Submitted:	11 September 2015 by Mark Abrahams
Approved:	14 September 2015 by Mark Everett
Period of Evaluation:	12 months
Known Cost:	R 1 496 176,00
Known Cost Type:	Referenced
Initiated By:	DPME
Initiated By Internal:	Yes
Undertaken By:	Palmer Development Group
Undertaken By Internal:	No

Assessors

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Assessment Documents

Document Name:	Document Type:	Added By:	Added On:
MPAT Final Evaluation Report 20150325 nm VER2.pdf	Evaluation report	Mark Everett	10 July 2015
Agenda MPAT Steering Commitee Meeting to approve Report.docx	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	27 August 2015
Appointment Letter 13 1359 IRI.pdf	A letter of engagement or contractual agreement with the service provider	Mark Abrahams	27 August 2015
Concept Note_DPME_MPAT.pdf	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	27 August 2015
Draft Programme Workshop on MPAT Evaluation 15 02 05.docx	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	27 August 2015
Inception Report v1 2 20140528 nknmml FINAL.docx	An inception report	Mark Abrahams	27 August 2015
Minutes of Stakeholder Workshop on findings of MPAT Evaluation Report 15 02 13.docx	Minutes or notes of meetings with stakeholders	Mark Abrahams	27 August 2015
MPAT Evaluation Report 1 5 25 FINAL 15 07 04 JB.pdf	Presentations of evaluation findings and recommendations	Mark Abrahams	27 August 2015
MPAT Free State Working Paper Outline 20141211 ttm.docx	Progress reports	Mark Abrahams	27 August 2015
MPAT Gauteng Working Paper 20141208 rf.docx	Progress reports	Mark Abrahams	27 August 2015

MPAT Limpopo Working Paper 20141211 ttm (2).docx	Progress reports	Mark Abrahams	27 August 2015
MPAT National Working Paper 20141202 ln.docx	Progress reports	Mark Abrahams	27 August 2015
MPAT W Cape Working Paper 20141211 rf.docx	Progress reports	Mark Abrahams	27 August 2015
MPAT TORs.pdf	Terms of Reference (ToR) for the evaluation	Mark Abrahams	27 August 2015
MPAT Improvement Plan 4 July 2015.docx	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	27 August 2015
MPAT Improvement Plan Development Workshop Programme 15 04 02.docx	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	27 August 2015
MPAT Management Response 15 07 05 for DG's Signature.docx	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	27 August 2015
MPAT SC Meeting Minutes to Approve Report 2015 03 11.docx	Minutes or notes of meetings with stakeholders	Mark Abrahams	27 August 2015
MTSF 2014-2019.pdf	Any other relevant documentation pertaining to the evaluation process	Mark Abrahams	27 August 2015
MPAT Final Report Full 15 07 04.pdf	Evaluation report	Mark Abrahams	27 August 2015
Assessment Report at Moderation.pdf	Assessment Report at Moderation	Matodzi Amisi	11 September 2015

Quality Assessment Summary

The evaluation was collaboratively conceptualised, involving broader stakeholders such as Treasury and DPSA as well as people external to these government departments. The Steering Committee comprised of and allowed for even broader participation from provinces. The TOR was clear and unambiguous and well interpreted in the inception report provided by the evaluation team. The regular Steering Committee meetings and report-back meetings are well-recorded and reflect ongoing progress throughout the evaluation process. The Final report provides detailed commentary related to the research questions and the recommendations relate well to the evidence provided. Additional documents perused, such the provincial and national working papers, highlighted the rich data collected and the analytical logic employed for the evaluation. The evaluation was completed in the planned timeframes, despite challenges and evidence of utilisation is already emerging.

Quality Assessment Scores

Phase of Evaluation	Score
Planning & Design	3,70
Implementation	3,65
Reporting	3,86
Follow-up, use and learning	3,93
Total	3,80

Overarching Consideration	Score
Partnership approach	3,44
Free and open evaluation process	3,83
Evaluation Ethics	4,00
Alignment to policy context and background literature	4,27
Capacity development	3,00
Quality control	3,82
Project Management	3,81
Total	3,80

