



planning, monitoring and evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

Report on the Assessment of Government Evaluations

Evaluation Title:	Implementation Evaluation of the Expanded Partnership Programme
Evaluation Number:	507
Evaluation Completion Date:	10 June 2015
Period of Evaluation:	September 2014 - June 2015
Submitted:	26 October 2015 by Cathy Chames
Approved:	02 November 2015 by Mike Leslie

Evaluation Details

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Known Cost:	R 458 736,00
Known Cost Type:	Referenced
Initiated By:	Department of Community Safety, Western Cape Government
Initiated By Internal:	Yes
Undertaken By:	Creative Consultanting & Development Works
Undertaken By Internal:	No

Assessors

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Assessment Documents

Document Name:	Document Type:	Added By:	Added On:
Implementation Evaluation of the EPP_full report.pdf	Evaluation report	Mike Leslie	07 September 2015
Implementation Evaluation of the EPP_Summary report in 1 5 25 format.pdf	Evaluation report	Mike Leslie	07 September 2015
CCDW_Inception Report for DoCS_19 02 15.pdf	An inception report	Cathy Chames	15 October 2015
Terms of Reference - EPP Evaluation.pdf	Terms of Reference (ToR) for the evaluation	Cathy Chames	15 October 2015
Evaluation Concept Note_Evaluation of the Expanded Partnership Programme.pdf	Any other relevant documentation pertaining to the evaluation process	Cathy Chames	15 October 2015
Management Response_Implementation Evaluation of the EPP.pdf	Any other relevant documentation pertaining to the evaluation process	Cathy Chames	15 October 2015
Assessment Report at Moderation.pdf	Assessment Report at Moderation	Mike Leslie	21 October 2015

Quality Assessment Summary

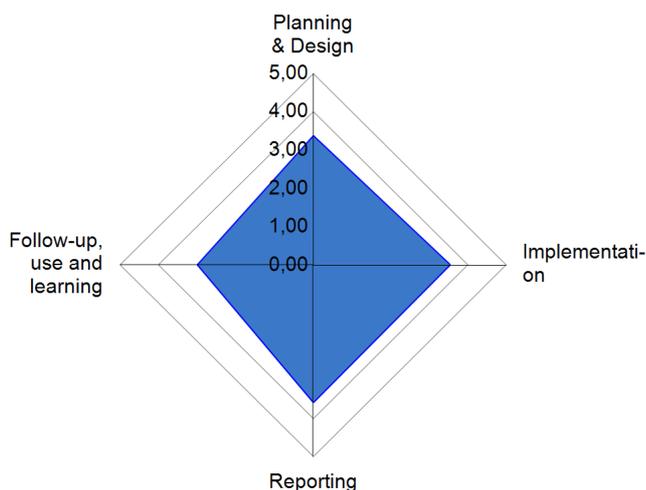
The overall score for this evaluation is an overall above average 3.42. The planning and design phase scores 3.38. It was guided by a well-structured TOR and in terms of its approach as an implementation evaluation it scored well. Although intended users were identified, more clarity on their information needs was required. Resource allocation was adequate and the evaluation team had a particularly good skills-set in terms of both evaluation and community safety expertise. Although the appropriateness of evaluation design scores well in terms of method and sample, there was no explicit reference to the theory of change or intervention logic and thus it scores 2.82 for this evaluation area. However, project management of the planning phase was good (4) and there has been good buy-in from stakeholders for the evaluation. The implementation phase scores 3.55. The evaluation did not go through a formal ethical clearance process, however, ethical protocols were adhered to and the evaluation team was able to work freely and without interference. Despite this, some concerns were raised about handing qualitative datasets to DOCS although the names of all participants were removed. A good score (4) is given for participation and M&E skills development because there was a well-functioning, actively involved steering committee; and capacity building of government officials took place over a series of workshops facilitated by the service provider. The reporting phase is the highest scored phase of the evaluation (3.58). A good quality draft report was produced and it scores particularly well in terms of accessibility of content (4) and robustness of findings (4.15). However, it scores lower on strength of conclusions (2.33). Whilst the conclusions are clearly derived from evidence, the original evaluation purpose and questions are not revisited and there is no explicit reference to the EPP's intervention logic or theory of change and this is a gap. Despite this, the recommendations, which were made in consultation with key government officials, are deemed by the interviewees as being both highly relevant and useful and scores 3.5 on this evaluation area. For the follow-up, use and learning phase, the evaluation scores 3.00. Although there has been no reflective process undertaken by the steering committee on what can be done to strengthen future evaluations, the results of the evaluation have been shared with relevant stakeholders in government. Furthermore, it is viewed as being of symbolic value to the EPP and CPFs, and is of conceptual value to DOCs which has developed an improvement plan based on the findings.

