**Khulisa Management Services**

Corporate Report 2012 – 2014

ACCURATELY  MEASURING  PROGRESS

# Khulisa

**management services**

## www.khulisa.com

## Contents

The word Khulisa is common to the Xhosa, Zulu and siSwati languages meaning **to raise or foster the development of a person** (or a community)

# VISION

Khulisa supports African people and institutions to better demonstrate results and use high quality data for
decision making,
to ensure
accountability
and build
knowledge
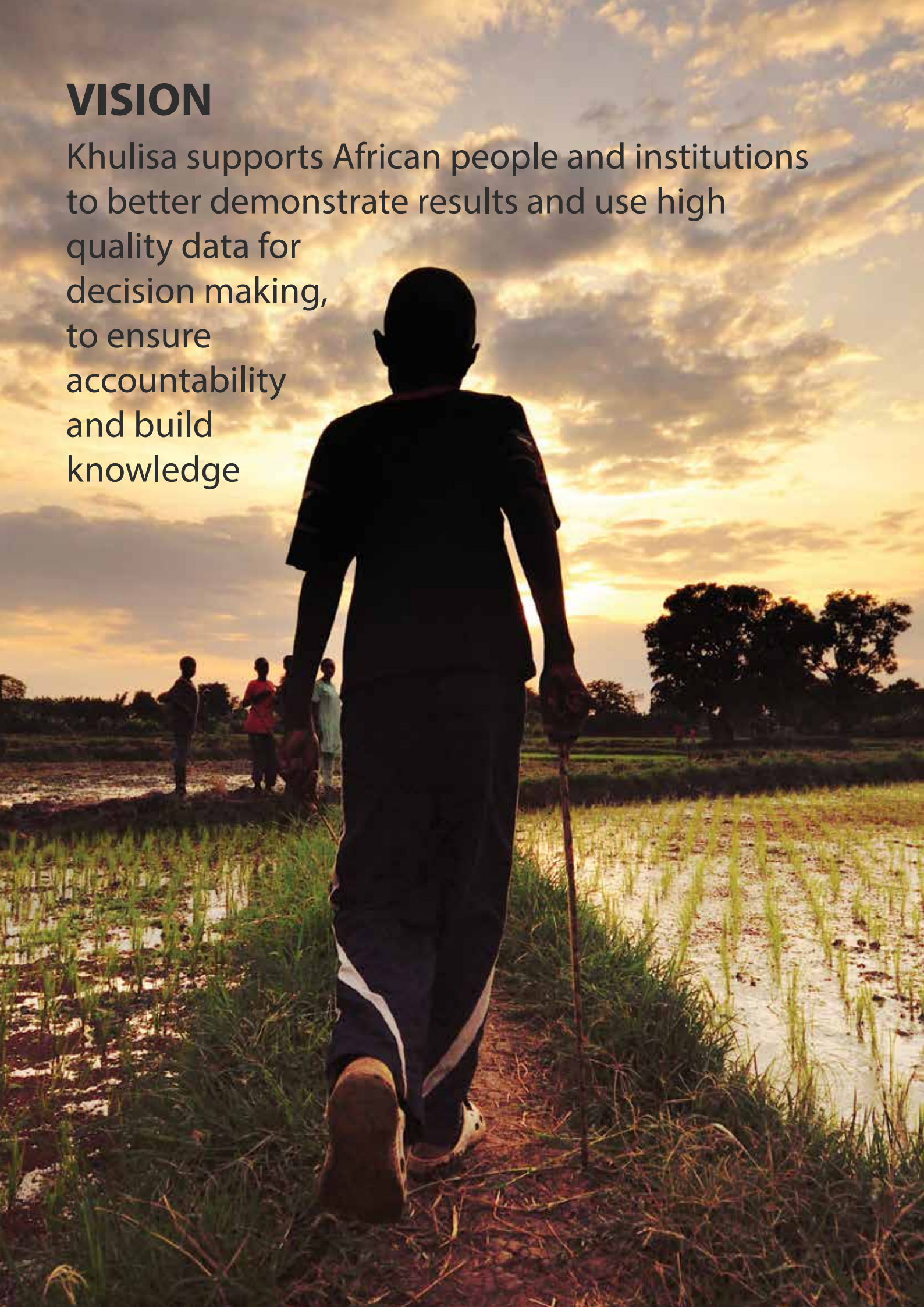
> "Khulisa has a fundamental role to play in measuring development impact and facilitating partnerships between donors and African governments"

