



planning, monitoring & evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

Report on the Assessment of Government Evaluations

Evaluation Title:

Formative Evaluation of Gauteng's Township Economy
Revitalisation Programme

Evaluation Number:

609

Start Date:

Tuesday, 03 February 2015

Completion Date:

Friday, 14 August 2015

Period of Evaluation:

February 2015 - August 2015

Submitted:

Tuesday, 30 January 2018 by Lerato Shai

Approved:

Wednesday, 31 January 2018 by Mike Leslie

Evaluation Details

Evaluation Title:	Formative Evaluation of Gauteng's Township Economy Revitalisation Programme
Evaluation Number:	609
Evaluation Completion Date:	Friday, 14 August 2015
Created:	Thursday, 02 November 2017 by Cara Hartley
Submitted:	Tuesday, 30 January 2018 by Lerato Shai
Approved:	Wednesday, 31 January 2018 by Mike Leslie
Period of Evaluation:	February 2015 - August 2015
Known Cost:	R 400 000,00
Known Cost Type:	Estimate
Initiated By:	Gauteng Office of the Premier
Initiated By Internal:	No
Service Providers:	DNA Economics
Undertaken By Internal:	No

Assessors

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Assessment Documents

Document Name:	Document Type:	Added By:	Added On:
GPG Township Economy Revitalisation 14082015 STC.pdf	Evaluation report	Cara Hartley	Thursday, 02 November 2017
GPG TER Inception Report V08 MS 140315.docx	An inception report	Lerato Shai	Friday, 19 January 2018
ToR Township Economy 220115 AG.docx	Terms of Reference (ToR) for the evaluation	Lerato Shai	Friday, 19 January 2018
GPG TER Technical Proposal V01 AJ 050215.docx	The proposal selected to conduct the evaluation	Lerato Shai	Friday, 19 January 2018
TER Logframe Final 30072015 STC.xlsm	Any other relevant documentation pertaining to the evaluation process	Lerato Shai	Friday, 19 January 2018
Consultations progress_updated STC.xlsx	Assessment tools	Lerato Shai	Friday, 19 January 2018
TER peer review assessment R DNA Response.docx	Any other relevant documentation pertaining to the evaluation process	Lerato Shai	Friday, 19 January 2018
15.6.3 Peer review comments on TERS ME FRAMEWORK 27 May (DNA response).docx	Any other relevant documentation pertaining to the evaluation process	Lerato Shai	Friday, 19 January 2018
Assessment Report at Moderation.pdf	Assessment Report at Moderation	Cara Hartley	Monday, 22 January 2018

Quality Assessment Summary

The overall score for this evaluation is 3,07, suggesting an evaluation of adequate quality. Aspects of the evaluation's planning and design are relatively strong. This phase scored 3,19 overall as a result of a methodology and design that was well-suited to fulfilling the purpose of the evaluation and adequate resourcing in terms of time, staffing and skills. Weaker points include the quality of the ToR which failed to state the key evaluation questions and the intended users and audience of the evaluation. It is notable that the evaluation team proposed questions which were then jointly revised and accepted by all evaluation stakeholders.

The implementation phase scored 3,00 which is adequate. This is largely a balance of poor scores for not completing a pilot of any of the data collection instruments and failing to include beneficiaries as key sources of data and information; and a good quality literature review that was used to validate the theory of change.

With a score of 3,08, the reporting phase is slightly above an adequate level. A few relatively strong points include the accessibility of the report owing to user friendly language and good flow. The report does, however, provide limited synthesis of all the key findings from all seven strategic focus areas of the Township Economy Revitalisation programme and overall responses to the evaluation questions.