Quality Assessment Scores

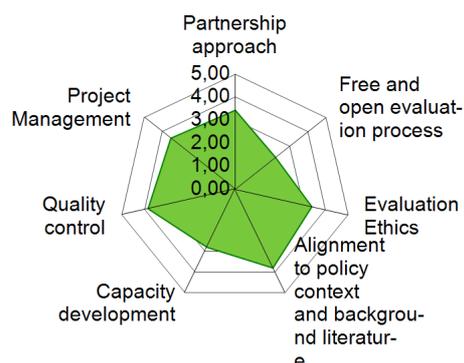
Phase of Evaluation	Score
Planning & Design	3,38
Implementation	3,55
Reporting	3,58
Follow-up, use and learning	3,00
Total	3,42

Overarching Consideration	Score
Partnership approach	3,44
Free and open evaluation process	2,22
Evaluation Ethics	3,40
Alignment to policy context and background literature	3,80
Capacity development	2,80
Quality control	3,84
Project Management	3,52
Total	3,42

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	3,57
Planning & Design	Appropriateness of the evaluation design and methodology	2,82
Planning & Design	Project management (Planning phase)	4,00
Implementation	Evaluation ethics and independence	3,00
Implementation	Participation and M&E skills development	4,00
Implementation	Methodological integrity	3,58
Implementation	Project management (Implementation phase)	3,50
Reporting	Completeness of the evaluation report	4,00
Reporting	Accessibility of content	4,00
Reporting	Robustness of findings	4,00
Reporting	Strength of conclusions	2,33
Reporting	Suitability of recommendations	3,50
Reporting	Acknowledgement of ethical considerations	3,57
Follow-up, use and learning	Resource utilisation	3,00
Follow-up, use and learning	Evaluation use	3,00
Total	Total	3,42

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 is well-structured and, for the most part it is comprehensive. It contains details of the following: background, rationale and purpose for the evaluation; focus of the evaluation, including evaluation questions; intended users and scope of the evaluation; evaluation design, methods and key documents to be reviewed; evaluation plan with deliverables expected and time frames; budget and payment schedule; management arrangements; specifications for the proposal; and key references. One weakness with the TOR is the lack of clarity on the sample and exact methods to be used (Evaluation design and methods). It was confirmed by the Service Provider that the sampling section was confusing and there were no indicators for measurement of the 'functionality' of the Community Policing Forums (CPFs) involved in the Expanded Partnership Programme (EPP). Another weakness is the section on the scope of the evaluation which is confusing, as it makes reference to the relevance of findings and recommendations to various groups of stakeholders. Despite these two weak areas, the TOR is of a good standard.
Rating:	4: The evaluation was guided by a well-structured and complete TOR or internal evaluation proposal of a good standard
Moderation:	Reconsider
Moderation Comment:	If the ToR is of a good standard as compared to an adequate standard, a rating of 4 may be more appropriate.
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 was an implementation evaluation and the purpose stated in the TOR is as follows: "the key focus was to dissect the ability of the EPP to direct the focus of CPFs as it relates to its civilian oversight function through the independent collection of safety information and whether the EPP has enabled Department of Community Safety (DOCS) to measure the levels of functionality of CPFs, directing resources to those CPFs functional whilst making interventions to assist those that are not functional". Although this statement is somewhat convoluted, it matches the scope of questions posed. It was also mentioned by interviewees that the EPP is a new pilot programme aimed at improving the capacity of CPFs to provide proper oversight of police and there was a need to assess whether it had been implemented properly and what issues need to be addressed to improve implementation.
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:	The TOR states that the intended user of the evaluation is the Department of Community Safety and how the findings will be used, or their information needs (e.g. to influence national policy, to influence allocation of policing and safety resource etc.). It also goes on to mention the relevance of the evaluation to other stakeholders including all communities in the province, participating CPFs and agencies responsible for policing and safety in the province. However, it does not specify what their information needs are.
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:	This evaluation is contained in the Provincial Evaluation Plan which is aligned to the National Evaluation Plan. There was a lengthy process of consultation with government stakeholders around the Evaluation Concept Document which informs the TOR. The process was lead by the Assistant Director for Performance Monitoring in DOCS. The following stakeholders within DOCS were involved in its conceptualisation and development of the Evaluation Concept Document: the Director for implementation of the EPP; the Chief Directorate - Secretariat for Safety and Security; the Director at Strategic Services and Communication; the Director for Community Police and Relations. In addition to this, a workshop was held with deputy directors and administrative staff working with CPFs and the EPP system to give input into the concept document. The Concept Document was then sent to the Provincial Monitoring and Evaluation Directorate (Department of the Premier) for technical input through consultation with the evaluation technical working group committee consisting of M&E experts from all departments. Following this process the TOR was developed. Although this consultation was extensive, it does not involve stakeholders from outside of government and this is a gap in the process. For example, it may have been useful to gain the input of the CPF members in the scoping of the TOR and choosing the purpose of the evaluation.
Rating:	3: Key stakeholders were involved in the scoping of the TOR and choosing the purpose of the evaluation
Moderation:	Reconsider
Moderation Comment:	The comment is extensive and provides a detailed background on the concept development and TOR which would seem suggestive of a good standard. However, since it does not involve stakeholders from outside of government it may be good just to acknowledge this in the comment as part of the rating justification of a 3, otherwise the comment reads like it may be of a higher standard.
Approval:	Accepted

