



Cara
Hartley

PERSONAL DETAILS

Date of Birth:	27 March 1986
Languages:	English (Excellent), Afrikaans (Excellent), isiXhosa (Basic), French (Fair)
Prof. membership:	South African Monitoring and Evaluation Association No. 206474006469
Years' Experience:	11 years
Countries worked in:	South Africa, Botswana

CONTACT INFO

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ACADEMIC BACKGROUND

- Postgraduate Diploma in Monitoring and Evaluation (cum laude), Stellenbosch University, South Africa, 2018
- MA Political Science, Stellenbosch University, South Africa, 2013
- BA Honours Political Science, Stellenbosch University, University of Cape Town, South Africa, 2011
- BA International Studies (cum laude), Stellenbosch University, South Africa, 2008

FIELD OF SPECIALISATION

Cara is a social scientist specialising in the monitoring and evaluation of social and governance interventions in South Africa and Africa. She has a strong skill set in facilitation, qualitative primary research, and qualitative analysis. She also conducts descriptive statistical analysis. Her expertise comprises South African public sector planning, monitoring and evaluation; public employment programmes; social protection; and capacity building and education evaluation. She has a particular interest in contribution analysis as an alternative to conventional mixed-methods evaluation. Cara is a Mandela Rhodes scholar and was Conference Chair and Chairperson of the Board of the South African Monitoring and Evaluation Association (SAMEA) in 2022.

WORK EXPERIENCE

May 15 – present

PDG, Cape Town, South Africa
Consultant

May 14 – Apr 15

Economic Policy Research Institute, Cape Town, South Africa
Project Coordinator and Evaluator: Implementation Evaluation of EPWP Social Sector Phase Two.

Jan 13 – May 14

Economic Policy Research Institute, Cape Town, South Africa
Research Fellow

Jan 12 – Dec 12

Institute for Justice and Reconciliation (IJR), Cape Town, South Africa
Intern

Sep 11 – Nov 11

Division for Community Interaction, Stellenbosch University, South Africa
Module Assistant for Sociology 354 (Service Learning); Personal Assistant to two academics in the Division

KEY PROJECTS

2023-present: Diagnostic evaluation to assess compliance to SANS 10400: Part XA (Energy Efficiency) Technical Standard (City of Cape Town). Sub-consulting to a Pegasys-led team to provide M&E expertise on this evaluation.

2022 Synthesis of NDP Research Papers: PDG was appointed by DPME to do the technical analysis of 27 research papers to synthesize, review and support implementation of the NDP. Provided expertise in summarising, judging the relevance and validity of, the findings and relevance of papers in the Education sector.

2022 Evaluation expert advisor to the Provincial Data Office (PDO), Western Cape Department of the Premier. Part of the PDO team providing M&E expertise to the Department of Economic Development and Tourism (DEDAT) in the development of the Provincial Growth for Jobs (G4J) Strategy (2023 to 2035). Lead facilitator for developing theories of change for eight Priority Focus Areas, each with a relevant set of government and non-government stakeholders. The workshop outputs also informed a rapid evaluation of G4J strategy process.

2022 – present: Evaluation of the Reading and Leadership Strengthening in South African Schools for Learning During Covid-19 and Beyond Programme (REALS SA) (UNICEF and DBE). Leading the team conducting this design and implementation evaluation for UNICEF. The evaluation will be assessed in line with quality standards in the UNICEF's Global Evaluation Reports Oversight System (GEROS).

2022 Localisation and Institutionalisation of the UN Sustainable Development Goals (SDGs) in six Intermediate City Municipalities (DBSA, on behalf of DCOG). Served as M&E expert on a Zutari-led team. This DCOG initiative aimed to assist with the localisation and institutionalisation of the SDGs in six Intermediate City Municipalities. Focused on equipping municipalities with guidance and resources on data and evidence use in relation to the SDGs and led on the ultimate development of a generic SDG Localisation Framework to guide future initiatives.

2020-2022 Future Cities Consortium in South Africa (UK Foreign, Commonwealth and Development Office). Served as the cross-cutting programme Monitoring, Evaluation, Reporting and Learning Advisor for this three-year project. The consortium implemented several technical assistance projects in the cities of Cape Town, Johannesburg, and eThekweni. Responsible for the programme theory of change, the M&E framework and its implementation, strategic decisions based on performance and value for money, and quarterly and annual reports.

2015-2022 Assessment of Government Evaluations Rounds 2, 3, 4 and 5 (Department of Planning, Monitoring & Evaluation): From Round 2 onwards, conducted quality assessments of government evaluations, aligned to *DPME's Standards for evaluation in government*. In Rounds 3, 4 and 5, assisted in managing these quality assessments, and moderated the draft assessments.

2021 Pilot Impact Assessment of the Municipal Financial Management Programme (MFMP) (National Treasury). MFMP is a public finance practitioner training programme. Led this project, developing an appropriate pilot evaluation plan, piloting the methodology, and producing a report and guidelines for a full-scale evaluation of the programme.