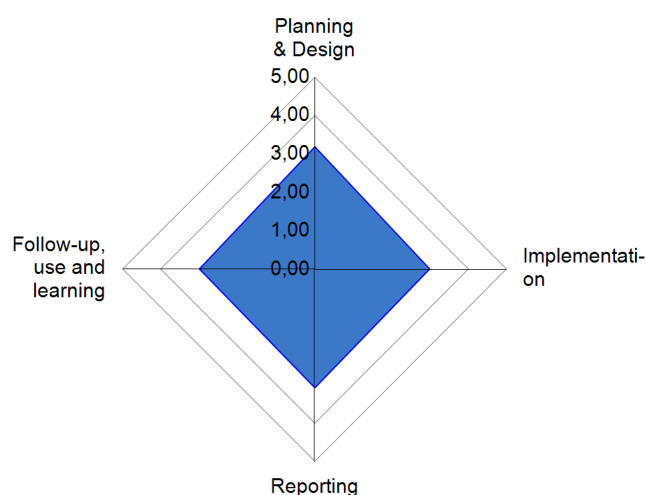
The follow-up, use and learning phase score of 3,00 is a mix of high scores for the symbolic and conceptual value of the programme. The evaluation has raised the profile of the programme in the community and created conceptual practical value for the implementing department through enabling improved implementation of the programme. Completion of the evaluation well outside of planned timeframes and the lack of a reflective process thereafter explain the low score despite positive value generation.

Quality Assessment Scores

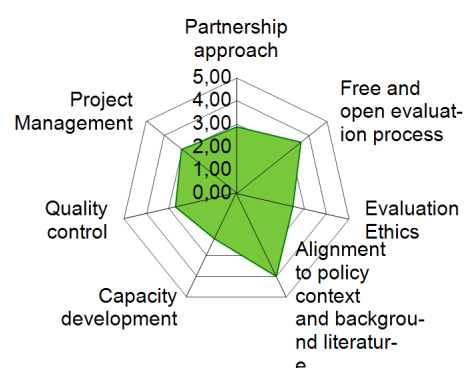
Phase of Evaluation	Score
Planning & Design	3,19
Implementation	3,00
Reporting	3,08
Follow-up, use and learning	3,00
Total	3,07

Overarching Consideration	Score
Partnership approach	2,88
Free and open evaluation process	3,56
Evaluation Ethics	2,50
Alignment to policy context and background literature	4,00
Capacity development	2,20
Quality control	2,73
Project Management	3,05
Total	3,07

Scores: Phases of Evaluation



Scores: Overarching Considerations



Phase of Evaluation	Area of Evaluation	Score
Planning & Design	Quality of the TOR	2,50
Planning & Design	Adequacy of resourcing	3,57
Planning & Design	Appropriateness of the evaluation design and methodology	4,00
Planning & Design	Project management (Planning phase)	3,00
Implementation	Evaluation ethics and independence	3,00
Implementation	Participation and M&E skills development	3,57
Implementation	Methodological integrity	2,58
Implementation	Project management (Implementation phase)	3,50
Reporting	Completeness of the evaluation report	2,50
Reporting	Accessibility of content	4,00
Reporting	Robustness of findings	3,00
Reporting	Strength of conclusions	3,00
Reporting	Suitability of recommendations	3,50
Reporting	Acknowledgement of ethical considerations	2,71
Follow-up, use and learning	Resource utilisation	2,00
Follow-up, use and learning	Evaluation use	3,25
Total	Total	3,07

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, however it omits a number of key sections. The background provides a sound understanding of the programme being evaluated and what has led to the evaluation. The purpose of the evaluation is clearly articulated and the design and methodology is stated. The ToR also lists the key skills and competencies required to successfully complete the evaluation. Two sections omitted in the ToR are the evaluation questions that will guide the evaluation and the intended audience and users of the output.
Rating:	2: The evaluation was guided by a TOR or internal evaluation proposal but it was not well-structured or omitted a number of key sections
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 ToR calls for a rapid formative evaluation of the Gauteng Township Economy Revitalisation Strategy and Programme (GTERS) using a theory-based evaluation approach. These are suited to the purposes of the evaluation stated in the ToR to create a baseline against which to measure programme performance, develop an explicit programme theory and M&E framework, determine data requirements and enhance the evaluability of the programme. Moreover, the approach and type adequately fit the stage of implementation of the programme, the required stakeholder involvement and the project tasks. Given that this was the first evaluation of the programme's design, a formative evaluation rather than a rapid formative evaluation would have been more appropriate. The latter typically requires short term and iterative methods that quickly feedback results to promote programme improvement.
Rating:	3: The approach and type of evaluation was suited to the purpose and scope of the evaluation TOR (or an internal evaluation proposal)
Moderation:	Reconsider
Moderation Comment:	It would also be good to discuss the scope (geographic, level of detail, extent of stakeholder involvement, number of project tasks/components) that the TOR was asking for and consider whether this matched the approach and type. Explain why a higher rating was not given (why simply "adequate" - 3 - and not "good" - 4). Usually this is done by providing some criticism, where appropriate.
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 does not identify the intended users or their information needs explicitly. The users are implicitly mentioned in the description of the programme and the management arrangements e.g. the management arrangements list all key stakeholders that the service provider will report to.
Rating:	2: The TOR made only implicit or indirect mention of the users of the evaluation and their information needs
Moderation:	Reconsider
Moderation Comment:	Explain how the TOR made implicit or indirect mention of the users and their needs, to justify a rating of 2 instead of 1.
Approval:	Accepted