Scores: Phases of Evaluation
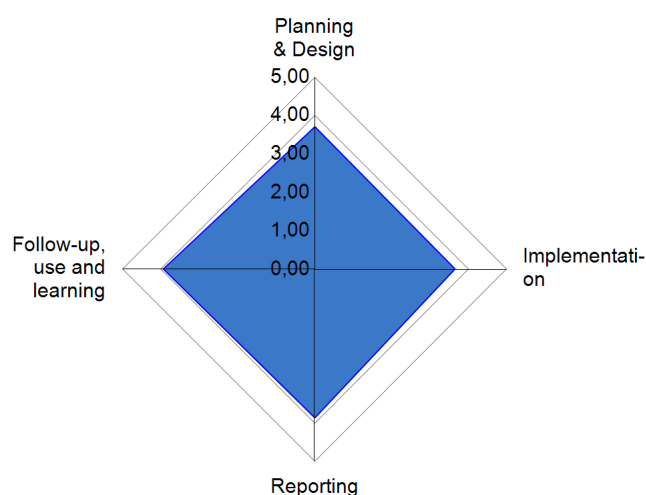
Scores: Overarching Considerations
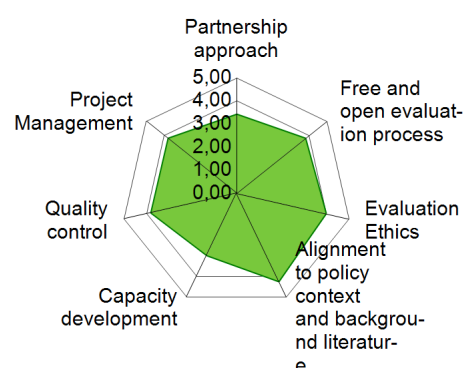
Phase of Evaluation	Area of Evaluation	Score
Planning & Design	Quality of the TOR	3,56
Planning & Design	Adequacy of resourcing	4,00
Planning & Design	Appropriateness of the evaluation design and methodology	3,64
Planning & Design	Project management (Planning phase)	4,00
Implementation	Evaluation ethics and independence	3,50
Implementation	Participation and M&E skills development	3,00
Implementation	Methodological integrity	4,00
Implementation	Project management (Implementation phase)	3,50
Reporting	Completeness of the evaluation report	3,50
Reporting	Accessibility of content	4,00
Reporting	Robustness of findings	3,80
Reporting	Strength of conclusions	4,00
Reporting	Suitability of recommendations	4,00
Reporting	Acknowledgement of ethical considerations	4,00
Follow-up, use and learning	Resource utilisation	4,00
Follow-up, use and learning	Evaluation use	3,92
Total	Total	3,80

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 clearly outlined the background and rationale for the evaluation. The purpose for the evaluation was well articulated and a realistic schedule of expected activities were proposed.
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

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:	The approach was well-suited for the purpose and scope of the evaluation.
Rating:	4: The approach and type of the evaluation was well-suited to the purpose and scope of the evaluation TOR
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:	Intended users were identified but the this was contingent on a communication strategy to be developed after the results became available.
Rating:	3: The TOR (or an internal evaluation proposal) identified the intended users of the evaluation and their information needs
Moderation:	Accepted
Approval:	Accepted

Standard:	Key stakeholders were involved in the scoping of the TOR and choosing the purpose of the evaluation
Comment and Analysis:	Key stakeholders were involved in the scoping of the ToR and selecting the purpose of the evaluation. The Programme Manager stated that 15 people from DPME participated and they engage with people from Treasury and DPSA.
Rating:	3: Key stakeholders were involved in the scoping of the TOR and choosing the purpose of the evaluation
Moderation:	Accepted
Approval:	Accepted

Adequacy of resourcing

Standard:	The evaluation was adequately resourced in terms of time and budget allocated
Comment and Analysis:	This question was not directly asked but nobody commented or complained about the adequacy or lack thereof, of the budget and time allocation.
Rating:	4: The evaluation was well resourced in terms of the time and budget allocated (i.e. there was some room for flexibility)
Moderation:	Accepted
Approval:	Accepted

Standard:	The team conducting the evaluation was adequately resourced in terms of staffing and skills sets
Comment and Analysis:	The Evaluation team appeared to be capable of taking on the task and had the necessary skills sets for the evaluation. They managed to complete tasks despite challenges related to non-availability of people and other research challenges.
Rating:	4: The evaluation was well resourced in terms of staffing and skills sets
Moderation:	Accepted
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:	The intervention logic was a focus for the evaluation and the evaluation team had to attend to this through interpretation, engagement, comment and recommendations.
Rating:	4: The intervention logic or theory of change meaningfully informed and shaped the TOR or the Inception Report, including a visual representation
Moderation:	Accepted
Approval:	Accepted

Standard:	The planned methodology was appropriate to the questions being asked
Comment and Analysis:	The planned methodology was suited to the questions and allowed for available data to emerge.
Rating:	4: The planned methodology was well suited to the questions being asked and considered the data available
Moderation:	Accepted
Approval:	Accepted