# From the **Managing Director**

The development landscape has shifted over the past three years. Public spending decreased in the development sector, both by international donors and African countries, primarily as a result of the global recession and its lag-effect. The aid slowdown has increased the value of development investment for beneficiary countries and, simultaneously, **stimulated greater demand for evidence and results.** Thus, Khulisa's work has undergone significant changes with more assignments in evaluation, performance assessments and data quality assessments and less focus on providing routine monitoring support.

### Economic Landscape Opens Window of Opportunity

The reduced public spending has increased the need for more efficient and effective aid. Internationally, donors require a higher return on their social investments. Many are now required to measure their investment effectiveness. Concurrently, empowered African governments insist on aid that targets their growing social problems. **Consequently, there is a compelling argument to apply donor funding in an innovative, efficient and effective manner.**

The challenge for African development consultancies is that donor countries suffer growing unemployment at home, thereby creating pressure to tie procurement of goods and services to their own nationals. This tied aid syndrome is a natural phenomenon, but is often detrimental to beneficiaries.

Some international development professionals are willing to parachute into unfamiliar contexts, creating a mismatch between country requirements and donor sponsored professional resources. African governments often suffer from "the wrong-person-for-the-job" syndrome supplied by external funders, while the problem is exacerbated when recipient countries extend scarce public sector resources to address donor objectives that are not necessarily a priority. This leads to a waste of both human and financial resources.

These challenges create opportunities for Khulisa, as our staff, consultants and networks are embedded in the African context. **We provide the insights to understand the historic, current and future impact of development programmes and the optimisation of funding to effect positive social change.** At the same time, there is a need for strong partnerships between donor countries, private firms and NGOs to address the disparity between donor resources and African governments' needs. **Khulisa has a fundamental role to play in measuring development impact, building capacity and facilitating partnerships between donors and African governments.** These partnerships are bearing fruit and many of the donors and recipients supported by Khulisa have developed their own internal monitoring mechanisms resulting in more reliable data that is available to measure performance and outcomes.

### Development in Africa – the Future

The international donor community and African governments require cohesion between their agendas and development requirements. If not, they will continue on separate trajectories widening the gap of effective aid and making it harder for Africa to overcome its challenges and seize its numerous opportunities. **Khulisa remains an enabler for donors, the private sector and national governments to assist in integrating resources and providing solid monitoring and impact analysis.** Khulisa will also continue to recommend to stakeholders how to improve development projects and social investments with more beneficial, immediate and long-term gains for the countries and people of Africa.

*Peter Capozza*

> **"Khulisa is making a key contribution to the growing need for regional, national and international capacity to supply evaluative evidence"**

# From the **Africa Director**

The lack of accountability and limited government transparency continue to hamper Africa's economic and socio-political development.

Poor management, inadequate technical skills and internal administrative irregularities weaken the control of   governments over the human and natural resources in their countries. Many governments apply resources ineffectively, without a long-term vision in mind. We witness this in a number of countries on a daily basis, where a lack of open debate and discussion on key priority area persists.

Fortunately, we are also beginning to see some countries rising to these challenges. Ghana, Zambia and Tanzania, are excellent examples of countries which are stepping up to be more accountable and creating space for civil society to speak out forcefully and freely.

### Need for New Perspectives

Key catalysts for Africa's economic growth, mainly the natural resources and primary sectors, take the most strain from poor governance. Sectors such as mining, oil and gas, land-use, agriculture, fisheries and forestry are often undermined by the lack of astute leadership styles and appropriate economic policies. Consequently, opportunities for corruption emerge.

Without supportive, transparent systems in these sectors, governments will continue to undermine productivity and efforts at equal distribution of wealth. This in turn compromises the potential for growth and prolong the negative filter-through effect to public service delivery in such areas as health, education, water and sanitation, and food security. Ironically, Africa is home to six of the world's fastest growing economies in the world, yet the growth of poverty continues.

The mismatch between poverty alleviation and economic thrust demands answers, new perspectives and fresh approaches from African governments and their partners.