Standard:	Key stakeholders were involved in the scoping of the TOR and choosing the purpose of the evaluation
Comment and Analysis:	According to the programme manager, the development of the ToR was through stakeholder engagement inclusive of departments such as transport, treasury and economic development, however only government stakeholders were involved. Beneficiaries and service providers critical to the implementation of the programme were not included in the scoping of the ToR.
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:	The evaluation was a rapid formative evaluation with an initial timeline of 4-6 weeks stated in the ToR. The inception report provides a project plan for 6 weeks and also states two major risk associated with timely completion: (1) delays obtaining the necessary documents and (2) delays with securing interviews. The time allocated is only sufficient if interviews could be secured early and it was clear from the outset who to interview. There is no evidence in the inception report of mitigation plans against these risks that would ensure completion in the 6 week timeframe.
Rating:	3: The evaluation was adequately resourced in terms of time and budget allocated
Moderation:	Reconsider
Moderation Comment:	The rating seems high, considering that major risks to timely completion were noted from the outset. Use the timeframe and budget that was formally agreed to at the end of the inception phase, and compare it with the constraints, risks, and challenges that could be predicted at that stage, to judge whether those concerned assigned adequate resources to the project. (The fact that the commissioners proved to be understanding and flexible once delays did arise, should not affect this rating about whether all parties were realistic about time during the planning stage.) Proofread; somewhere the number (2) should appear.
Approval:	Accepted

Standard:	The team conducting the evaluation was adequately resourced in terms of staffing and skills sets
Comment and Analysis:	A three member team was proposed and agreed upon in the inception meeting. The team had the necessary skills and competencies required in the ToR. One member is an expert in trade and industrial policy, the second an economist with experience in trade and finance; and the third an economist with experience in monitoring and evaluation, and industrial policy. Given this skill set, the team could demonstrate the required experience and a track record in economic and development sector policy, research and monitoring and evaluation.
Rating:	4: The evaluation was well resourced in terms of staffing and skills sets
Moderation:	Reconsider
Moderation Comment:	Considering that the team appeared to meet the requirements well, a 4 may be warranted. If not, state explicitly what would have made them better placed.
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 inception report makes explicit reference to the intervention logic in the form of a table that states the service provider's initial understanding of the theory of change. In addition to this, the appendices of the report include indicative results chain diagrams for all seven strategic focus areas of the programme. A diagram for the entire strategy is also included. The evaluator noted in the interview that these were only indicative and were validated through a review of the available evidence and stakeholder consultations.
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:	One of the weaknesses of the ToR is that it did not explicitly state the evaluation questions. The proposal submitted by the evaluator contains a list of questions based on their understanding of the background and purpose of the evaluation. These were revised and the final set of questions were agreed upon at the inception meeting. The planned methodology follows from this set of questions as does the evaluation matrix which maps out sub-questions by the source of evidence. The methodology combines a document and literature review with key stakeholder interviews to validate the theory of change developed as part of the evaluation. These methods are well suited for answering the questions within a rapid assessment.
Rating:	4: The planned methodology was well suited to the questions being asked and considered the data available
Moderation:	Reconsider
Moderation Comment:	<p>Tentatively accepted, pending your consideration of the following:</p> <p>(1) Since there were evaluation questions by the end of the inception phase and the methodology was planned based on that, the initial lack of questions should not affect the score here.</p> <p>(2) The fact that an evaluation matrix included the data sources (presumably also the data sources that were already available) and matched them to the questions, counts in this evaluation's favour and could support a motivation for a 4, but this is up to you depending on how well-suited those data sources actually were to the questions mapped against them.</p> <p>Regardless whether you choose to change the score and/or comment, just address the typo in the second-last sentence, "validate"</p>
Approval:	Accepted
Approval Comment:	Check the phrasing of the last sentence. It concludes the methods are "adequate" but a level 4 is given, suggesting these were "well suited" to the questions being asked.

