



**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:   | 15 years                                                                    |
| Countries worked in: | South Africa, Botswana                                                      |

## CONTACT INFO

|         |                 |
|---------|-----------------|
| Office: | +27 21 671 1402 |
| Mobile: | +27 72 361 6821 |
| Email:  | cara@pdg.co.za  |

## ACADEMIC BACKGROUND

- Postgraduate Diploma in Monitoring and Evaluation (cum laude), Stellenbosch University, South Africa, 2018
- MA Political Science, Stellenbosch University, South Africa, 2011
- BA Honours Political Science, Stellenbosch University, University of Cape Town, South Africa, 2009
- BA International Studies (cum laude), Stellenbosch University, South Africa, 2008

## FIELD OF SPECIALISATION

Cara is a Director at PDG co-leading the monitoring and evaluation (M&E) practice area. She is skilled at designing and implementing mixed-methods evaluations; facilitating strategic processes using theories of change and other tools; designing M&E frameworks; and quality assessing evaluations. Her subject expertise comprises South African public sector planning, monitoring and evaluation; education evaluation; climate change and just transition policy; land reform and agriculture; public employment programmes and social protection. Cara is a Mandela Rhodes scholar and a legacy chair of the South African Monitoring and Evaluation Association (SAMEA). She is also a founding co-convenor of the SAMEA-DPME Local Government M&E Community of Practice (2022 to 2024).

## WORK EXPERIENCE

### May 15 – present

PDG, Cape Town, South Africa  
Consultant (until Sep 2022); Director since Oct 2022.

### 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

**2025-present: Impact Evaluation of Phakamani: Creating Micro-Jobs for Rural Women (Jobs Fund / GTAC):**

Project lead and evaluation expert on this project. Building on formative and summative evaluations already conducted, this evaluation applies a systems lens (socio-economic, regulatory etc.) and compares different funding periods and sites longitudinally and cross-sectionally to provide greater insight into the Phakamani model for microfinance, and implications for the Jobs Fund's support of such interventions.

**2025-present: M&E services for Digital Skills for Jobs and Income II (DS4JI II)(GIZ):** Project lead for this service, which includes a tracer study of programme participants; conducting M&E of career guidance activities; evaluating the implementation of the gender strategy; and conducting a mixed-methods (KOMPASS) evaluation.

**2025: Evaluation of Ecological Infrastructure projects in the Western Cape (Western Cape Department of Agriculture).** Team lead for an evaluation focusing on four case studies of ecological infrastructure interventions by the unit for Sustainable research Management.

**2024-2025: Development of a support model for implementation of the Municipal Infrastructure Grant (National Department of Cooperative Government and Traditional Affairs).** Oversaw data collection, led the analysis and triangulation of findings and developed the support model for provincial departments of local government to support municipalities in implementing this grant, as well as a monitoring framework to assess their performance in this regard.

**2024-2025: Development of an M&E framework for Services SETA (SSETA):** Cara is the M&E expert on a team led by Urban-Econ Development Economists. The core objective was to review and enhance SSETA's current evaluation approaches and to establish an organization-wide M&E tool. Cara conducted stakeholder engagements, oversaw drafting of the literature review (including benchmarking with other SETAs), led the drafting of the evaluation framework and a comprehensive logical framework. The framework has been approved and Cara is supporting the launch and change management associated with implementing it.

**2025 Monitoring, Evaluation, Research and Learning (MERL) support to the Old Mutual Foundation:** Serving as M&E expert, ensuring alignment between the foundation's strategy, theories of change, and the monitoring and data management systems that PDG is supporting the Foundation to strengthen.

**2025-present: Urban Resilience and Just Energy Transition Programme (UK Foreign, Commonwealth and Development Office, FCD0).** Member of the Monitoring, Reporting, Evaluation and Learning team for this alliance supporting 10 intermediate city municipalities across Mpumalanga, Limpopo, Gauteng and KwaZulu-Natal. This is a three-year programme of technical assistance aimed at building municipal capability for long-term infrastructure planning, finance mobilisation and sustainable project delivery, and to secure public and private investment to drive catalytic economic development. The alliance is led by Adam Smith International.