Standard:	The sampling planned was appropriate and adequate given the focus and purpose of evaluation
Comment and Analysis:	The planned sample was appropriate for the purpose and focus and the subsequent changes remained within the original rationale for the sampling exercise.
Rating:	3: The sampling planned was appropriate and adequate given focus and purpose of evaluation
Moderation:	Accepted
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:	The inception report was well-received by the client. Minor changes were made but in general this allowed for a common agreement about the implementation of the evaluation.
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

Standard: 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 bureacratic clearance
Comment and Analysis:	All ethical considerations were adhered to and confidentiality agreements were signed by all participants. Participants' quotes in the final reports were used without revealing the identity of the sources. They were well protected. (Telephone interview: Evaluator,14/08/2015)
Rating:	4: There was clear evidence that ethical protocols were observed for most data collection instances including: informed consent agreements; confidentiality; documenting and storing data notes, recordings or transcripts; Where data was gathered in contexts where ethical sensitivity is high, appropriate clearance was achieved through an ethics review board; e.g. in evaluation involving minors, institutions where access usually requires ethical or bureacratic clearance, and situations where assurances of confidentiality was offered to participants
Moderation:	Accepted
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:	There was no indication of interference regarding access to sources or data, however , the evaluation team had to contend with working within the availability cycles of government staff.
Rating:	3: The evaluation team was able to work without significant interference and was given access to existing data and information sources
Moderation:	Accepted
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:	Representatives from at least two provincial departments served on the Steering Committee. Wider representation was possible during the presentation of the inception report, feedback workshops and the draft report.
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:	Accepted
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:	A reflective process, involving MPAT coordinators, moderators and M&E managers and a stakeholder workshop were proposed in the TOR. These activities did take place. The extent to which these activities contributed to capacity building has not been assessed. Agreed that no specific capacity building was structured in the evaluation.
Rating:	3: An element of capacity building of partners responsible for the evaluand and evaluators was incorporated into the evaluation process
Moderation:	Reconsider
Moderation Comment:	All NEP evaluations are participatory and involve those involved in programme in different ways and the same applies to stakeholder workshop. It does not seem like there was capacity building structured for this evaluation.
Approval:	Accepted

Methodological integrity

Standard:	A literature review was developed which informed the analytical framework and findings of the evaluation
Comment and Analysis:	The Steering committee and participants in the stakeholder briefings were satisfied with the scope, depth and quality of the literature review.
Rating:	4: A good quality literature review was developed which was insightful in terms of the analytical framework and provided good context for the findings
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 application of the methods unfolded as planned with some delays caused by non-responsive officials and non-availability of some. These were addressed at higher levels with letters/correspondence requesting cooperation.
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:	Accepted
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:	All data collection instruments were piloted, improved and tweaked before their roll out nationally.
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:	Accepted
Approval:	Accepted

Standard:	Data was collected from key stakeholders (e.g. implementers, governance structures, indirectly affected stakeholders) as data sources
Comment and Analysis:	All planned data sources were covered in the evaluation. Where there were delays, or no responses, strategies were put in place to solicit greater responsiveness.
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 beneficiaries/ users of the MPAT system were directly and meaningfully engaged in the evaluation. They were - through representation, able to engage with emerging as well as final findings and recommendations.
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 beneficaries consulted on emerging findings)
Moderation:	Accepted
Approval:	Accepted

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:	This project was generally well-managed and despite the initial Programme Manager being replaced, there was good coherence within the originating department, DPME, and cooperation with DPSA and other partners on the various committees.
Rating:	4: The steering committee, technical working group and service provider worked together in a flexible and constructive manner facilitating achievement of the objectives of the evaluation
Moderation:	Accepted
Approval:	Accepted

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 administrators were not interviewed but the programme manager, M&E adviser and evaluation team did not indicate that the evaluation process was hampered in any way due to administrative difficulties.
Rating:	3: Support provided by the evaluation secretariat facilitated achievement of the objectives of the evaluation
Moderation:	Accepted
Approval:	Accepted

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:	The draft report was a useful instrument to engage stakeholders and allowed for shared understanding to emerge. The recommend changes were in the form of nuances and emphases rather than substantive disagreements about the findings and or recommendations.
Rating:	3: A first draft of the evaluation report was of a sufficient quality to go to stakeholders and did not require major changes prior to sharing
Moderation:	Accepted
Approval:	Accepted

