



Mike
Leslie

PERSONAL DETAILS

Date of Birth:	3 June 1983
Languages:	English (Excellent)
Prof. membership:	South African Monitoring and Evaluation Association No. 586132001987
Years' Experience:	12 years
Countries worked in:	South Africa

CONTACT INFO

Office:	+27 21 671 1402
Mobile:	+27 76 912 4767
Email:	mike@pdg.co.za

ACADEMIC BACKGROUND

- Postgraduate Diploma in Monitoring and Evaluation, Stellenbosch University, South Africa, 2011
- MPhil in Community and Development (Cum Laude), Stellenbosch University, South Africa, 2010
- BA Humanities (Cum Laude), Stellenbosch University, South Africa, 2006

FIELD OF SPECIALISATION

Mike is an M&E systems expert with extensive public sector experience in South Africa across local, provincial and national government. He has contributed to the development of the National Evaluation System as an evaluator and M&E system development specialist through successive projects over the last decade. His expertise includes evaluation approaches, designs and methodologies as well as customised M&E system design and consolidation in public sector environments. He has a background in community development, participatory developmental approaches and applied social research methods. He has developed and delivered accredited modules on public sector evaluation for Stellenbosch University and facilitated for the Development Evaluation Training Programme for Africa at the University of Witwatersrand. He is passionate about public policy, evidence-based planning, monitoring and evaluation for improved developmental outcomes.

From 2012-2015 Mike served on the Board of Directors of the South African Monitoring & Evaluation Association (SAMEA) and coordinated the programme for SAMEA's 5th Biennial Conference as part of the International Year of Evaluation.

WORK EXPERIENCE

Sep 16 – present

PDG, Cape Town, South Africa
Director and Monitoring & Evaluation Practice Area lead

Dec 12 – Aug 16

PDG, Cape Town, South Africa
Consultant (M&E)

May 11 – Nov 12

Pricewaterhouse Coopers (PwC) Advisory, East London, South Africa
M&E Consultant

Jan 09 - Apr 11

Postgraduate & International Office (PGIO) Stellenbosch University, South Africa
Coordinator: Student Life & Integration (Involved in Programme Monitoring & Evaluation of Student Community Service initiatives)

KEY PROJECTS

2021- present, M&E technical assistance for the Cities Support Programme (CSP), National Treasury

Serving as a technical advisor to National Treasury to provide M&E specialist support for government reforms initiated through Municipal Financial Management Act (MFMA) Circular No. 88 in metropolitan municipalities. This includes development and iteration of a set of a standardised indicators for local government and the establishment sector technical working groups to refine and problem-solve planning and reporting challenges. Supporting change management and institutionalisation which will culminate in an update to the Planning and Performance Management Regulations of the Municipal Systems Act of 2001.

2021-present, Technical advisor to support institutionalisation of the implementation of Local Government indicator, Department of Cooperative Governance

Serving as a technical advisor to the Department of Cooperative governance to provide M&E specialist support for the institutionalisation of local government indicators. The project expands upon and complements the work of National Treasury to embed a differentiated, standardised indicator set applicable to all municipalities in South Africa. The project entails template development, reporting analysis and advice, training and capacity building support for the piloting of the indicators ahead of the update to the Planning and Performance Management Regulations of the Municipal Systems Act of 2001.

2020-present, Evaluation expert advisor to the Provincial Data Office, Western Cape Department of the Premier

Serving as evaluation expert advisor for a variety for evaluation and evaluation system advisory work in the Western Cape Government. This has included conducting and co-facilitating various rapid evaluations of flagship provincial initiatives like the Western Cape Provincial Safety Plan, the Western Cape COVID-19 Hotspot Strategy, and the Problem Driven-Iterative Adaptation Methodology, among others. This has also included on-going technical advisory support for design elements of the Western Cape Government's draft Growth 4 Jobs Strategy.

2019-2021, Intergovernmental relations M&E technical support for the Cities Support Programme (CSP) to enable streamlined reporting by eight metropolitan municipalities, National Treasury

Served as a technical advisor on part-time appointment to National Treasury to provide M&E specialist support for government reforms initiated through Municipal Financial Management Act (MFMA) Circular No. 88 in metropolitan municipalities before extending throughout local government.