Standard:	The sampling planned was appropriate and adequate given the focus and purpose of evaluation
Comment and Analysis:	The stakeholders interviewed were purposely selected from a list of contacts provided by the Office of the Premier. The progress spreadsheet that was used throughout the evaluation shows that stakeholders were selected based on their ability to respond to questions pertaining to the strategic focus areas of the Township Economy Revitalisation strategy that they cover. This approach is good given the purpose of the evaluation and context of the evaluation.
Rating:	4: The sampling planned was good given the focus, purpose and context of the evaluation
Moderation:	Reconsider
Moderation Comment:	It is unusual to award a 4 but describe the approach as adequate. Otherwise, this is fine.
Approval:	Accepted
Approval Comment:	Again, check the formulation that "this approach is adequate given..." as this suggests a 3 but a score of 4 is given. If it's a 4, just note that the approach is "good" give the purpose and context of the 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:	The inception phased achieved a common understanding of the status of programme, refinement and acceptance of the evaluation questions developed by the evaluator, methodology, team and project plan inclusive of potential risks. However, the evaluator noted in an interview that there was significant disagreement regarding what should be included in the inception report in terms of preliminary results. Although these differences were resolved and a compromise reached, the evaluator noted that the initial dispute created an adversarial context which spilled over into phases of the evaluation.
Rating:	3: The inception phase was used to develop a common agreement on 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 evaluator noted that no ethical protocols were followed in the data collection. However, the data was gathered in a context of low ethical sensitivity as the data collected from stakeholders was not of a confidential nature.
Rating:	2: Although there were indications that ethical protocols were observed, (e.g. informed consent agreements and/or an ethics review) no documentary evidence was available to support this
Moderation:	Reconsider
Moderation Comment:	Please judge the evaluation on how ethical considerations were dealt with, including whether they dealt appropriately with moderate or low ethically sensitive circumstances, if applicable.
Approval:	Accepted
Approval Comment:	Considering the nature of this evaluation and how it was used, a score of 2 may be justified because of such low ethical sensitivity and the purpose of the qualitative data. That said, this standard should also be considered with the later ethical standard in the Report section. see other comments there.

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 programme manager and evaluator both confirmed that the evaluation team was able to work without interference and were provided with any relevant data required for the evaluation. This includes programme documentation and stakeholder contact details.
Rating:	4: The evaluation team was able to work freely without interference and was given access to all sought data and information sources
Moderation:	Reconsider
Moderation Comment:	The second sentence may belong better with a later standard. Please comment on access to sought data and information as well.
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:	The evaluation steering committee was the key formal mechanism through which stakeholders participated in the evaluation. The evaluation steering committee was well represented in terms of line departments. The programme manager noted that the committee meetings were effective for consistent reporting, discussion and debate on outputs delivered and general project management. It was also the main mechanism for the evaluator to receive feedback on output.
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:	There was no formal request for skills transfer in the TOR or at the inception phase of the evaluation, however the evaluator was asked at a later stage to deliver a training on the theory of change. The training was not well attended but the officials present found it useful as for most of them it was their first time engaging with theory of change.
Rating:	3: An element of capacity building of partners responsible for the evaluand and evaluators 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:	The literature review provides available evidence that supports or contradicts the causal mechanism identified in the results chain for each of the seven strategic focus areas. The high level theory of change outlines the strategic objective and desired change, discusses the context, provides an assessment of the evidence to validate the causal links underlying the desired change, infers assumptions and risks from the evidence and unintended consequences. This structure demonstrates clearly how evidence supports or shows gaps in the results chain of the Township Economy Revitalisation programme strategy. Each assessment of the evidence is accompanied by a rating of the strength of each source cited. Sources are rated as either good, caution or contradictory. While this is useful for the reader to judge how much weight to place on each source, the report does not discuss how the evaluation team assigned the ratings. Additionally, the review could have benefited from a synthesis of the listed sources to offer an assessment of how the strategic focus areas objectives align with evidence from the literature. Moreover, given that the literature review was a key method for the validation, a systematic approach would have been more appropriate. The report also noted that time limitations prohibited a more comprehensive 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:	Reconsider
Moderation Comment:	This sounds like a relatively systematic literature review which did significantly inform the evaluation analytical framework and contextualise the findings. Even if there was room for improvement, this sounds like a more than adequate effort. Please consider a rating of a 4.
Approval:	Accepted