**2024 Jobs Boost data system (Krutham):** Supported the project lead and the developer as they developed a web-based platform for tracking enrolment and placement of Job Seekers and facilitating payment and audit processes.

**2023-2024: M&E Framework for a Just Transition in South Africa (Presidential Climate Commission and ICAT).** Lead M&E expert on the team that produced this national framework. PDG subconsulted to Sustainable Energy Africa for this work.

**2024: City of Cape Town Energy Strategy Performance Management Plan (City of Cape Town).** Member of the Pegasys-led project, contributing M&E expertise and facilitating co-creation of the Performance Management Plan (M&E framework) with the client. The PMP operationalises monitoring and reporting on this long-term energy transition strategy, as well as evaluations.

**2021-2022: Integrated M&E Framework for the District Development Model (DDM) (COGTA and National Treasury).** With colleague Mike Leslie, developed the Framework (working from an early draft), and produced a Manual to accompany it. The Framework includes a theory of change and provides for M&E at three levels – national; at the One Plan level; and at the municipal level. It also recommends roles and responsibilities for M&E, noting implications for aspects where institutional arrangements for DDM have yet to be confirmed. This was part of a package of M&E support for local government reforms, contracted via DBSA.

**2024 - 2025: Supporting the development of a range of Theories of Change (Western Cape Department of Agriculture, WC DoA).** Project lead. PDG, with subconsultants Blue North, are facilitating strategic review of existing theories of change, as well as the development of new system maps and theories of change for priority aspects of WC DoA's five-year Strategic Plan.

**2020 M&E Framework for the Municipal Finance Improvement Programme (MFIP) (National Treasury):** This project built on the Mid-Term Evaluation of the same project (2019). Cara led the consultations to assess the client's needs; co-facilitated a theory of change workshop; drafted all components of the M&E Framework and Operational Manual with contributions from team members and guidance from the project leader; and workshopped the draft and final products with the client. The M&E framework built as far as possible on existing systems. It included a theory of change, logical framework, evaluation plan for the coming 3 years, and guidelines on how to develop/adapt, schedule and conduct the proposed monitoring and evaluation activities. This project focused on ensuring that local government financial management performance analysis and reporting, including audit results, appropriately inform the nature of technical advisory support that they receive.

**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. This included drafting a Theory of Change based on documentation; various client engagements; hosting a workshop to develop the Theory of Change and M&E Framework; and presenting the final product at a meeting of the EPWP Social Sector Extended Steering Committee. This project was commissioned to address weaknesses in EPWP monitoring and evaluation that had been highlighted in an implementation evaluation. It sought to strengthen the EPWP Social Sector's approach to monitoring and evaluation in line with the aspirations of the Government-Wide Monitoring and Evaluation Policy Framework.

**2015-2016 Western Cape Informal Settlement Strategy (Western Cape Department of Human Settlements):** PDG was part of a team led by Isandla Institute and including Habitat SA, that developed an informal settlement strategy to serve as the strategic direction for the informal settlement support programme for the Western Cape. PDG were responsible for the costing and financing, prioritisation model and monitoring and evaluation framework. The latter was developed by Cara with oversight from the project lead.

**2024: South African M&E Association (SAMEA) Biennial Conference, Johannesburg.** Co-convened / co-chaired the conference strand on the Just Transition.

**2024: African Evaluation Association (AfrEA) Biennial Conference, Kigali.** Gave a presentation on South Africa's emerging Just Transition Monitoring and Evaluation policy and components. Represented a Just Transition M&E working group consisting of the Presidential Climate Commission, the Just Energy Transition PMU, the Department of Forestry, Fisheries and Environment (DFFE), PDG and Sustainable Energy Africa.

**2025-2026 Impact Evaluation of Jobs Fund's support to Phakamani Rural Women Economy (Jobs Fund / GTAC):** Project lead and evaluation expert on this project. Building on formative and summative evaluations already conducted, this evaluation applies a systems lens (socio-economic, regulatory etc.) and compares different funding periods and sites longitudinally and cross-sectionally to provide greater insight into the Phakamani model for microfinance, and implications for the Jobs Fund's support of such interventions.