2020-2021, Technical advisor to develop indicators for local government towards the reform of the Planning & Performance Management Regulations of 2001, Department of Cooperative Governance

Served as a technical advisor on part-time appointment to the Department of Cooperative governance to provide M&E specialist support for the development of indicators for local government. The project expanded upon and complemented the work of National Treasury to develop a differentiated indicator set applicable to all municipalities

in South Africa for introduction in the 2021/22 financial year. The project entailed template development, training and capacity building support for the piloting of the indicators ahead of the update to the Planning and Performance Management Regulations of the Municipal Systems Act of 2001.

2020, Development of an M&E Framework for the Municipal Finance Improvement Programme-Phase 3x, National Treasury

Served as a technical lead to develop an M&E framework for this national technical assistance programme across all three spheres of government for the period 2020/21-2022/23. The project included the development of a theory of change, key indicators and means of monitoring them, a plan for baseline, mid-term and summative evaluations; and an operational handbook to accompany the framework. The project directly informed the monitoring and reporting work of the extended Phase 3 of this national flagship technical assistance programme implemented at under-capacitated municipalities throughout the country.

2019 Mid-term evaluation of the Municipal Finance Improvement Programme- Phase 3, National Treasury

Served as the project manager and evaluation specialist responsible for the evaluation design, literature review, data collection, evaluation report and presentation. This was a mixed-methods evaluation employing a theory-based approach to assess the implementation of the intervention across three spheres of government. Findings and recommendations from the evaluation were utilised to inform an extension of Phase 3 and improvements to the MFIP's design and implementation.

2019 Supporting the Western Cape Department of Agriculture to develop Theories of Change, Western Cape Department of Agriculture

Project manager and M&E specialist for the project. Supported the development of seven theories of change to feed into the Department's five-year strategic plan 2019-2024. Oversaw the PDG team from the conceptualisation and identification of strategic priorities, through development of 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.

2019 M&E Framework for the Expanded Public Works Programme (EPWP)- Phase 4, Department of Public Works

Served as the project manager and M&E specialist advising on the development of a national, cross-cutting EPWP M&E framework for the five-year period, based on the Phase 4 Business Plan, and building on the Phase 3 M&E framework.

2018-2019 Development of a draft set of indicators for secondary cities and district municipalities, Department of Cooperative Governance and Traditional Affairs

Served as the project manager and M&E specialist for a project drawing on the Municipal Financial Management Act (MFMA) Circular No. 88 indicator set to develop a draft indicator set for secondary cities and district municipalities. This project entailed a series of consultations with provincial stakeholders, municipalities and national government stakeholders to develop and refine a draft set of indicators complete with technical indicator descriptions for secondary cities and district municipalities.

2018-2019 Support for the implementation of MFMA Circular No. 88 to municipalities for National Treasury

Served as the project manager and M&E specialist for the National Treasury: Cities Support Programme to provide technical assistance for the roll-out of MFMA Circular No. 88 during the 2018/19 financial year and supported quarterly reporting and feedback. This project entailed engagements with national stakeholders such as StatsSA, support for quarterly performance reporting by municipalities, further revisions to the Technical Indicator Descriptions, as well as online platform development and training as part of pilot of a shared reporting platform.

2018-2019 Western Cape LandCare Programme Evaluation, Western Cape Department of Agriculture

Project manager and evaluation specialist for the programme evaluation of the Western Cape Department of Agriculture LandCare sub-programme. Undertook a theory-based, mixed-methods evaluation with five district case studies across the Western Cape Province. The programme design recommendations from the evaluation have been referred to the national department and policy-makers responsible for LandCare.

2018-2019 Implementation evaluation of the Provincial Transversal Management System of the Western Cape, Western Cape Department of the Premier

Served as the project manager and evaluation specialist responsible for the evaluation design, literature review, development of data collection instruments and primary data collection. The project entailed interviews and focus groups with provincial Cabinet, all Heads of Department and Senior Managers across the Western Cape Government. Led the analysis and drafted the evaluation report. Presented the recommendations to Provincial Top Management.

2017-2018 Strengthening Monitoring & Evaluation Capacity- A Landscape Analysis, Zenex Foundation

Partnered with the Evaluation Research Agency to undertake diagnostic research on evaluation capacity within donor organisations and among black evaluators. Project managed the collection of interview and survey data from evaluation agencies, black evaluators and donor organisations and oversaw the analysis and report write-up.