Standard:	The methods employed in the process of the evaluation were consistent with those planned and implemented adequately
Comment and Analysis:	The planned methods were a document and literature review as well as interviews with key stakeholders. The inception report does not state how many interviews were initially planned. The final report lists 18 successful interviews. Overall, the methods employed were consistent with those planned in the inception report and were implemented adequately with the limited time constraints.
Rating:	3: The methods employed in the process of the evaluation were consistent with those planned and implemented adequately
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:	No pilot was undertaken.
Rating:	1: No pilot of any data collection instrumentation took place prior to data collection
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:	The key stakeholder interviews collected data from various officials from departments participating in the programme, municipalities and the innovation hub. Stakeholders were categorised into the strategic focus areas that best aligned with the interventions they were implementing. This is only adequate as no data was collected from beneficiaries participating in the programme.
Rating:	3: Data was collected from key stakeholders (e.g. Implementers, governance structures, indirectly affected stakeholders) as data sources
Moderation:	Reconsider
Moderation Comment:	Please motivate the decision to assign a 3 instead of 4. Make the point here about being unable to judge whether the evaluation achieved the envisioned type and range of stakeholders.
Approval:	Accepted
Approval Comment:	Edit "official" to officials in first sentence.

Standard:	The methodology included engaging beneficiaries appropriately as a key source of data and information
Comment and Analysis:	Beneficiaries or a representative of their perspectives were not included in the data collection process as key sources of data and information, however secondary information on beneficiaries was incorporated in the evaluation.
Rating:	2: The methodology included beneficiary representative perspectives but did not include beneficiaries directly as a key source of data
Moderation:	Reconsider
Moderation Comment:	Only assign this rating if beneficiary data was entirely absent - i.e. only if the evaluation completely lacks even secondary data about their circumstances, behaviour, participation, views or outcomes.
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:	Both interviewees described the relationship between the commissioning organisation and the service provider as difficult and characterised by limited collaborative problem solving, however they note that this challenge did not impede on the professionalism and overall quality of the evaluation.
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:	This role was played by the commissioning organisation and facilitated achievement of the objectives and addressing key issues that arose. The programme manager noted the positive benefit of having the Office of the Premier play this role. It raised the status and importance of the evaluation which facilitated cooperation from participating departments.
Rating:	4: Good support was provided by the evaluation secretariat and facilitates timely and constructive achievement of the objectives of the evaluation
Moderation:	Reconsider
Moderation Comment:	Accepted, just take out the word "that" in the second sentence.
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 first draft report was an early draft report based only on initial desktop literature. It was still missing information from consultations and therefore went through multiple revisions. Overall, five versions of the draft report were submitted with each consecutive draft incorporating feedback received from various stakeholders namely management, a peer reviewer and the evaluation steering committee. Based on the comments from the peer reviewer, the second version of the draft report, it still contained major gaps in terms of the developing the theory of change and results chains, outlining the methodology comprehensively and a discussion of the limitations. The subsequent drafts were improved to address relevant comments and where these were not addressed, justification was provided to all stakeholders.
Rating:	2: A first draft of the evaluation report was of a poor quality and required major changes
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 is well structured with good flow and presentation of findings from the evaluation. The report is however missing a conclusions section that adequately synthesises all the reported evidence for each strategic focus area and relates these back to the evaluation questions stated at the beginning of the report.
Rating:	3: The final evaluation report is complete, follows a clear structure and addresses at minimum: executive summary; background/context of the 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 report is easy to read and follow. The language is simplistic and the layout and formatting are consistent throughout. It also makes good use of tables and colour codes to draw the reader to important distinctions between the findings. Referencing is complete and consistent throughout the report.
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 report makes use of simple graphics and labels these accordingly. The presentation of the theory of change using an assessment framework in table form lends itself to ease of comparison between the strategic focus areas. However, it could have benefited from a clear explanation within the report or in the associated appendix. In particular, the rating scale used to comment on the strength of each source cited should have been explained.
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 analysis completed for this evaluation included developing a theory of change and M&E framework based on current documentation on the strategy and validating these through a literature review and key stakeholder interviews. The analysis of the available evidence in the literature is adequately completed using an assessment framework. The assessment framework is consistently applied across all the strategic focus areas of the strategy. The incorporation of findings from the stakeholders is implicitly presented in the results chains that were presented to them for validation and additional input. It would be beneficial to provide a discussion of which aspects of the results chain are key contributions from stakeholders, especially important elements that were omitted in the draft version and could not have been included without the conversations with key stakeholders.
Rating:	3: Data analysis appears to have been executed to an adequate standard for most datasets
Moderation:	Reconsider
Moderation Comment:	Please elaborate. Describe the different types of analysis undertaken in the evaluation, and what aspects of it appear to have been done well or poorly (consider for instance whether it is accurate, logically sound, transparent, employing the analytical framework appropriately etc.).
Approval:	Accepted
Approval Comment:	Edit "and additionally input" as well as "It would be beneficially"