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 evaluation report covers all the relevant and requirement elements for a final evaluation report, including 'limitations'.
Rating:	4: 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
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:	The final evaluation is technically well written and easy to read.
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:	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 figures and tables used in the report are clear, relevant and appropriate. The accompanying explanations add value rather than obscure.
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:	Accepted
Approval:	Accepted

Robustness of findings

Standard:	Data analysis appears to have been executed to an adequate standard
Comment and Analysis:	The data analysis has been well executed. Some references used in the draft report do not appear in the final report - possibly due to the recommendations of the stakeholder meeting, The 'references' referred to here are the number of detailed quotes used to support an argument or making a point. Fewer direct quotes were used in the final report without affecting the conclusions or analyses.
Rating:	4: Data analysis appears to have been well executed for all datasets
Moderation:	Reconsider
Moderation Comment:	Why were there changes to the references if there was no substantive changes between draft and final version and did this have implications for analysis?
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:	Arguments are well supported by the evidence collected.
Rating:	4: The evidence gathered is well analysed, integrated and supports the argument in key sections of the report, without presenting data which are not used in the argument
Moderation:	Accepted
Approval:	Accepted

Standard:	There is appropriate recognition and exploration of the possibility of alternative interpretations
Comment and Analysis:	The draft and final reports reflect the limitations of the study.
Rating:	3: There is appropriate recognition of the possibility of alternative interpretations
Moderation:	Accepted
Approval:	Accepted

Standard:	The report appears free of significant methodological and analytic flaws
Comment and Analysis:	There are no significant methodological and/or analytical flaws in the documents aside from the limitations highlighted by the evaluation team.
Rating:	4: The report documents some of the methodological and analytical processes used to ensure that it is free of methodological and analytic flaws
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:	A section on the 'limitations of the evaluation' appears in the final report and outlines the key elements that hampered the investigation and/ or could be interpreted as limitations.
Rating:	4: Limitations of all aspects of the methodology and findings are clearly articulated and distinguish between different kinds of limitations
Moderation:	Accepted
Approval:	Accepted

Strength of conclusions

Standard:	Conclusions are derived from evidence
Comment and Analysis:	The conclusions were well supported by conceptual issues emerging from the literature review and triangulated with both qualitative and quantitative data.
Rating:	4: Conclusions are derived from evidence and well supported by multiple sources of data that has been well analysed
Moderation:	Accepted
Approval:	Accepted

Standard:	Conclusions address the original evaluation purpose and questions
Comment and Analysis:	The conclusions do address the evaluation purpose and questions. E.G. To what extent is the design of MPAT appropriate to assess management performance, notably the four KPAs and the indicators that are being used? (Final Evaluation report, 2015)
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 Theory of change for MPAT is discussed in great detail and recommendations for improvement are provided.
Rating:	4: Conclusions are drawn with an explicit reference to, and provide a clear judgement on, 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 recommendations appearing in the draft report were expanded upon in the final report. This provided more clarity and detail for stakeholders to consider.
Rating:	4: Recommendations are made with relevant government officials, stakeholders including beneficiary representatives and sectoral experts beyond the project steering committee, making a significant contribution
Moderation:	Accepted
Approval:	Accepted

Standard:	Recommendations are useful- they are relevant, specific, feasible, affordable and acceptable
Comment and Analysis:	The recommendations were all accepted as reasonable (Interview: M&E Advisor 05/08/2015). "The evaluation had great symbolic value. It provided an independent view based on evidence." All recommendations were accepted by Senior Management when presented to them.
Rating:	4: Recommendations are well-formulated for use- they begin to differentiate by user and are relevant to the current policy context, specifically targetted, feasible to implement, affordable and acceptable to key stakeholders
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 interview guideline and consent forms are included in the final evaluation report.
Rating:	4: The full report documents all procedures to ensure confidentiality and to secure informed consent and provides some examples in appendices
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:	No names are mentioned in the report and there are no risks to participants in this instance.
Rating:	4: There are no risks to participants or institutions in disseminating the original full evaluation report on a public website
Moderation:	Accepted
Approval:	Accepted

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 within the planned timeframes despite delays and rescheduling of appointments. This was confirmed in interviews with Programme Manager the Evaluator. Questions about budget allocation and additional value were not addressed.
Rating:	4: The evaluation was completed within the planned timeframes and budget and allowed for additional value to be achieved
Moderation:	Accepted
Approval:	Accepted