### Uptake of Evidence-Based Research

How can we do it better?  Through the services we offer, Khulisa plays a strategic role in addressing a variety of the continent's inadequacies.  The critical expert service that we provide in the evaluation and performance monitoring of on-going programmes hones in on wasteful public expenditure, poor allocation of resources and project shortfalls, thereby contributing to overall economic growth.

In recent years, donor demands influenced the supply of evaluation services in Africa, stimulating the development of M&E practice. International aid agencies and

foundations began to ask hard-hitting questions about the effectiveness of their funding efforts, relying on data to increase performance.

More exciting, is the fact that the demand for evaluative evidence now also stems from home. With the amplified voice of civil society and the public's demand for accountability and transparency, many governments can no longer tiptoe around their inefficiencies. Khulisa is making a key contribution to the growing need for regional, national and international capacity to supply evaluative practice and evidence.

Related to this is the need to provide development policymakers with the appropriate skills to use evidence in decision-making. The policies African countries adopt today, are vital to the growth of the continent tomorrow.

Khulisa aims to continue to play a prominent role in the development of government policies, through evidence-based research.

*Rukudzo Murapa*

# Our **African Footprint**
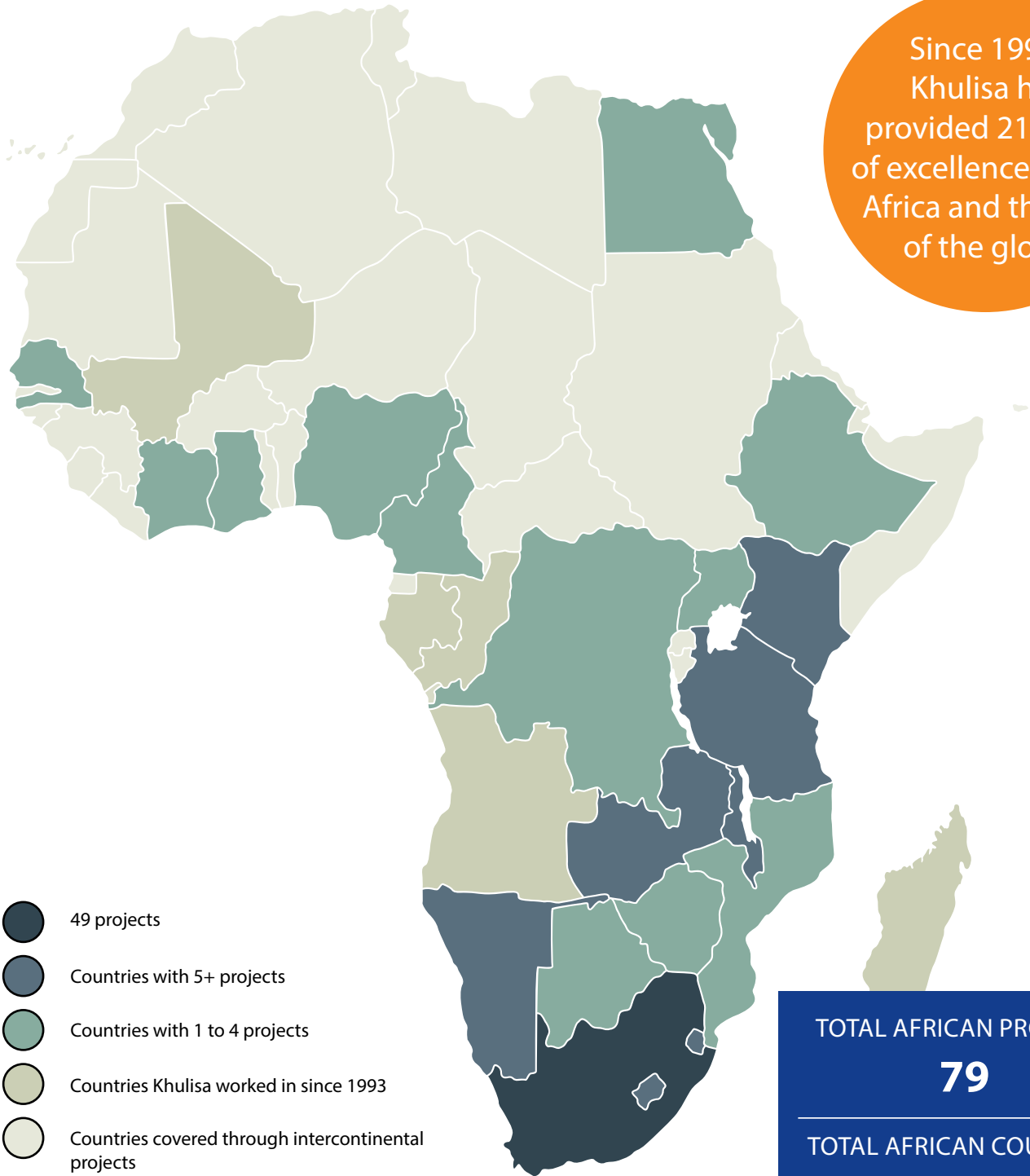
Since 1993, Khulisa has provided 21 years of excellence across Africa and the rest of the globe