Adequacy of resourcing

Standard:	The evaluation was adequately resourced in terms of time and budget allocated
Comment and Analysis:	The budget (R458,736.00) was sufficient to cover fieldwork for 21 CPF sites. Although DOCS requested that the scope be expanded to 30 CPFs this could not be accommodated within the budget allocation and thus the original 21 CPF sites were adhered to. The timeframe allocated for the evaluation was 9 months (September 2014-June 2015) and this was considered sufficient time allocation given the scope.
Rating:	3: The evaluation was adequately resourced in terms of time and budget allocated
Moderation:	Accepted
Approval:	Accepted

Standard:	The team conducting the evaluation was adequately resourced in terms of staffing and skills sets
Comment and Analysis:	DOCS was specifically looking for a service provider with a) evaluation expertise because this was the first evaluation the department had undertaken; and b) the ability to transfer skills in identifying evaluation questions, developing logframes etc. It was noted that the evaluation team did possess these skills and was adequately resourced in terms of staffing. The team had good evaluation expertise and had done some previous work experience within the Community Safety sector. The technical expertise on Community Safety was provided by Professor John Cartwright (UCT).
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:	There is no explicit reference to the intervention logic or theory of change (TOC) in the TOR although the background section does specify the four broad outcome areas of the EPP and programme's alignment with provincial strategic objectives and National Outcome 3. The inception report makes no mention of the intervention logic or TOC of the EPP. This was identified as a gap during the initial stages of the evaluation. Whilst there was a business plan for the EPP there was no TOC or programme logframe with clear indicators to inform the design of the evaluation questions. This resulted in lack of clarity around certain concepts such as "functionality" of the CPFs.
Rating:	1: There was no reference to the intervention logic or the theory of change in the TOR or the Inception Report
Moderation:	Accepted
Approval:	Accepted