2012-2018 Assessment of Government Evaluations Rounds 1, 2, 3 and 4- Department of Planning, Monitoring & Evaluation

Co-developed and revised an evaluation quality assessment system aligned to DPME's Standards for evaluation in government. Moderated quality assessments of evaluations conducted from 2006-present and contributed to the development of an online Evaluation Management Information System (EMIS) and guidelines. Took over project management responsibilities for quality assessments in the 3rd and 4th rounds.

2015-2018 Implementation evaluation of the Framework for Strategic and Annual Performance Plans, Department of Planning, Monitoring & Evaluation

Served as an evaluation specialist assessing the results of the application of the Framework for Strategic and Annual Performance Plans as a guiding policy framework for strategic and performance planning for all national and provincial departments in South Africa. The project had important reform implications for the government planning system.

2017-2018 Implementation evaluation of the Enterprise Content Management System of the Western Cape Government, Western Cape Department of Cultural Affairs and Sport

Served as the project manager and evaluation specialist responsible for the evaluation design, development of data collection instruments and primary data collection. Project managed the evaluation, led the analysis and drafted the evaluation report. Presented the recommendations to Provincial Top Management.

2017-2018 Rationalisation of the reporting arrangements in eight metropolitan municipalities, Development Bank of Southern Africa

Served as the project manager and M&E specialist developing a set of built environment output and outcome level indicators in six sectors for eight metropolitan municipalities to report against. The project also entailed facilitation of the institutional engagements (incl. engagements with the Auditor General) and the development of a proof-of-concept reporting platform to deliver efficiencies, standardisation and a shared electronic monitoring and reporting facility across spheres of government.

2016-2018 Revision and update of the Infrastructure Progression Model, National Treasury

Served as a lead M&E consultant reviewing the design of the Infrastructure Progression Model (IPM) for the health and education sectors. Proposed revisions to the existing IPM based on national developments in the Infrastructure Delivery Management landscape since 2013. My responsibilities included adapting the overall design of the progression model in line with other maturity models employed within the public service and revising the infrastructure delivery performance component.

2016-2017 Evaluation of the Foster Care Programme in Limpopo

Served as an evaluation specialist and project manager for an implementation and impact evaluation of the provincial implementation of the Foster Care Programme in Limpopo. Employed a mixed-methods approach to data collection and worked in close cooperation with ikapadata on a beneficiary survey of care-givers and foster care children.

2016-2017 Evaluation of the National Youth Service Programme in Limpopo

Served as an evaluation specialist and project manager for an implementation and outcome evaluation of the provincial implementation of the National Youth Service Programme in Limpopo Province. Employed a mixed-methods approach to data collection and worked in close cooperation with ikapadata to undertake a telephonic survey of programme participants.

2015-2016 Implementation evaluation of the Western Cape Corporate Services Centre, Western Cape Department of the Premier

Served as an evaluation specialist responsible for the evaluation design, development of data collection instruments and undertook primary data collection. Project managed the evaluation, led the analysis and helped draft the evaluation reports.

2015-2016 Implementation evaluation of the Citizen-Based Monitoring Model, Department of Planning, Monitoring & Evaluation

Served as an evaluation specialist responsible for the evaluation design, development of data collection instruments and undertook primary data collection at two pilot sites. Project managed the evaluation, led the analysis and co-drafted the final evaluation reports.

2014-2015 Implementation Evaluation of the Management Performance Assessment Tool (MPAT), Department of Planning, Monitoring & Evaluation

Served as an evaluation specialist and led the evaluation design and clarificatory review stages, developed the data collection instruments, drafted the findings and analysis and co-presented the final evaluation report.

2014-2015 Evaluation of the Frontline Service Delivery Monitoring (FSDM) Programme in Gauteng, Gauteng Office of the Premier

Served as an evaluation specialist responsible for the evaluation design and clarificatory review using a theory-based approach. Developed data collection instruments and led the data analysis and drafting of the final evaluation reports.

2013-2014 Design and Implementation Evaluation of the Urban Settlements Development Grant, Department of Human Settlements

Served as an evaluation specialist responsible for the overall evaluation design and implementation assessments in the City of Cape Town and Buffalo City Metropolitan Municipality. Central to the formulation and sourcing of data for the built environment indicators included in the evaluation. Co-drafted the final evaluation report.