Standard:	Findings are supported by evidence which is sufficiently and appropriately analysed to support the argument, integrating sources of data
Comment and Analysis:	The report refers jointly to evidence from the literature review and stakeholder interviews, however it makes no explicit reference to particular evidence that came from the stakeholder interviews. Although the executive summary provides a paragraph which comments on the overall strengths and weaknesses of the strategy, the report is missing a conclusion section that comprehensively outlines this argument and synthesises the specific comments listed for each focus area.
Rating:	3: The evidence gathered is analysed to support the argument to an adequate standard and integrates sources of data
Moderation:	Accepted
Approval:	Accepted

Standard:	There is appropriate recognition and exploration of the possibility of alternative interpretations
Comment and Analysis:	The various versions of the report were presented to different stakeholders and one of them was assessed by a peer reviewer assigned to the evaluation. This suggests some recognition and exploration of alternative interpretations of the findings took place in the evaluation. The report is based on a literature review and stakeholder interviews to validate the theory of change and accompanying results chains. Consideration of possible alternative interpretations is therefore not explicit but largely in the form of presenting a literature review that considers alternative conclusions on some of the strategic focus areas. There is scope for a clearer and explicit documentation of alternative interpretations, especially those arising in discussions with stakeholders and the peer reviewer's comments.
Rating:	3: There is appropriate recognition of the possibility of alternative interpretations
Moderation:	Reconsider
Moderation Comment:	The ability to explore alternative interpretations is quite important for a formative evaluation such as this. Consider further elaboration on how the evaluation report approached this, and be explicit about the motivation for the decision to assign a 3 rather than a 2 or 4.
Approval:	Accepted

Standard:	The report appears free of significant methodological and analytic flaws
Comment and Analysis:	The evaluation implements the planned methodology and analysis framework adequately. The report describes the methodological and analytical process in the body of the report, however the assessment framework used to assess literature is not explained, particularly the rating scale used to determine the strength of evidence the used. Additionally, the evaluator noted that a peer reviewer was part of the evaluation and provided comments on the final report and the M&E framework which contributed to the execution of the planned methodology. However, this information is not included in the report.
Rating:	3: The report appears free of significant methodological and analytic flaws
Moderation:	Reconsider
Moderation Comment:	Acknowledging limitations is one aspect of being transparent about potential flaws in a methodology, but that is dealt with in the standard below. In this standard, consider the documenting (or not) of other steps taken to ensure quality method and analysis, e.g.: To what extent does the report make its own methodological and analytical process transparent for the reader, and if one reads the report, does the presented method and analysis withstand reasonable scrutiny? Furthermore, is the peer reviewer mentioned in the report? is the process of obtaining inputs from the steering committee mentioned?)? - this may or may not warrant a change in score
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:	The report lists the key limitations associated with the evaluation and the implications of these limitations e.g. the report notes that the unsystematic literature review means that the evaluation does not provide an authoritative account of the evidence. The report also notes that time limitations prevented primary data collection, however the M&E framework developed provides recommendations in areas where this may be required.
Rating:	3: Limitations of all aspects of the methodology and findings are articulated
Moderation:	Accepted
Approval:	Accepted