Standard:	The planned methodology was appropriate to the questions being asked
Comment and Analysis:	The evaluation questions focused on the following criteria: relevance and appropriateness; efficiency; effectiveness and compliance; and sustainability. The methodology was well-suited to these questions as it planned to adopt a mixed method approach combining quantitative and qualitative data collection including document review, interviews, focus group discussions and a site observation survey. The evaluation also planned to adopt a quasi-experiment design in order to establish a comparison of implementation differences between the various CPFs during the period of April-September 2014 (6 months) in terms of: the length of which the intervention groups have been involved in the programme; whether CPFs in rural or urban areas function differently; whether CPFs with Old or New Executive Committee (New Exco's) function differently; and whether the intervention group – participating CPFs vs. non-participating CPFs. Whilst the mixed method approach was appropriate, the quasi experimental approach was noted by interviewees as being inappropriate since the 6 month time frame in which to compare the sites was not sufficient and the comparisons became meaningless. Furthermore, since this is a formative, implementation evaluation, the use of a quasi-experimental design is questionable as this approach is more appropriate for a summative assessment looking at outcomes of the CPF structures against a specific intervention.
Rating:	3: The planned methodology was appropriate to the questions being asked
Moderation:	Reconsider
Moderation Comment:	Can you elaborate on the quasi-experimental design in the context of an implementation evaluation? The evaluation purpose and criteria seem more geared towards a formative evaluation design whereas a quasi-experimental design seems more appropriate for a summative assessment looking at outcomes of the CPF structures against a specific intervention. If there was a design element that was seemingly inappropriate that shaped methodology it may be worth reconsidering.
Approval:	Accepted

Standard:	The sampling planned was appropriate and adequate given the focus and purpose of evaluation
Comment and Analysis:	The aim of the evaluation was to assess the extent of the implementation of the EPP and level of functionality of CPFs spread across the Western Cape during the period of April to September 2014. It is evident that much thought went into selecting the sample. The team employed a stratified sampling strategy applied to the 150 CPFs which are part of the EPP. A total of 21 CPFs spread across 25 police clusters were randomly selected that fulfilled the necessary criteria. These criteria included: Participation vs non-participation in the EPP; urban vs rural; categories of phases i.e. Pilot Phase Groups; Old vs. New ExCo; and socio-economic status. In addition to this, nine additional CPFs were listed on a list of reserves, which were drawn on in the event that one of more of the selected CPFs were not available to participate in the study.
Rating:	4: The sampling planned was good given the focus, purpose and context of the 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 service provider met with the evaluation steering committee at the beginning to agree on how the evaluation would be implemented and because of this there was good buy-in from key stakeholders for 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

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: The evaluation did not go through an ethical clearance process. Fieldworkers were trained in ethics principles and all participants were encourage do participate on a voluntary basis. They were informed of what the information provided was for and how it was going to be used. They were free to not answer questions without any negative consequences. All participants were required to sign a consent form before participating. Although their anonymity has been protected in that no findings were linked to any names, it was noted by the service provider that there were concerns about handing over the datasets to DOCS. Because of the qualitative nature of the interviews, and the fact that DOCS requested the names of the CPF districts, it became difficult to preserve the anonymity of key informants and this was in conflict with the ethical principles of the evaluation team.

Rating: 3: 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

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: The is no evidence of interference and the evaluation team was able to work freely and was given access to existing data and information sources. Some information sources were outdated such as the lists of CPFs but the correct details were eventually provided. It was initially difficult to gain access to the Station Commanders (SCs) for interviews and special permission had to be granted by the Provincial SAPS office. Even with this permission, some SCs chose not to participate in the evaluation.

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:	An Evaluation Steering Committee was established in DOCS with officials from different directorates in the department. This included officials involved in community police relations and those with working knowledge of the EPP. This committee was headed by the Assistant Director for Performance Monitoring in DOCS and it met every time a draft deliverable was due in order to give input and comments for refinement and improvement. These deliverables included the inception report, instruments, draft report. The Provincial Monitoring and Evaluation Directorate (Department of the Premier) provided guidance and technical support when requested by DOCS and general oversight to ensure that the evaluation is implemented according to the six phases as set out in the provincial evaluation guidelines.
Rating:	4: Key stakeholders were regularly, actively involved in the evaluation and contributed 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:	Prior to the fieldwork phase, the fieldwork team underwent intensive one-day training undertaken by the evaluation team and the technical expert Professor John Cartwright. The training also included officials from DOCS and included familiarisation with CPF structure, the EPP, purpose of the evaluation and the survey instruments. Three workshops were facilitated with the officials from DOCS including: an initial brainstorming workshop and input on how to identify and develop evaluation questions; an M&E workshop on how to develop an logframe; and input on data analysis using Atlas TI software programme.
Rating:	4: Structured capacity building of evaluators and partners responsible for the evaluand was incorporated into the evaluation process
Moderation:	Accepted
Approval:	Accepted