2013-2014 Rapid appraisal of Outcome 8: Output 1, Department of Human Settlements

Project managed and led the design, data collection, analysis and drafting of the final report. Proposed the rapid design appraisal methodology and sourced secondary data on the built environment indicators included.

2013-2014 Monitoring and Evaluation Sectoral Survey, Department of Planning, Monitoring & Evaluation

Developed the survey's conceptual framework, undertook preliminary research and surveyed the human settlements sector. Worked with the team programmer to develop an online M&E diagnostic tool and made subsequent revisions after pilot.

2012-2013 Infrastructure Progression Model, National Treasury

Developed the performance component of an infrastructure progression model for provinces in the health and education sectors.

More information on Mike's role in the following projects can also be provided on request:

2014-2015 Breede Valley Long Term Financial Plan 2015-2024, Breede Valley Local Municipality

2013-2014 Evaluation of Environmental Programmes, Department of Environmental Affairs

2013-2014 Development of the Intergovernmental Planning Framework, Department of Cooperative Governance

2013-2014 Research into the functionality of the National and Provincial Intergovernmental Relations Structures, Department of Cooperative Governance

2012-13 Assessment of the linking of fixed-term contracts for Municipal Managers to the municipal electoral term, Department of Cooperative Governance

2011-2012 Assorted project work on more than 20 provincial and local government advisory projects for PwC, East London

Project work entailed facilitation and development of integrated development planning in select municipalities, the development of performance monitoring and reporting systems for both provincial and local government, internal audit work on public sector performance information in preparation of the audit of pre-determined objectives, as well as engagement with the Auditor-General on the quality of government performance information.

PUBLICATIONS

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

LESLIE, M., EVERETT, M., GOLDMAN, I., JACOB, C., MOODLEY, N. & PODEMS, D. BENEY, T., 2015. Developing evaluation standards and assessing evaluation quality. *African Evaluation Journal* 3(1), No. 112, 13 pages.

GOLDMAN, I., JACOB, C., KOLA, N., LESLIE, M., MAPHALLA, R. & MOODLEY, N. 2013. Quality assessment of government evaluations in South Africa – some initial findings. 4th Biennial South African Monitoring & Evaluation Association Conference, September 2013, Sandton, Johannesburg. Awarded Best Conference Paper.

COURSE FACILITATION AND LECTURING

Evaluation in the public sector: Policy analysis, performance management and government reforms 2019-2022- Course facilitator as part of the MPhil in Monitoring & Evaluation Methods at Stellenbosch University
Developed additional content, facilitated and assessed papers as part of a Masters programme in Monitoring & Evaluation Methods (NQF Level 9) at Stellenbosch University in September of 2019 and 2020.

An introduction to public sector evaluation in South Africa (2019)- Training workshop facilitator and content development

Developed the content and delivered a two-day training workshop on public sector evaluation as part of the 7th Biennial Conference of the South African Monitoring and Evaluation Association, October 2019, Sandton, Johannesburg.

An introduction to public sector evaluation in South Africa (2018)- Training workshop facilitator and content development

Developed the content and delivered a one-day training workshop on public sector evaluation as part of the Workshop Series and Annual General Meeting of the South African Monitoring and Evaluation Association, October 2018, Sandton, Johannesburg.

Development Evaluation Training Programme for Africa (DETPA) Course facilitator- M&E Planning and management
Facilitated and delivered two modules for the Centre for Learning on Evaluation and Results- Anglophone Africa (CLEAR-AA) through the University of Witwatersrand in August of 2018 as part of the M&E planning and management course.

- *Situating M&E in Development Interventions*
- *Developing Organisation-Wide M&E Systems*

An introduction to public sector evaluation in South Africa (2017)- Accredited short course
Developed the content and delivered an accredited short course (NQF Level 7) on public sector evaluation in South Africa through Stellenbosch University in September of 2017.

Development Evaluation Training Programme for Africa Course facilitator- M&E Planning and management
Facilitated and delivered modules as part of the inaugural DETPA offering for the Centre for Learning on Evaluation and Results- Anglophone Africa (CLEAR-AA) through the University of Witwatersrand in August of 2017.

- *Situating M&E in Development Interventions*
- *Introduction to Results-Based Management*
- *Managing and Commissioning Evaluations*