**Legend:**
- 49 projects
- Countries with 5+ projects
- Countries with 1 to 4 projects
- Countries Khulisa worked in since 1993
- Countries covered through intercontinental projects

**TOTAL AFRICAN PROJECTS**
## 79

**TOTAL AFRICAN COUNTRIES**
## 53

**TWO INTERCONTINENTAL PROJECTS**

# Our Sectors:

Education    Health    Agriculture    Youth Development and Economic Growth    BIDV    Other

# Khulisa Comes of Age

In October 2014, Khulisa has provided 21 years of excellent service to government- and private sector clients. In the past two decades we pioneered projects in M&E services and methodologies. This timeline speaks of our key milestones and flagship projects.

**2004**

Khulisa standardises millions of education data points

**2003**

Clinics graded using adolescent-friendly indicators

**1993**

Khulisa launched

**2001**

Khulisa completes first evaluation project in Africa for SADC

**1994**

First evaluation at Fort Hare University

**2001**

Khulisa research influences Early Childhood Development White Paper 5

**1995**

Minister of Education launches Khulisa's low cost workbook project

**1999**

Khulisa evaluation results in Tokyo Prize for Takalani Sesame

**2006**

100+ HIV organisations enter data using Khulisa online reporting software

**2006**

Khulisa conference on child labour prevention in five countries

**2009**

Khulisa appointed SA Department of Basic Education Official Data Quality Auditor

**2010**

Khulisa testifies to US, EU and international bodies on Cote D'Ivoire and Ghana child labour