Methodological integrity

Standard:	A literature review was developed which informed the analytical framework and findings of the evaluation
Comment and Analysis:	A literature review was developed in order to inform the analytical framework and support findings of the evaluation. It provides definitions of the key relevant concepts, current trends regarding crime and community safety in South Africa and the Western Cape as well as an overview of the national and provincial legislation guiding community safety initiatives. It also includes a detailed description of the Expanded Partnership Programme and a section on community policing initiatives in other provinces in the country as well as other parts of the world.
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:	A comparison of the inception report and the methodology section of the final evaluation report reveals that the methods employed by the evaluation team were consistent with planned methods for the most part. Qualitative data collection (interviews, focus groups and observations) was undertaken at WC DOCS and 21 CPF sites; and quantitative data analysis was undertaken of EPP programme documents. A deviation from the methodology which was noted was that the scope of the evaluation (6 months) used to sample and design the methodology for the evaluation was too limited to be able to establish reliable comparison of the functionality levels between participating and non-participating CPFs. Instead the evaluation relied on the experiences and perceptions reported by participants as well as in the triangulation of data.
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:	There is no evidence in the inception report or the methodology section of the full report that indicates that a pilot of data collection instruments was undertaken prior to undertaking data collection. However, interview with the service provider reveals that two of the four tools were piloted at one police station prior to fieldwork roll out and were reviewed and 'tweaked' before roll out. The remaining two tools were piloted at the next site after fieldwork had commenced. The timeframes for the fieldwork phase did not allow for a prolonged piloting process.
Rating:	2: A pilot of data collection instrumentation occurred but not in a way that could meaningfully test or improve upon instrumentation
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:	Data was collected from a range of key stakeholders including key informants from DOCS and WC Provincial SAPS; CPF Chairpersons; CPF executive committee members; local SAPS station commanders; and local community representatives (i.e. neighbourhood watch)
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 programme is a capacity building initiative for CPFs and therefore the CPF members were considered to be the primary beneficiaries of the EPP and they were engaged extensively as part of the evaluation. Given the assumption that the community will be the ultimate beneficiary, local community representatives from the neighbourhood watch groups in the evaluation sample as a key source of data and information.
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