Evaluation use

Standard:	Results of the evaluation have been presented to relevant stakeholders
Comment and Analysis:	The results have been presented to relevant stakeholders. Some Departments are implementing recommendations (Interview with M&E Advisor). Broader stakeholders were involved in the discussion of the draft report. Not ALL relevant stakeholders have been privy to the results.
Rating:	3: Results of the evaluation have been presented to relevant stakeholders in government
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:	This question was not directly addressed but interviewees indicated that the entire process had been very collaborative and ongoing reflection took place during the period of the evaluation.
Rating:	3: 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
Moderation:	Accepted
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:	Yes. "Getting the Steering committee together was quite critical. They made valuable contribution and ownership was shared" (Programme Manager, 05/08/2015). "I think this evaluation can regarded as a success story. MPAT is implementable. I look forward to a revised policy. Another positive is that programme owners are implementing the recommendations, that is learning through improvement." (M&E Advisor)
Rating:	4: 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
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:	There was good consultation around the methodology and despite the limitations, lots of lessons to be drawn from the process. The recommendations ranged from the practical to structural. All respondents indicated that the evaluation will shape policy and practice
Rating:	5: The evaluation study is of great conceptual value and all interviewed stakeholders expressed confidence that it would constructively shape policy and practice
Moderation:	Accepted
Approval:	Accepted

References

The Presidency DPME. 2015. Agenda: Stakeholder Workshop to comment on the Draft Report on Implementation Evaluation of MPAT. Department: Planning, Monitoring and Evaluation.

The Presidency DPME. 2014. Implementation Evaluation of the Management Performance Assessment Tool (MPAT). Free State Working Paper (1st draft). Palmer Development Group.

The Presidency DPME. 2014. Implementation Evaluation of the Management Performance Assessment Tool (MPAT). Limpopo Working Paper (1st draft). Palmer Development Group.

The Presidency DPME. 2014. Implementation Evaluation of the Management Performance Assessment Tool (MPAT). Western Cape Working Paper (draft). Palmer Development Group.

The Presidency DPME. 2014. Medium Term Strategic Framework 2014 – 2019. Department: Planning, Monitoring and Evaluation.

The Presidency DPME. 2014. Communication: Appointment Letter dated: 19/03/2014. Department: Planning, Monitoring and Evaluation.

The Presidency DPME. 2015. Full Report: Report on the Implementation Evaluation of the Management Performance Assessment Tool (MPAT). Palmer Development Group.

The Presidency DPME. 2014. Implementation Evaluation of the Management Performance Assessment Tool (MPAT). Gauteng Working Paper (draft). Palmer Development Group.

The Presidency DPME. 2015. Minutes: Stakeholder workshop to comment on the draft report on implementation evaluation of MPAT. Department: Planning, Monitoring and Evaluation.

The Presidency DPME. 2015. Draft Report: Implementation Evaluation of the Management Performance Assessment Tool (MPAT). Palmer Development Group.

The Presidency DPME. 2015. Minutes: Steering Committee meeting to approve the revised MPAT report. Department: Planning, Monitoring and Evaluation.

The Presidency DPME. 2014. Terms of reference for the implementation evaluation of the Management Performance Assessment Tool (MPAT). Department: Planning, Monitoring and Evaluation.

The Presidency DPME. 2014. Concept Note. Annex 1. Template for Concept Note for Proposed Evaluations for the 2013/14-2015/16 National Evaluation Plan.). Department: Planning, Monitoring and Evaluation.

The Presidency DPME. 2015. Improvement Plan based on Implementation Evaluation of Management Performance Assessment Tool (MPAT). Department: Planning, Monitoring and Evaluation.

The Presidency DPME. 2015. Report: Recommendations and Management response on the Implementation Evaluation of the Management Performance Assessment Tool (MPAT). Department: Planning, Monitoring and Evaluation.

The Presidency DPME. 2014. Implementation Evaluation of the Management Performance Assessment Tool (MPAT). Inception Report. Palmer Development Group.

The Presidency DPME. 2015. Agenda: MPAT Steering Committee Meeting to approve Final Revised Draft Report. . Department: Planning, Monitoring and Evaluation.

The Presidency DPME. 2014. Implementation Evaluation of the Management Performance Assessment Tool (MPAT). National Working Papers (draft). Palmer Development Group.

The Presidency DPME. 2015. Agenda: MPAT Improvement Plan Development Workshop. Department: Planning, Monitoring and Evaluation.

List of Interviewees

Telephone Interview: 2015. Jabu Mathe. M&E Adviser (06/08/2015). Department: Planning, Monitoring and Evaluation.

Telephone Interview: 2015. Henk Serfontein. Programme Manager (05/08/2015). Department: Planning, Monitoring and Evaluation.

Telephone Interview: 2015. Nishendra Moodley. Lead Evaluator (14/08/2015) Director: Palmer Development Group.