**2014**

Khulisa participates in the 7th AfrEA Conference in Cameroon

**2014**

SA Government adopts Khulisa findings in major nutrition project

**2013**

SA Department of Science & Technology uses Khulisa web-based reporting software

**2012**

Khulisa's work leads to improved practices in Ghanaian clinics

**2012**

Khulisa takes over Farmer Voice Radio

**2011**

Khulisa's work improves tracking of children at risk

celebrating 21 years of Khulisa service

**21**
**years**

• 1993 - 2014 •

> "Any M&E system is a learning strategy; it has to be systematic. It needs to promote quality, accountability and professionalism"
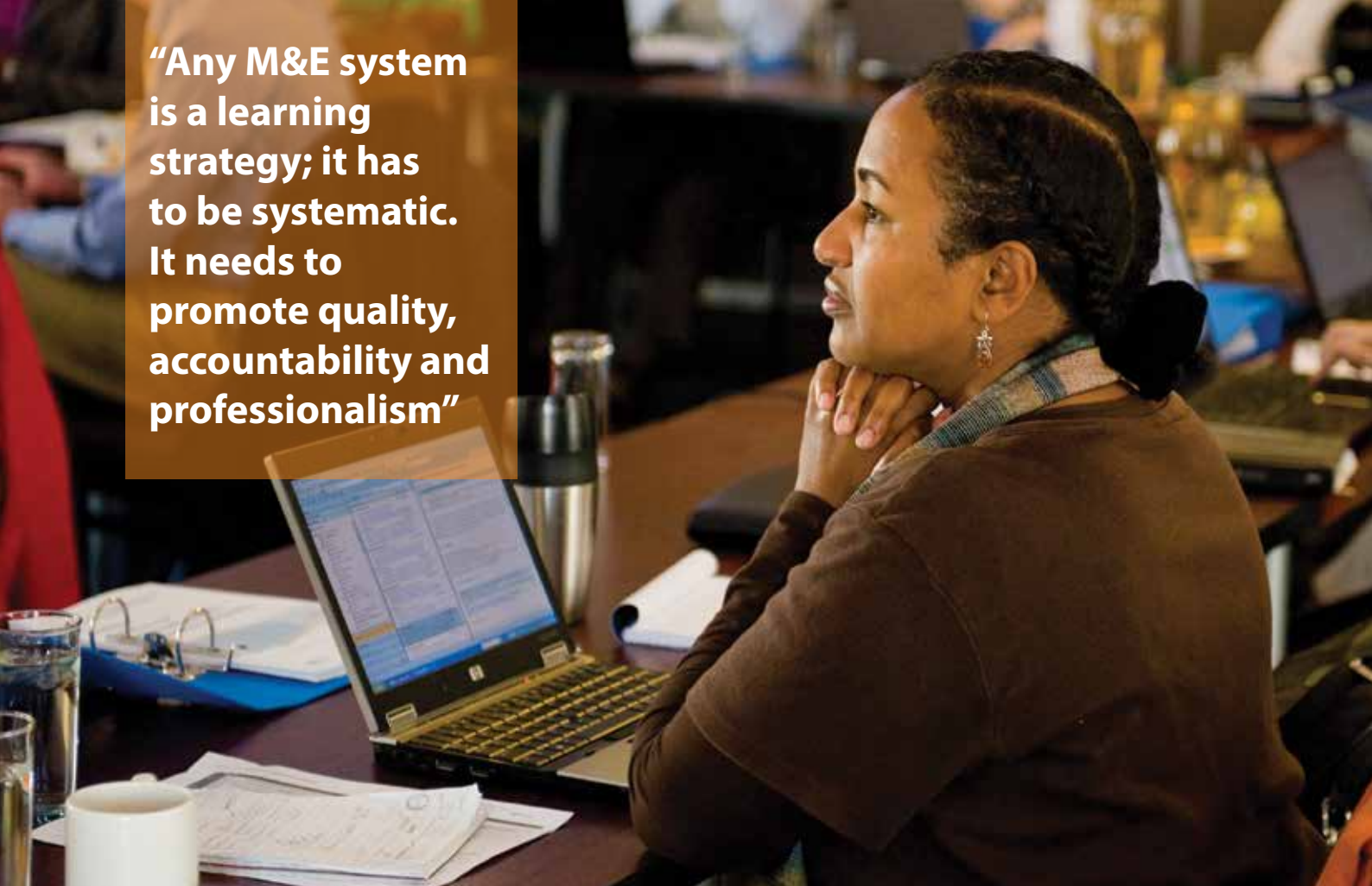
# M&E **Capacity Building**

The best programmes work collaboratively with the evaluator to develop the M&E plans, activities and Theory of Change together, giving the Programme Staff immediate feedback on their plans and monitoring system. This collaboration allows the evaluator to work with the programme staff to come to mutual agreement about the Theory of Change, the log frame, the structure and quality of the monitoring system and key outcome indicators. This iterative process creates a better chance of demonstrable success (assuming there is an enabling environment for the programme).

For the past 21 years, Khulisa's name has been synonymous with leading monitoring and evaluation (M&E) practice, throughout Africa.

We provide support to governments, the donor community, NGOs and the private sector to improve institutional monitoring capacity, which in turn improves the potential for evaluation.

Capacity building is not new to Khulisa. As leaders in the field, we aim to improve programme evaluations, and empower M&E professionals through direct and indirect capacity building. We promote stakeholder learning in an attempt to clarify, demystify

and institutionalise M&E practices and find that our audiences are increasingly becoming more mature and articulate in their understanding and requirements for M&E.

Well over half (57% or 45 of 79) of our assignments have M&E capacity building as an explicit project goal.

## Signing on the Same Page

M&E does not exist in a vacuum; rather it comprises various building blocks to form the big picture and requires connected participation – at all levels – to be effective.

Developing an M&E system, regardless of the methodology used, needs all parties to establish and agree on a shared definition.