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:	The technical working group in the Department of the Premier gave input into the concept note and the draft report. It also ensures that the improvement plan developed by DOCS is monitored. However, there was no interaction between the technical working group and the service provider who confirmed that they were not aware of the role of this committee. On the other hand, the Steering Committee within DOCS gave input into key deliverables for the evaluation. Whilst this results in good buy-in, the downside is that it took time and the inception phase lasted until February 2015 when the steering committee eventually signed everything off. Interviewees concur that, whilst it is good to have everyone on board at the beginning, not everyone has to be involved in all decisions made. Despite this, there appeared to be a good working relationship between the service provider and DOCS.
Rating:	3: The steering committee, technical working group and service provider worked together adequately to facilitate 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 government official responsible for leading the steering committee was described as being particularly responsive and supportive of the evaluation. He used a consultative and participatory approach with his team which facilitated support and buy-in for the evaluation. One challenge was around gaining access to SAPS Station Commanders for interviews. Whilst DOCS attempted to facilitate access, this could only be obtained from provincial SAPS which gave the final instruction for access.
Rating:	4: Good support was provided by the evaluation secretariat and facilitates timely and constructive 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:	Interviewees confirmed that the first draft of the report was of good quality. It was distributed to the Steering Committee members for comment and input but did not require any major changes.
Rating:	4: A first draft of the evaluation report was of a good quality and required only minor changes prior to finalisation
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 is well-structured and complete. It has an executive summary; introduction containing evaluation purpose, questions and evaluation timeline; background to the EPP programme; evaluation methodology; limitations of the study; findings and analysis; conclusions; and recommendations. It also contains the proposed logic model for the EPP and appendices containing the literature review.
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 report is user friendly as it is written in accessible language and easy to follow. The layout is clear and logical with consistent formatting of headings and text throughout. The section on findings is particularly well-structured as it presents the findings according to each of the four intended outcomes of the programme starting with a brief description of the outcome and its linkage to key legislation/policy. It then goes on to present a summary of the key findings in a text box before presenting the analysis and conclusion for the particular outcome area. There are no grammatical or spelling errors and there is consistency of writing style. All references are correctly cited and aligned to the reference list in the appendix.
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:	Tables are used at key points throughout the report to capture lists; and figures are well-utilised to represent some of the findings graphically. The quantitative findings of the evaluation are contained in section 6 of the report and cover the analysis of report submission and participation pattern of the period under review; and the comparison of participating vs non-participating CPFs. Data is presented in two tables and a figure with sufficient introduction and explanation making it easy to interpret.
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:	Qualitative and quantitative data analysis methods were used. Data from primary and secondary data collected were analysed using: Atlas.ti for thematic analysis of qualitative data; a log frame analysis; and Microsoft Excel for quantitative data. The logframe which was developed as part of the evaluation was used to assess the cause effect relationship leading from input, activities, outputs to intended outcomes and impact. Overall the data analysis appears to have been well executed.
Rating:	4: Data analysis appears to have been well executed for all datasets
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:	All findings are supported by either the quantitative data or qualitative data through the use of quotes from a range of stakeholders across the various CPF sites. There is good triangulation of data using various sources (primary and secondary sources) and kinds of data to enhance confidence and reliability of findings. The authors acknowledge that there is no baseline data to capture functionality and performance of the CPFs and therefore the assessment of whether EPP has contributed to increased functionality of CPFs is based on self-reported perceptions of key informants involved in the evaluation.
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:	Care is made to present the findings in a tentative manner and alternative interpretations are presented where necessary, particularly those related to contextual factors which have influenced functionality of the CPFs. The report also presents a section entitled 'additional findings' which discusses cross-cutting issues have had an impact on implementation of the EPP.
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:	There is no evidence of methodological flaws and it should be noted that the quasi-experimental design originally planned for this evaluation was discarded. One potential for analytical flaw was the evaluation team's use of reporting patterns of CPFs (i.e. the number of reports submitted over a 6 month period), over the period under review, as a proxy for assessing CPF's participation in the programme. However, the evaluators acknowledged that the analysis focused on the quantity and not quality of the reports submitted; and that report writing patterns of participating vs non-participating CPFs over the period does not offer much insight into enabling factors for increased participation or improved functionality. Thus the focus of the analysis was placed on other factors that explained degrees of participation. As mentioned previously, the evaluators also acknowledge that there is no baseline data to enable measurement of change from when the programme started. In an attempt to deal with this, the evaluators start off by painting a picture, based on interviews with relevant informants, of how the CPFs in the province used to operate prior to introduction of the EPP.
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:	Reconsider
Moderation Comment:	Linking back to the initial description of a quasi-experimental design, it seems that the implications of this approach in terms of methodology and analysis haven't been carried through here. Was it a flawed design and/or were there flaws in the analysis if that was the design espoused?
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:	Limitations of the study are clearly articulated in section 5 of the report and broken into three main categories. Pre-fieldwork limitations included: the contact list was partially outdated; obtaining SAPS approval caused delays; difficulties in getting hold of station commanders; and three initially sampled sites had to be replaced. Fieldwork limitations included the fact that the timing for the evaluation was not favourable due to the fact that CPFs were newly elected with a number of CPF executive committee members being new in their respective roles. Data limitations included: the target number of respondents to be interviewed was not met for five out of the 21 sites; low attendance rate of focus group discussions; and scope of the evaluation used to sample and design the methodology for the evaluation was too limited. For each limitation the evaluation team specifies what steps were taken to mitigate the consequences of the limitations.
Rating:	4: Limitations of all aspects of the methodology and findings are clearly articulated and distinguish between different kinds of limitations
Moderation:	Reconsider
Moderation Comment:	Given the extent of the limitations, particularly around design, could all of these be sufficiently mitigated in the course of the assesment? Consider revising down slightly.
Approval:	Accepted