Strength of conclusions

Standard:	Conclusions are derived from evidence
Comment and Analysis:	The conclusions are derived from the evidence, however these are implicitly drawn from the final section on general observations and initial recommendations and not explicitly in a dedicated section of the report.
Rating:	3: Conclusions are derived from evidence
Moderation:	Accepted
Approval:	Accepted
Standard:	Conclusions address the original evaluation purpose and questions
Comment and Analysis:	The conclusions only address these implicitly through the evidence provided.
Rating:	2: Conclusions address the original evaluation purpose and questions in implicit or indirect terms to an extent
Moderation:	Accepted
Approval:	Accepted
Standard:	Conclusions are drawn with explicit reference to the intervention logic or theory of change
Comment and Analysis:	The presentation of the results chain for each strategic focus area and evidence to validate or refute the underlying causal mechanism explicitly interrogates the theory of change. The subsections for each focus area clearly identify the gaps and potential unintended consequences of successful implementation. A possible improvement would have been to present the overall conclusions for the entire strategy in one section.
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
Approval Comment:	Edit "presentation of results chain" The last sentence appears to end suggesting the report was not good because it failed to draw overall conclusions for the entire strategy. Consider if this is appropriate for a level 4 or whether the statement should be tempered because it is otherwise considered to be of a good standard.

Suitability of recommendations

Standard:	Recommendations are made in consultation with relevant government officials, stakeholders and sectoral experts
Comment and Analysis:	The evaluator noted that there was no collaborative effort or workshop to establish the recommendations. The evaluator compiled an initial set of recommendations which were then presented to the evaluation steering committee for input and comment. The recommendations in the final report incorporate feedback from the various stakeholders.
Rating:	3: Recommendations are made in consultation with relevant government officials, stakeholders and sectoral experts
Moderation:	Accepted
Approval:	Accepted
Approval Comment:	Unclear on why "They were not derived collectively" as this formulation appears odd. If they were presented, what followed from the presentation in the way of recommendations?

Standard:	Recommendations are useful- they are relevant, specific, feasible, affordable and acceptable
Comment and Analysis:	The recommendations are useful and actionable. They are separated into specific recommendations for each focus area, general recommendations that cut across all the focus areas, a list of all the unintended consequences and a recommendation to avoid any costs associated with these; and recommendation for future work listed by the department that should take ownership of completing it.
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:	Reconsider
Moderation Comment:	Typo in second sentence; "areas" should be "area". Otherwise, 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 does not document if and how confidentiality was ensured for interviews with stakeholders.
Rating:	1: The full report fails to document any procedures to ensure confidentiality and secure informed consent where appropriate.
Moderation:	Reconsider
Moderation Comment:	The low ethical sensitivity of the context may render the previous standard N/A, but not this one. The standards require that the full report documents these procedures regardless of the level of ethical sensitivity; the report should thus be judged against this score.
Approval:	Accepted
Approval Comment:	There is a slight inconsistency between this standard and the ethical sensitivity standard at the start of the section on Implementation. There a level 1 rating is given, despite a context of low ethical sensitivity. Here, a level 2 is given. Feedback from Cara, and I'm in agreement, was that it would be more appropriate to give a Level 2 for the first standard and justify it due to the type of evaluation and the manner in which the qualitative data was used. However, here it would be more appropriate to give a score of a 1.