NGO or government staff may not have shared understanding of critical monitoring terms, or explicitly understand their own programme's Theory of Change.

Working through a collaborative process with these staff allows Khulisa to surface hidden programme assumptions about programme effect and outcomes.

The resulting M&E systems therefore assist the programme to collect and analyse data to:

- Reflect and improve programme implementation
- Elicit learning
- Ensure accountability
- Develop knowledge

Any M&E system is a learning strategy; it has to be systematic. It needs to promote quality, accountability and professionalism, and should come from a place of respect.

An effective system will adopt the needs and interests of all stakeholders: beneficiaries, partners, funders, as well as the public. These constituencies have different agendas. It therefore requires sensitivity and listening before framework design commences.

Buy-in, inclusivity and ownership is paramount. Khulisa recently developed an M&E framework for an urban permaculture project (see page 18), and gained input from all staff levels.

People responded, because they felt engaged. The gardeners who attended the workshop were proof of the value in shared participation. Dressed up in their suits, they participated with the most enthusiasm of all

# Khulisa Builds Global Evaluation Capacity

Over the past decade, Khulisa has played a prominent role in building evaluation capacity and promoting the evaluation discipline in South Africa, in Africa and internationally.

In South Africa, Khulisa technical staff are active members of the South African Monitoring & Evaluation Association (SAMEA) and contribute by presenting papers, offering workshops and attending SAMEA events. As the former chair of SAMEA, Jennifer Bisgard is often asked by SAMEA and the South African Government to participate in M&E network events and to contribute to planning.

In Africa, Khulisa is active in the African Evaluation Association (AfrEA). Besides hosting AfrEA events and the AfrEA Communications Officer, Jennifer Bisgard served as the Interim General Secretary and Southern Africa board representative for 11 countries on the AfrEA board from 2012-2014. Khulisa also managed the health and evaluation strand at the 7th AfrEA Conference in Yaoundé, Cameroon.

Internationally, Ms Bisgard represents AfrEA on the International Organiation for Cooperation in Evaluation (IOCE) board from 2013 to 2016. She is also the co-chair of the United Nations EvalPartners Task Team on Toolkits to support Voluntary Organisations for Professional Evaluators (VOPEs).

Khulisa will host several events in 2015 to celebrate the UN International Year of Evaluation called Evalyear 2015.

Khulisa health staff will be the guest editors for the African Evaluation Journal Special Health edition which will come out in 2015.

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the groups. Their inputs were refreshing and useful for the development of the framework, while they left with a sense that they were part of the planning, which they never have before.

They understood the rationale for M&E, and made it their own. In our capacity building efforts, we learned that people with little to no M&E experience were able to participate with equally valuable inputs as that of experienced evaluators and M&E professionals.

In fact, directors and programme staff often over-think to a point where it is difficult to develop a strategy.

## Using Light Touch Monitoring Techniques

Too often programme staff think they need to develop new questionnaires and surveys every time they want a piece of data. This often results in fatigue by respondents, fieldwork staff and managers. We encourage our partners to look for light touch data points.

For example, Khulisa is now using social media analytics as a proxy indicator, such as the popularity of a Facebook Post or Tweet to demonstrate message reach and linkages.

Other light touch techniques include mapping using the GPS signals from cell phones; holding competitions among beneficiaries; and creating weighted indices of already collected data.

## Communicating Theory of Change, M&E Findings and Reports

The development sector is undergoing a communication revolution and communicating evaluation results in visual, easily accessible forms is increasingly important.

Khulisa is working with partners to create infographics, interactive maps, videos and even TED Talks to communicate evaluation findings in accessible, easily digestible formats.

Such communication techniques increases ownership of evaluation findings and other outcomes. When findings are presented to stakeholders during Khulisa's "Recommendations Workshops" they are more digestible.

Stakeholders then develop their own recommendations rather than impose external recommendations which builds ownership and improves the likelihood of implementing those recommendations.