**2024-2025: Just Energy Transition: Compilation of Baselines, Milestones, and Core Indicators (African Climate Foundation):** The project entailed the provision technical assistance to the Just Energy Transition (JET)-Project Management Unit (PMU) in the Presidency to develop indicators for the Monitoring and Evaluation of the

JET Implementation Plan. Played an advisory role, commenting on the draft customised indicator rubrics and instruments for tracking JET interventions addressing: jobs; livelihoods; carbon emissions reductions; community involvement; and institutional strengthening.

**2024: Evaluation of the YearBeyond (YeBo) programme (Western Cape Department of Cultural Affairs and Sport)** Led the project, ensuring an appropriate methodology and successful implementation of this quantitative outcome evaluation which included a survey of over 2 000 programme alumni.

**2023-2024: Implementation evaluation of the Foster Care Programme (National DSD).** Served as project lead from inception until going on parental leave in August 2023.

**2024: SWOT analysis (WC DoA).** Led the PDG team, which was subconsulting to Blue North. The SWOT process included reviewing and synthesizing existing evaluations, research and other reports; mixed-methods data collection from both internal and external stakeholders; and facilitating validation of the SWOT findings at the WC DoA's Strategic Planning workshop with a view to informing the WC DoA's five-year strategic plan.

**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 was assessed in line with quality standards in the UNICEF's Global Evaluation Reports Oversight System (GEROS) and received an excellent score.

**2023-2024: 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.

**2024: Knowledge Harvesting and producing of Technical Notes for the Procurement, Infrastructure and Knowledge Management (PINK) programme (Ecorys and National Treasury).** Project coordinator for this project which seeks to harvest and share some of the knowledge gained by the programme stakeholders, especially the long-term Technical Advisors who for the past five years have supported 8 municipalities in strengthening their Supply Chain Management practices.

**2015-2022 Assessment of Government Evaluations Rounds 2, 3, 4 and 5 (Department of Planning, Monitoring & Evaluation):** From Round 2 onwards, Cara 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. In conducting these quality assessments, Cara judged the how well these public sector evaluations have applied the principles of the *Policy Framework for the Government-Wide Monitoring and Evaluation System* and its complementary policies, especially the *National Evaluation Policy Framework* and *Standards for Evaluation in Government*.

**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.

**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. Provided M&E expertise, which included strengthening alignment to DPME standards, advising on data collection methods and analysis, co-facilitating some key data collection sessions, facilitating a theory of change, and giving input on processes and draft deliverables.

**2022 Localisation and Institutionalisation of the UN Sustainable Development Goals (SDGs) in six Intermediate City Municipalities (Development Bank of South Africa (DBSA) on behalf of Department of Cooperative Governance (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. Co-designed and implemented the workshops and other deliverables, 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 framework which can be used to promote SDG localisation in other intermediate cities.

**2023 – 2024: 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; and a Rapid Evaluation of municipal performance data. This was the 9<sup>th</sup> round of expert support, following on similar support on rapid assessments from 2020 onwards.

**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.

**2022 Synthesis of NDP Research Papers (DPME).** PDG was appointed by DPME to do the technical analysis of 27 research papers to synthesise, 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 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, for each one convening government and other stakeholders to articulate the challenge/opportunity statement; set a target for 2035; and draft theories of change for strategic interventions to be led by the provincial government. The workshop outputs also informed a rapid evaluation of G4J strategy process. This was the most recent round of expert support, following on similar support on rapid assessments from 2020 onwards.

**2021 Pilot Impact Assessment of the Municipal Financial Management Programme (MFMP) (National Treasury).** The MFMP is a public finance practitioner training programme. The pilot evaluation was implemented as part of the European Union's support to National Treasury under the Public Financial Management Capacity Development Programme for Improved Service Delivery. Cara led this project, developing an appropriate mixed-methods evaluation plan, piloting the methodology, and presenting emerging conclusions, recommendations, and guidelines for a full-scale evaluation of the programme.