Strength of conclusions

Standard:	Conclusions are derived from evidence
Comment and Analysis:	The findings for each outcome area are followed by a concluding summary explicitly linking the conclusions to different sources of data (evaluation participants). For example, conclusions for outcome 1 (increasing the sustainability and functionality of CPFs) are based on findings from the review of documents, input from long-standing members of CPFs, CPF members in general and key informants at DOCS. Similarly, the conclusions for outcome 2 (increasing the efficiency of CPFs by ensuring structured monitoring/oversight of policing) and outcome 4 (improving accountability to local communities and implementing structured safety partnership between DOCS and CPFs) are backed up by evidence from interviews with SAPS Station Commanders, CPF members and local community representatives. The final chapter then summarises the main conclusions for each of the four outcomes and includes reflections and learnings from the evaluation.
Rating:	4: Conclusions are derived from evidence and well supported by multiple sources of data that has been well analysed
Moderation:	Reconsider
Moderation Comment:	Consider elaborating on how the conclusions link to different sources or data by providing some examples or indicate sources related to outcomes.
Approval:	Accepted

Standard:	Conclusions address the original evaluation purpose and questions
Comment and Analysis:	The overall aim of the evaluation was to assess the extent of implementation of the EPP as well as the level of functionality of the CPFs and the evaluation questions were developed on the following criteria: relevance and appropriateness; efficiency; effectiveness and compliance; and sustainability. However, the original evaluation purpose and questions are not explicitly revisited in the conclusion section of the report and this is a gap. Instead, the original purpose and criteria are implicitly addressed in the conclusions which are followed by a summary of the enablers and barriers for successful programme implementation which are both programmatic and contextual. This provides a good foundation for recommendations in the section that follows.
Rating:	2: Conclusions address the original evaluation purpose and questions in implicit or indirect terms to an extent
Moderation:	Reconsider
Moderation Comment:	Is this implicit or explicit in terms of addressing the original purpose and questions? Do the conclusions sufficiently address the criteria derived/shaped by the evaluation questions? If so, fine, if not, consider revising.
Approval:	Accepted

Standard:	Conclusions are drawn with explicit reference to the intervention logic or theory of change
Comment and Analysis:	The conclusions are presented according to the four programme outcomes and thus provide insight into whether they have been achieved by the EPP. However, conclusions are not drawn with explicit reference to the intervention logic or theory of change because the evaluation team did not develop them at the outset or use them to guide the evaluation.
Rating:	1: Conclusions fail to make reference to the intervention logic or theory of change
Moderation:	Reconsider
Moderation Comment:	It is unclear how an implementation evaluation could be done that doesn't unpack the intervention logic of the programme to understand the mechanisms between certain process elements and how they are intended to achieve a specific set of outcomes. Surely outcomes in this instance go beyond a functional CPF, but speak to the logical results democratic voice and a say in local police service governance? It's unclear to me whether this was really an implementation assessment or caught trying to be different things.
Approval:	Accepted

Suitability of recommendations

Standard:	Recommendations are made in consultation with relevant government officials, stakeholders and sectoral experts
Comment and Analysis:	The Steering Committee gave input and comment into the recommendations which were further shaped when the report was presented to the key stakeholders in DOCS. The draft report was also reviewed by the expert advisor on community safety who gave input into the recommendations.
Rating:	3: Recommendations are made in consultation with relevant government officials, stakeholders and sectoral experts
Moderation:	Accepted
Approval:	Accepted

Standard:	Recommendations are useful- they are relevant, specific, feasible, affordable and acceptable
Comment and Analysis:	The recommendations are focused on what DOCs should do in order to strengthen the EPP going forward. They are organised into three categories: 1) high priority – failure to effectively address these could compromise scale up of the programme; 2) quick wins – cost effective actions that DOCS can implement immediately to achieve short term results; and 3) other recommendations. Interviewees describe the recommendations as being ‘very relevant’ and were well-received by HOD at DOCS. It was noted that 12 out of the 15 recommendations were agreed upon unanimously by the steering committee members.
Rating:	4: Recommendations are well-formulated for use- they begin to differentiate by user and are relevant to the current policy context, specifically targeted, 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 report specifies the research ethics that were adhered to by the evaluation team namely written (signed) consent and protection of anonymity. None of the comments or quotes made in the report are linked to names confirming that anonymity has been protected.
Rating:	3: The full report documents some procedures intended to ensure confidentiality and to secure informed consent where necessary
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:	Since anonymity is protected, there is no risk to participants in disseminating the evaluation report on a public website. Despite the fact that community safety is regarded as a sensitive topic within the South African context, there is consensus amongst interviewees that the evaluation report will not put any institution at risk but will rather be well received by various forums in the country and will provide other provinces with an opportunity to learn from the strengths and challenges of the EPP pilot programme in the Western Cape.
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 budget. However, it was noted that one area which was not adequately budgeted was the capacity development initiatives aimed at building the M&E capacity of the department. Although skills transfer was included in the original budget, the scope was not clarified at the outset because DOCS was unclear of what was needed at the time. The original timeframe for the study was 9 months, however the activities in the workplan had to be shifted because the initial start up stage was lengthy and the fieldwork would have run over December holidays which was not ideal. Despite these changes, the evaluation activities mostly took place within original timeframes except for extending two weeks overtime into June 2015.
Rating:	3: The evaluation was completed within the planned timeframes and budget
Moderation:	Accepted
Approval:	Accepted