## 45

OF KHULISA'S 79 PROJECTS INCLUDE

## CAPACITY BUILDING

# Our Services

Khulisa is **Accurately Measuring Progress** through the range of services we render:

**Evaluation and Research**

Impact and Outcome Evaluations

Performance Assessments

Process Evaluations

Evaluability Assessments

Formative Research

**Monitoring Support**

Monitoring/Performance frameworks, indicators and plans

Data Quality Audits/Assessments

Training

**Business Intelligence and Data Visualisation**

Business Intelligence

Management Systems Reengineering and Streamlining

Database design

Dashboard Reporting Systems

**Monitoring and Reporting Software development**

Organisational Systems Development

Knowledge Management

Curriculum Design

Standard Operating Procedures Development

**11%**
**of Khulisa's**
total projects

**67%**
Of work **in M&E**

# Youth Development
## and Economic Growth

According to the African Economic Outlook, young people between 15 and 25 represent more than 60% of Africa's total population and account for 45% of the labour force.

Compared to other developing countries, Sub-Saharan Africa's population is becoming more youthful – projected to be over 75% by 2015. Economists estimate that the African youth growth rate will not decline for the next 20 years.

The increasing number of unemployed youth burdens the continent's economic growth. Africa's illiteracy figures are alarming and an estimated 133 million youth are unemployed. Efforts are starting to focus on skills development, education, ICT and agriculture to open doors for young people.

The South African government's proactive drive to develop skills and opportunities for unemployed youth has focused Khulisa's work in the field.

Khulisa embarked on a Rockefeller-funded International Youth Foundation (IYF)'s project, aimed to identify economic growth sectors and job classifications in the Johannesburg Greater Metropolitan Area.

The project's goal is to create quality employment opportunities for youth, and determine skills required to access opportunities.

### Innovative Training Initiatives Documented

Khulisa conducted research in Johannesburg to understand what ICT-enabled occupations are most in demand in the retail, financial services, business process outsourcing, and ICT service sectors.

Our research highlighted the skills that employers require for youth to access jobs in these sectors, and investigated young people's experiences and perspectives on acquiring skills and gaining ICT-enabled employment.

We documented innovative training initiatives that addressed the skills gaps. The study in South Africa complemented similar studies that IYF and the Rockefeller Foundation conducted in Kenya and Ghana.

## ICT for Development

A new social dynamic is unfolding in the African public sector. With the rise of ICT and social media, younger generations are not acting in isolation, but rather engaging interactively with counterparts across the world.

Khulisa was recently contracted by a large UN agency to undertake a final evaluation of the three-year project Empowering Local Radio with ICTs in seven countries: DRC, Tanzania, Kenya, Lesotho, South Africa, Namibia and Zambia. The project focuses on integrating use of ICTs for better reporting on local development issues. A key aim is to engage people's participation in debates related to their livelihood and development in the community.

International evaluation specialists, together with Khulisa's evaluation team members, are currently reviewing progress towards results at 32 radio stations, using a variety of ICTs and social media to capture interviews and to conduct surveys with radio station staff, regional project managers and community stakeholders.

The evaluation approach builds on a "meta-story" narrative reporting method developed by Khulisa staff and tested in another large-scale radio project for Farmer Voice Radio (see page 19).

# Public **Health**

Public health remains an acute development concern in Sub-Saharan Africa. The increasing number of public health projects that Khulisa has embarked on since 2012, speaks of the growing health need on the continent.

Africa's burden of disease is entrenched in larger socio-political and economic challenges – poverty, underdeveloped infrastructure, ill-managed government institutions, famine and conflict. The complexity of these challenges require an integrated approach to public health.

Public health in Africa will continue to receive strong support from donor countries and agencies. With a growing health division, Khulisa foresees to play a key role addressing Africa's health challenges.

## Nutrition Requires Holistic Approach

A prevalent trend over the past three years has been the effect of nutrition on health improvement. It has become evident that child nutrition is not improving, despite better economies, advanced health services or improved agricultural practices.

In the past, the focus was on 'food for energy' rather than 'food for nutrition'. The paradigm has now shifted from a calories-based approach, to dietary quality.

Some of Khulisa's research has indicated that programmes to address stunting in children, for example, does not solely rely on health indicators – agriculture and water & sanitation have vital roles to play, as does education and poverty alleviation.

This awareness takes some of the burden off the health sector, as donors and governments begin to understand the multiple factors that affect child nutrition. Khulisa recently completed a child nutrition evaluation for the South African government, read about the full project on page 18.