**2020-2022 Rapid Assessments and Rapid Evaluations for the Western Cape Provincial Government (Department of the Premier):** Support to the following projects in various roles. These assignments were conducted in line with the National Evaluation Policy Framework (2019) which introduces Rapid Evaluations as a new evaluation approach within the Government-Wide Monitoring and Evaluation System. Roles varied 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 Western Cape Government's Humanitarian Relief and Food Security response to COVID-19 (completed Aug 2020); Rapid Assessment of the Western Cape Government Safety Plan (completed Sep 2020); Rapid Assessment of the Western Cape Government Hotspot Strategy (COVID-19 whole-of-government coordination strategy) (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 Mid-Term Evaluation of the Municipal Finance Improvement Programme (MFIP) 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 and generating findings. Compiled the draft report and contributed to conclusions and recommendations. Presented the final report to the client. A key focus of this project was the analysis of local government financial management performance, including but not limited to municipal audit results, and the analysis of the contribution of the MFIP programme to this performance.

**2016 Assessment of the functioning and effectiveness of the current ward participatory system (ward committees) as well as public participation processes in five local municipalities – Saldanha Bay, Laingsburg, Langeberg, Overstrand and Mossel Bay (Western Cape Department of Local Government):** Conducted qualitative data collection and analysis. Contributed to the quantitative analysis of survey results. Contributed to the integration of data sources, authoring of municipal case studies and the final integrated report. Presented the findings to municipal stakeholders in Saldanha Bay.

**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.

This mostly policy level support programme was evaluated in terms of relevance, effectiveness, efficiency and sustainability. It was a mixed-methods evaluation which employed some contribution analysis principles (contribution claims, external factors, and assessment of alternative explanations). Conducted all project management, client consultations, interviews, and produced the deliverables, with data collection & analysis support from two team members.

**2019 & 2020 Three Capacity Building Workshops on Qualitative Data Analysis using NVivo Software:** Designed and presented a day-long capacity building workshop to about 20 participants at the South African Monitoring and Evaluation Association (SAMEA) biennial conference in October 2019; and a similar day-long workshop to about 20 participants at SAMEA's first-ever virtual capacity building workshops in October 2020 (the latter co-facilitated with Mr Tolika Sibiya). Also presented a day-long workshop at PDG to 6 participants.

**2019 M&E Framework for the Expanded Public Works Programme (EPWP) Phase 4 (Department of Public Works / International Labour Office):** This project entailed 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. Played a leading role in designing the project, consulting key EPWP stakeholders, facilitating the refinement of the theory of change, refinement of the logical framework, outlining evaluations and monitoring activities to be conducted, and producing and presenting the completed M&E framework to stakeholders. EPWP is implemented across all spheres of government and the project was geared at strengthening the monitoring and evaluation of EPWP in line with the principles of the Government-Wide Monitoring and Evaluation System.

**2019 Supporting the Western Cape Department of Agriculture during the 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. The project supported the Department in laying this foundation in seven of its high priority strategic areas for the upcoming medium term.

**2018 Old Mutual Education Flagship Programme (OMEFP) evaluation of 2017 (Old Mutual):** Conducted an evaluation of Old Mutual's education work for the year 2017. Contributed to the same elements as for the 2016 evaluation (see below); 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.

**2017 Old Mutual Education Flagship Programme (OMEFP) evaluation of 2016 (Old Mutual):** Collected qualitative data on OMEFP's work in three provinces. Assisted in the design, administration and analysis of a survey to all school principals and senior teachers in OMEFP's intervention schools. Contributed to writing and presenting the final report.

**2018/19 Western Cape LandCare Programme Evaluation:** An evaluation of the Western Cape Department of Agriculture LandCare sub-programme. Contributed to the development of the theory of change, oversaw the review of literature and documentation, undertook qualitative fieldwork in three districts, and undertook preliminary analysis. This was a provincial evaluation implemented in line with the Western Cape Government's Provincial Evaluation Plan.

**2018/2019/2020 Monitoring and Evaluation Handbook (City of Johannesburg):** Drafted a practical M&E Handbook to support the implementation of the City of Johannesburg in the implementation of its M&E Framework. Senior colleagues played an editing role. The handbook aims to guide the municipality to apply the principles of the *Policy Framework for the Government-Wide Monitoring and Evaluation System* appropriately within a local government context; and to integrate monitoring and evaluation appropriately with its performance analysis and reporting practices.

