



**Mike  
Leslie**

## PERSONAL DETAILS

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| Date of Birth:       | 3 June 1983                                                                |
| Languages:           | English (Excellent)                                                        |
| Prof. membership:    | South African Monitoring and<br>Evaluation Association No.<br>586132001987 |
| Years' Experience:   | 15+ years                                                                  |
| Countries worked in: | South Africa                                                               |

## CONTACT INFO

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## 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 the Managing Director of PDG and 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 more than a 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. Mike is a legacy member of the Board of Directors of the South African Monitoring & Evaluation Association (SAMEA), having served from 2012-2015. More recently, he has fulfilled M&E technical assistance responsibilities for the Provincial Data Office of the Western Cape Department of the Premier, the National Treasury and the Department of Cooperative Governance.

## WORK EXPERIENCE

### **September 2023 – present**

PDG, Cape Town, South Africa

Managing Director and Monitoring & Evaluation Practice Area co-lead

**December 2012 – August 2016 and September 2016 – August 2023**

PDG, Cape Town, South Africa

Consultant and then Director and Monitoring & Evaluation Practice Area lead

**May 2011 – November 2012**

Pricewaterhouse Coopers (PwC) Advisory, East London, South Africa

M&E Consultant

**January 2009 – April 2011**

Postgraduate & International Office (PGIO) Stellenbosch University, South Africa

Coordinator: Student Life & Integration

## KEY PROJECTS

**2020-present, Evaluation expert advisor to the Provincial Data Office, Western Cape Department of the Premier** Serving as an expert advisor on evaluation projects for the Western Cape Government. This included conducting and facilitating various rapid evaluations of flagship provincial initiatives like the Western Cape Provincial Safety Plan, the Western Cape COVID-19 Hotspot Strategy, the Problem Driven-Iterative Adaptation Methodology Pilot, and the Provincial Policy, Planning and Budgeting Process, among others. This has also included technical advisory support for design elements of the Western Cape Government's Growth 4 Jobs Strategy and the Provincial Strategic Planning Framework 2025-2030.

**2024-present, Specialised M&E technical assistance in local government planning, budgeting and reporting reforms, National Treasury** Serving as the project lead and technical advisor to the Intergovernmental Relations Division of National Treasury to support the institutionalisation of a long-term reform initiative through Municipal Financial Management Act (MFMA) Circular No. 88 in metropolitan municipalities. This includes metro support assistance, governance and institutionalisation technical advisory services, indicator crafting and implementation technical assistance as well as strategic management advisory support. It also entails support for change management and institutionalisation of the reform which will culminate in an update to the Planning and Performance Management Regulations of the Municipal Systems Act of 2001.

**2025-present, Specialised M&E support for the institutionalisation of key performance indicators in local government in non-metros, Department of Cooperative Governance** Serving as the project lead and technical advisor to the Department of Cooperative Governance to support the institutionalisation of a long-term reform initiative in an update to the Planning and Performance Management Regulations of the Municipal Systems Act of 2001. The scope of this work entails support for the review of the draft regulations with a view to institutionalisation of the indicators among municipalities. It also entails the migration of excel-based reporting to a web-based reporting system. The work will also assist the department to develop Municipal Systems Act Section 48 reports on the consolidated performance of local government as an annual submission to Parliament.

**2024-2025, Technical expert for M&E of the Just Energy Transition Implementation Plan (JET IP), The Presidency, Republic of South Africa** Served as the project lead and technical advisor to the JET IP Programme Management Unit (PMU). This work entailed indicator development and reporting tool development for a set of indicators derived from the JET IP Theory of Change. This included the compilation of baselines, development of milestones and development of core indicators, including a reporting tool. This work was undertaken through the African Climate Foundation for the JET IP PMU in the Presidency.

