



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:	9 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 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 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 is the current Deputy Chair of the Board of the South African Monitoring and Evaluation Association (SAMEA).

## 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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**2020 – present: Future Cities Consortium in South Africa.** Serving as the cross-cutting programme Monitoring, Evaluation, Reporting and Learning Advisor. Responsible for the M&E framework and its implementation. The consortium is implementing a range of technical assistance projects in the cities of Cape Town, Johannesburg, and eThekweni. The funder is the United Kingdom Foreign, Commonwealth and Development Office (FCDO).

**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):** 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.

**2020 Rapid Assessments for the Western Cape Provincial Government (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 Western Cape Government's (WCG) 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 (COVID-19 whole-of-government coordination strategy) (completed Dec 2020).

**2019 M&E Framework for the Expanded Public Works Programme (EPWP) Phase 4 (Department of Public Works):** 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.

**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.

**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.

**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. Collected and analysed 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. 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.

**2012-18 Assessment of Government Evaluations Rounds 1, 2, 3 and 4 (Department of Planning, Monitoring & Evaluation (DPME)):** From Round 2 onwards, conducted quality assessments of government evaluations, aligned to DPME's Standards for evaluation in government. In Rounds 3 and 4, assisted in managing these quality assessments, and moderated the draft assessments.

**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 and analysed primary qualitative data. Participated in designing and workshoping the theory of change. Played a leading role in producing the evaluation deliverables, including the final report and presentations. 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. 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.

**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; 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.

**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.

## **PUBLICATIONS**

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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