



Cara  
Hartley

## PERSONAL DETAILS

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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:	12 years
Countries worked in:	South Africa, Botswana

## CONTACT INFO

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## ACADEMIC BACKGROUND

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- 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

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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. 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

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### 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**

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**2023-present: Evaluation of the Witzenberg PALS project (Western Cape Department of Agriculture):** Team member involved in data collection, analysis, and reporting on this land reform project.

**2023: Stellenbosch University School of Public Leadership Master's degree in Public Administration:** Guest lecturer in the Monitoring and Evaluation elective module, providing a practitioner's perspective on M&E frameworks as well as theories of change.

**2023-present: M&E Framework for a Just Transition in South Africa (Presidential Climate Commission and ICAT):** Lead M&E expert on the team. PDG is subconsulting to Sustainable Energy Africa for this work.

**2023-present: Implementation evaluation of the Foster Care Programme (National DSD).** Project lead.

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

**2022 – 2023: Evaluation of the Reading and Leadership Strengthening in South African Schools for Learning During Covid-19 and Beyond Programme (REALS SA) (UNICEF and DBE).** Led 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).

**2023 - present: Evaluation expert advisor to the Provincial Data Office (PDO), Western Cape Department of the Premier.** Contributed to a Rapid Evaluation on the utilisation of evaluation findings and recommendations across the provincial government; as well as a Rapid Evaluation of municipal performance data.

**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.

**2021-2022: Evaluation expert advisor to the Provincial Data Office (PDO), Western Cape Department of the Premier.** Supported the following projects, playing roles varying from co-leading to providing research support: Rapid Evaluation of the Economic Development Partnership (completed Nov 2021); and Diagnostic Rapid Evaluation to discover Priority Data Sources (concluded Feb 2022); Synthesis of Provincial Evaluation System, 2011-2023 (ongoing). Provided M&E expertise in the development of the Provincial Growth for Jobs (G4J) Strategy (2023 to 2035), which included acting as lead facilitator for developing theories of change for eight Priority Focus Areas.

**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 three SA cities. 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 and moderating the 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 Rapid Assessments for the Western Cape Provincial Government (WCG) (Department of the Premier):** Supported the following rapid assessments (RAs), playing roles varying from co-leading to providing research support: Review of the WCG Provincial Evaluation System; RA of the WCG's Humanitarian Relief and Food Security response to COVID-19; RA of the WCG Safety Plan; and Rapid Assessment of the WCG Hotspot Strategy for COVID-19.

**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 Mid-Term Evaluation of the Municipal Finance Improvement Programme Phase 3 (National Treasury):** Key team member contributing to deliverables and engagements across all phases of the evaluation.

**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 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, and managed the team documenting these.

**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, contributed to the annual external evaluation of Old Mutual's education work. Also conducted a contribution analysis in a case study school and facilitated a strategic discussion for OMEFP in light of the results.

## PUBLICATIONS

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ABRAHAMAS, 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](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