**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.

**2017/2018 Country Fact Sheets for the United Cities and Local Governments (UCLG) GOLD V report:** The 5<sup>th</sup> Global Observatory on Local Democracy and Decentralisation (GOLD V) report focused on the *Localisation of the Global Agendas*. During drafting of GOLD V, the UCLG drew on the project work to feed into the High Level Political Forum on Sustainable Development focusing on the SDGs. Working with the African Centre for Cities, Cara met with the global report drafting team at a planning meeting in Barcelona and then managed the drafting and/or updating of country fact sheets for African countries, for the African content of the report.

**2017/2018 Assessment of the Monitoring and Evaluation landscape (Zenex Foundation):** An analysis of the M&E landscape in South Africa with a focus on evaluation capacity within donor organisations and among black evaluators. Contributed to the administering and analysis of data collection (interviews and a survey) of donors in the education sector; and interviewed evaluation agencies regarding the opportunities they offer to emerging evaluators.

**2015/16/17 Implementation Evaluation of the Framework for Strategic and Annual Performance Plans (DPME):** Conducted a literature review, field research, and quantitative and qualitative data analysis. Participated in writing of report and presenting of results. This evaluation's central focus was on Strategic and Annual Performance Plans and judging whether they were serving the intended purpose as critical building blocks of results-based monitoring and evaluation in government. The literature review specifically covered results-based management theory and discussed how South African public sector policy seeks to give expression to results-based management principles.

**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. Oversaw the development of the literature review and collected primary qualitative data. Participated in designing and workshopping the theory of change. Played a leading role in producing the evaluation deliverables, including the final report and presentations. Led the capacity development component. This was one of Limpopo's first provincial evaluations, implemented in line with their Provincial Evaluation Plan (a component of the Government-Wide Monitoring and Evaluation System).

**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. Played a leading role in development of the literature review, evaluation plan, and data collection instruments. Analysed evidence received from the client and produced by the team, including results of a large-scale representative survey, in order to address the evaluation questions and produce the evaluation report. Led the capacity development component. This was one of Limpopo's first provincial evaluations, implemented in line with their Provincial Evaluation Plan (a component of the Government-Wide Monitoring and Evaluation System).

**2015-2017 Formative Evaluation of the Tshepo 500 000 programme (Gauteng Office of the Premier):** This provincial youth skills empowerment initiative was in a state of transition. Conducted an extensive literature review and drafted a theory of change, contributing to an in-depth analysis of the implied causal mechanisms in the programme's existing theory of change.

**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 field research. Designed, managed and reported on an online survey. Analysed qualitative primary data using NVivo software package.

**2012 (at EPRI) Savings and Investment Linkages (Ford Foundation and DSD):** Assisted with the randomisation of schools across three provinces for assignment to either the control group or one of the two intervention groups, for this randomised controlled trial.

## 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](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

## CONFERENCE PAPERS

HARTLEY, C.H. 2021. "Translating training into improved practices: Using the Kirkpatrick model to plan and assess PFM capacity development". Paper presented at National Treasury Public Finance Management Week, November 2021. Programme available at

<http://www.treasury.gov.za/public/Programme%20PFM%20Week%202021.pdf>

HARTLEY, C.H. 2019. "Contribution Analysis: Promise and Pitfalls of a non-experimental approach to impact evaluation". Paper presented at the 7<sup>th</sup> Biennial SAMEA conference, October 2019. Presentation available at <https://www.samea.org.za/partials/97/s3filedump/Q29uZmVyZW5jZSBwYXBldiBwcmVzZW50YXRpb24gLSA3dGggQmllbm5pYWwgU0FNRUUgQ29uZmVyZW5jZSAyMDE5L0RheSAzIEZyaWRheSAyNSBPY3QgMjAxOS90QVJBTExFTCBTRVNTSU90UyA3L0ZlYmIhIDlqLSBNX0UgU0tJTEhcnRsZXkgLSBD250cmliXRpb24gQW5hbHlz aXMgbWV0aG9kcyAyMDE5MTAxNiBjaC5wcHR4>

## SHORT COURSES (NOT EXHAUSTIVE)

**System Mapping.** November 2024. Two-day in-person workshop presented by Benita Williams as part of SAMEA's biennial capacity building workshop series.

**HR Management.** 2024. 10-week course offered by UCT Get Smarter. (Completion date: March 2025)

**Impact Investment.** 2023. 1-day online course presented by Ms M Mabilu and Mr R Willemsen.