2020-2022 Rapid Assessments for the Western Cape Provincial Government (WCG) (Department of the Premier): Supported the following rapid assessments, playing roles varying from co-leading the assessment to providing research support on specific components: Review of the Western Cape Provincial Evaluation System (completed Mar 2020); Rapid Assessment of the WCG's Humanitarian Relief and Food Security response to COVID-19 (completed Aug 2020); Rapid Assessment of the WCG Safety Plan (completed Sep 2020); and Rapid Assessment of the WCG Hotspot

Strategy for COVID-19 (completed Dec 2020); Rapid Evaluation of the Economic Development Partnership (completed Nov 2021); and Diagnostic Rapid Evaluation to discover Priority Data Sources (concluded Feb 2022).

2019 & 2020 Three Capacity Building Workshops on Qualitative Data Analysis using NVivo Software: Designed and presented 1 day capacity building workshop at the South African Monitoring and Evaluation Association (SAMEA) conference (Oct 2019); and a similar workshop at SAMEA's virtual capacity building workshops (Oct 2020) (the latter co-facilitated with Mr Tolika Sibiyi). Also presented a day-long workshop at PDG (Feb 2020).

2020 Final Evaluation of the Partnership between UNDP South Africa and the National Department of Agriculture, Land Reform and Rural Development (UNDP): Individual Consultant responsible for the evaluation. Evaluated this technical assistance programme against the criteria of relevance, effectiveness, efficiency and sustainability.

2020 M&E Framework for the Municipal Finance Improvement Programme (MFIP) (National Treasury): With guidance from the project leader and inputs from the team, co-facilitated a theory of change workshop; drafted the M&E Framework and Operational Manual; and workshopped the draft and final products with the client.

2019 M&E Framework for the Expanded Public Works Programme (EPWP) Phase 4 (Department of Public Works): Played a leading role, alongside a team leader and an economist, in the development of a national, cross-cutting EPWP M&E framework for the five-year period, based on the Phase 4 Business Plan.

2019 Mid-Term Evaluation of the Municipal Finance Improvement Programme Phase 3 (National Treasury): Contributed to the literature review; acted as lead facilitator in theory of change development; conducted qualitative data collection; and managed the team in analysing a variety of datasets (including qualitative data analysis on NVivo, and generating findings. Compiled the draft report and contributed to conclusions and recommendations. Presented the final report to the client.

2019 Development of a range of Theories of Change (Western Cape Department of Agriculture): Played the role of lead facilitator in the development of seven theories of change to feed into the Department's new five-year strategic plan. Managed the PDG team to produce comprehensive theories of change including problem trees, reflecting the role of multiple programmes / initiatives, and internal as well as external stakeholders in achievement of outcomes.

2018/2019 Expanded Public Works Programme (EPWP) Phase 4 Design and Business Plan (International Labour Office): Acted as one of two Social Sector Experts in a team of experts reviewing Phase 3 issues through consultations with relevant stakeholders, document review and data analysis, designing proposals for Phase 4 in consultation with key stakeholders and the preparation of the EPWP Phase 4 Business Plan.

2018 Old Mutual Education Flagship Programme (OMEFP) evaluation of 2017 (Old Mutual): For the second consecutive year, conducted the annual external evaluation of Old Mutual's education work, reporting to a lead evaluator. Also conducted a contribution analysis in a case study school; and facilitated a reflection and planning day for the OMEFP team in light of the results.

2016/17 Implementation Evaluation of the National Youth Service Programme in Limpopo (Limpopo Office of the Premier): Worked closely on all facets of the evaluation, reporting to the evaluation specialist and team leader. Led the capacity development component.

2016/17 Implementation Evaluation of the Foster Care Programme in Limpopo (Limpopo Office of the Premier): Contributed throughout the evaluation, from project design to final presentation of results, reporting to the evaluation specialist and team leader. Led the capacity development component.

2016 Expanded Public Works Programme (EPWP) Social Sector Monitoring and Evaluation Framework (Department of Social Development): Developed the M&E Framework for the Social Sector, including leading facilitation, drafting and presentations.

2015/16 Implementation Evaluation of Citizen-Based Monitoring Pilot, Department of Planning, Monitoring and Evaluation in the Presidency (DPME): Contributed to literature review, evaluation design, and development of field research instruments. Conducted analysis and contributed to drafting and presenting the report.

PUBLICATIONS

ABRAHAMS, M., AMISI, M., HARTLEY, C.H., BLASER-MAPITSA, C., SCHÖER, V. & POPHIWA, N. 2020. "The Seventh Biennial South African Monitoring and Evaluation Association Conference 2019: Shaping M&E for a Sustainable Future – Editorial", *African Evaluation Journal* 8(1). <https://doi.org/10.4102/aej.v8i1.512>

FOSTER, K., HARTLEY, C., & LESLIE, M. 2017. "Evaluation and participation: Opportunities for learning and accountability" in *State of Local Governance 2017: Navigating collaboration and accountability in local governance*. Good Governance Learning Network. http://www.ggln.org.za/images/solg_reports/SoLG_2017.PDF

DE JAGER, N. & MEINTJES, C. 2013. "Winners, Losers and the Playing Field in Southern Africa's 'Democratic Darlings': Botswana and South Africa Compared" in *Politikon: South African Journal of Political Studies*. DOI:10.1080/02589346.2013.798458