Standard:	There are no risks to participants or institutions in disseminating the evaluation report on a public website
Comment and Analysis:	The programme manager noted that there are no risks to participants or institutions in disseminating the report. The report has already been made available publicly on the Gauteng Enterprise Propeller website. Government stakeholders were informed of the publication, however beneficiaries were not informed.
Rating:	4: There are no risks to participants or institutions in disseminating the original full evaluation report on a public website
Moderation:	Reconsider
Moderation Comment:	The fact that the report has already been made public is not the same as informing all stakeholders formally of the intention to do so. Please revise.
Approval:	Accepted

Follow-up, use and learning

Resource utilisation

Standard:	The evaluation was completed within the planned timeframes and budget
Comment and Analysis:	<p>The evaluation exceeded the planned timeframe of 6 weeks and instead was completed over a period of 7 months while remaining within budget. The delays were due to a few factors:</p> <ul style="list-style-type: none">- inception disagreement on the content of the report resulted in back and forth between the evaluator and the commissioning organisation,- indicator definition and alignment across all stakeholders, and- setting up stakeholder interviews. <p>Both the evaluator and the programme manager noted that the time allocated was inadequate to begin with, hence key stakeholders assisted with data collection where possible. All time extension of the evaluation were approved by the commissioning organisation.</p>
Rating:	2: The evaluation was completed outside of the planned timeframes and over budget, but with approval of the commissioning organisation
Moderation:	Accepted
Approval:	Accepted

Evaluation use

Standard:	Results of the evaluation have been presented to relevant stakeholders
Comment and Analysis:	<p>The results of the evaluation were presented to the evaluation steering committee, the inter-governmental working committee for the programme and a lekgotla. No presentations to stakeholders outside government took place.</p>
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:	<p>A session for reflection on the evaluation by all members of the steering committee did not take place. The evaluator noted that the project was wrapped up fairly quickly. Additionally, the programme manager noted that there was not a proper post reflection session.</p>
Rating:	1: There was no reflective process undertaken by the steering committee on what could be done to strengthen future evaluations
Moderation:	Reconsider
Moderation Comment:	<p>Even if it was not a dedicated session, if there was an agenda item on the final meeting agenda or some reflective written correspondence, take that into account here. Otherwise, ok.</p>
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:	The evaluation is seen by the implementing department to have raised the credibility of the programme at the community level by providing clear indicators against which the programme will be assessed. It is also considered to have created a mechanism to hold everyone accountable.
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:	The evidence suggests that the evaluation was of conceptual value in preparing the implementing department for monitoring and evaluation of the programme. Moreover, the evaluation provided further validation of what was identified as key strategic focus areas and outcomes of the programme. The programme manager referred to it as "the catalyst that was needed to get the implementation going" and noted that the experience through the evaluation has demonstrated the need to develop an M&E framework for future programmes.
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:	Phrasing of the first sentence - repetition of "prepare". Otherwise, accepted.
Approval:	Accepted

References

- DNA Economics. 2015. Draft formative evaluation report for Gauteng's Township Economy Revitalisation strategy.
- DNA Economics. 2015. Progress on consultations for Gauteng's Township Economy Revitalisation strategy.
- DNA Economics. 2015. Monitoring and evaluation framework for Gauteng's Township Economy Revitalisation strategy.
- Gauteng Office of the Premier. 2015. Evaluation and monitoring framework on Gauteng's Township Economy Revitalisation Programme. Terms of Reference
- DNA Economics. 2015. Revised inception report for Gauteng's Township Economic Revitalisation strategy.
- Wolpe, R. 2015. Peer review comments on Township Economy Revitalisation Strategy Monitoring and Evaluation Framework draft evaluation report
- DNA Economics. 2015. Evaluation and monitoring framework on Gauteng's Township Economy Revitalisation Programme. A technical proposal for Gauteng Office of the Premier.
- Wolpe, R. 2015. Peer review comments on Township Economy Revitalisation Strategy Monitoring and Evaluation Framework

List of Interviewees

- Mathopane Masha, Director: Inclusive Economy at Gauteng Department of Economic Development, Telephonic interview. 6 December 2017
- Matthew Stern, Managing director: DNA Economics. Telephonic interview. 30 November 2017
- Annette Griesel, Former head of Head of Strategic Planning, Monitoring and Evaluation, Gauteng Office of the Premier (Declined to comment electronically)