Evaluation use

Standard:	Results of the evaluation have been presented to relevant stakeholders
Comment and Analysis:	The findings of the evaluation and the report were shared internally DOCS including top management. Although the members of the CPFs were not actively engaged in the presentation of findings, the report has been put on the DOCS website for public access by all relevant stakeholders.
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:	There has been no reflective process undertaken by the steering committee with the service provider to reflect on the process. The main reason is that it is a small unit within DOCS and there are competing priorities making it difficult to spend time on reflective processes.
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:	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:	It was noted by interviewees that, by undertaking this evaluation, the department (DOCS) has demonstrated its commitment to a) improving people's safety and b) build the capacity of CPFs so that they can continue doing what they are supposed to do - provide the department with valuable feedback on what is going on in terms of crime and SAPS response to crime.
Rating:	3: The evaluation study is seen by interviewed stakeholders as being of 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 EPP is a pilot programme aimed at strengthening CPFs and there has been a lot of interest both from a technical and political point of view to evaluate whether it is working. This evaluation has provided good insight into programme gaps and where implementation needs to be improved. Interviewees confirmed that the findings and recommendations have been very useful and informed the development of the improvement plan which is currently being finalised and implemented.
Rating:	4: The evaluation study is of conceptual value in understanding what has happened and some interviewed stakeholders indicated the likelihood of it constructively shaping policy and practice
Moderation:	Reconsider
Moderation Comment:	Just a lingering point of concern on the issue of scalability and whether an implementation assessment is appropriate for determining this. My understanding is a that taking an intervention to scale should be justified by providing substantive evidence of outcomes expected to follow from such an intervention. In the absence of evidence of outcomes attributable, or substantively contributed to by the intervention, it would seem a question for me on the issue of scalability and whether the evaluation design lent itself to answering this question. This should relate back to the inception phase and the evaluation purpose and questions. Further, should recommendations for up-scaling be made on the basis of an implementation assessment? If it combines an impact element possibly, but these appear to be potential flaws that seem not be addressed in the course of the quality assessment. Consider these when finalising any revisions.
Approval:	Accepted

References

Creative Consulting and Development Works. February 2014. Literature Review for Western Cape Provincial Department of Community Safety: Implementation Evaluation of the Expanded Partnership Programme Revised version

Department of the Premier, Western Cape Government. August 2013. Concept Note for Expanded Partnership Programme

Department of Community Safety, Western Cape Government. May 2015. Implementation Evaluation of the Expanded Partnership Programme. Full Evaluation Report.

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Western Cape Government Community Safety. July 2015. Management Response Implementation Evaluation of Expanded Partnership Programme.

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Department of Community Safety, Western Cape Government. May 2015. Implementation Evaluation of the Expanded Partnership Programme. Summary Evaluation Report. 1/5/25 format

List of Interviewees

Susannah Clarke and Elena Mancebo, Service Provider: Creative Consulting and Development Works. Telephonic interview. 5 October 2015.

Riaan Versfeld, Assistant Director for Performance Monitoring: Department of Community Safety. Telephonic Interview. 5 October 2015.

Rowina Wynford, Senior Monitoring and Evaluation Officer: Department of the Premier. Telephonic interview. 2 October 2015.