**2024, M&E technical expert for Cape Town's Energy Strategy 2050, City of Cape Town** Served as an M&E technical advisor to the City of Cape Town for the development of an M&E framework as part of the Performance Management Plan of the City's Energy Strategy 2050. This entailed facilitated support developing a Theory of Change for Energy Strategy 2050 and indicator development. The project was managed by Pegasys with PDG providing M&E technical support.

**2021- 2024, M&E technical expert for the Cities Support Programme (CSP), National Treasury** Served as a technical advisor to National Treasury to provide M&E specialist support for planning, budgeting and reporting reforms initiated through Municipal Financial Management Act (MFMA) Circular No. 88 in metropolitan

municipalities. This included development and iteration of a set of a standardised indicators for local government and the establishment sector technical working groups to refine and resolve planning and reporting challenges.

**2023-2024, M&E technical expert for the MEL Framework for Just Transition in South Africa, Presidential Climate Commission and the Initiative for Climate Action Transparency** Served as an M&E systems expert for the development of an MEL framework in collaboration with partners from Sustainable Energy Africa and key M&E stakeholders across the public sector. The project entailed the development of an overarching Theory of Change, logical framework and extensive domestic and international consultations benchmarking good practice on Just Transition tracking.

**2021-2024, M&E technical advisor to support institutionalisation of the implementation of Local Government indicators, Department of Cooperative Governance** Served 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 expanded upon and complemented the work of National Treasury to embed a differentiated, standardised indicator set applicable to all municipalities in South Africa. The project entailed 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.

**2023-2024, Evaluation lead and project manager for the Evaluation of the Witzenberg PALS project, Western Cape Department of Agriculture** Serving as the evaluation lead and project manager for an implementation and outcome evaluation of a private sector land reform initiative known as the Partners in Agri-Land Solutions (PALS) in the Witzenberg Municipal area. The evaluation employed a mixed-methods approach to collect data from land reform beneficiaries, private farmers and key public sector stakeholders to arrive at findings and recommendations related to the intersection of public and private land reform initiatives in the Western Cape and across the country.

**2023-2024, M&E systems expert for the M&E Framework of the National Skills Fund, National Skills Fund** Served as an M&E Systems expert, in partnership with Urban-Econ Nikela, advising on the design and development of an M&E Framework for the National Skills Fund. Responsibilities have also included planning and implementing a series of skills transfer initiatives that closely follow the process of the M&E Framework development.

**2012-2018 and 2022 Assessment of Government Evaluations Rounds 1-5- 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 lead and management responsibilities for quality assessments in the 3<sup>rd</sup>-5<sup>th</sup> rounds.

**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.

**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, Limpopo Office of the Premier:** 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, Limpopo Office of the Premier:** 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 the Medium Term Strategic Framework 2009-2014, 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 earlier projects is available on request.

## 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](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.

WILDSCHUT, L. & LESLIE, M. 2026. *Evaluation in South Africa*. Chapter in 'The Institutionalisation of Evaluation in Africa' edited by Stockmann, R., Meyer, W., and Stockmann, T. Palgrave Macmillan Cham.  
ISBN 978-3-032-06300-7 <https://link.springer.com/book/9783032063007>

## COURSE FACILITATION AND LECTURING

**Evaluation in the public sector: Policy analysis, performance management and government reforms 2023-2025- Course facilitator as part of the MPhil in Monitoring & Evaluation Methods at Stellenbosch University**

Developed content, facilitated and assessed papers as part of the compulsory course module for the Master's programme in Monitoring & Evaluation Methods (NQF Level 9) at Stellenbosch University since 2023.

**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 an elective module for the Master's programme in Monitoring & Evaluation Methods (NQF Level 9) at Stellenbosch University since September 2019.

**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*

## CLIENT REFERENCES

**Dr Ian Goldman**

President: International Evaluation Academy

M&E Special Advisor: JET-IP PMU, Presidency, South Africa

Advisor Evaluation and Evidence Systems: CLEAR Anglophone Africa/Pakistan and Central Asia/ UNU WIDER

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