## Khulisa Builds Health Promoter Capacity

South Africa faces a quadruple burden of disease and health facilities alone do not have the capacity to deal with this burden in a pro-active, rather than a re-active manner. To address this, a focus on Primary Healthcare Services (PHC) in the form of preventative strategies has been adopted and emphasised, which is central to the promotion of health and well-being of all people.

Khulisa has played a key role in Primary Health Care Prevention since 2007 to 2014 with five Health Promotion projects funded by the Japan International Cooperation Agency (JICA).

Through Khulisa's work in Health Promoting Schools, the Health Promotion agenda moved forward with the development of Learning and Teaching Support Materials in the form of creative toolkits, and Health Promotion training workshops for educators, provincial social workers and health officials, employing "Health Champions" Guidelines.

Khulisa's involvement in the Government's Health Promoter programme has supported community-based health promoters to improve their Prevention methods and Rehabilitation services. Khulisa embarked on comprehensive Health Promotion "Services" district baselines to inform Health Promotion training needs.

The Department of Health used Khulisa's baseline findings to disseminate the information to districts, and invest in the development of training manuals for health promoters.

In all its work, Khulisa collaborated with the National Health Department, Provincial Department and District Department. Their work influenced the development of a Health Promotion Practitioner Document with job descriptions and role designation.

## Data Quality Assessments (DQAs)

Since 2003, Khulisa has conducted DQAs for more than 230 programmes, in 3617 sites across 20 countries. The interest in DQAs has grown significantly over the past three years, and Khulisa has conducted internal and external DQAs in 17 countries in Africa.

The DQA work conducted for the Ghana AIDS Commission (GAC) stands out, as it was commissioned directly by the country institution (rather than by the donor).Khulisa conducted DQAs on several GAC indicators for HIV/AIDS, delivered at clinic and community levels. The GAC found the DQAs so useful that they commissioned Khulisa to develop a Quality Assurance Manual for all GAC data processes and train GAC staff.

In addition Khulisa has conducted DQAs on Global Fund grants in Namibia, Zambia, Tanzania, Kenya and for the Millennium Challenge Corporation in Lesotho.

## Oversight of Global Fund Grants

Recipients of Global Fund Grants are overseen by governance bodies who often times lack the necessary data and oversight skills to ensure effective implementation.

Under the Grant Management Solutions (GMS) project, Khulisa has played a key role in building oversight capacity in Malawi, Zambia, the Solomon Islands, Lesotho and Ethiopia. Khulisa will continue to participate in the GMS project in coming years.

## Performance Assessments for SAPPPA

Since 2009, Khulisa has been effectively implementing the SAPPPA project in South Africa. The five-year project, ending in 2013, undertook a range of in-depth performance assessments on behalf of partners of the President's Emergency Plan for AIDS Relief (PEPFAR).

During the implementation of the project, SAPPPA made use of the Khulisa-designed SAPPPA Performance Assessment Tool, a customised tool that evaluated each PEPFAR programme's efficiency, effectiveness and impact. The tool has been useful to determine the effectiveness of PEPFAR partner organisations in complying with South African government standards for health services in facilities and at community level.

## Growth in Evaluations

Since 2012, Khulisa witnessed a substantial increase in health evaluations. We can directly correlate this trend to the increased need for evidence-based decisions and accountability amongst donors.

In Swaziland, Khulisa evaluated the effectiveness of capacity building efforts of the REACH programme (Rapid and Effective Action to Combat HIV/AIDS), implemented by PACT.

Other evaluations included assessing USAID's support to South Africa's National TB programme and National HIV prevention programme.

## Nutrition Targets

In May 2014, the World Health Organisation's member states endorsed global targets to improve maternal, infant and young child nutrition.

The organisation committed to strictly monitoring the progress, and set the following child nutrition targets for 2025:

- **40%** reduction in the number of children under-five who are stunted

- **50%** reduction of anaemia in women of reproductive age

- **30%** reduction in low birth weight

- **50%** increase in the rate of exclusive breastfeeding in the first six months

- **5%** reduction in childhood wasting (at least)

**232**

**Health DQAs** since 2003

**49%** of Khulisa's total projects

**HEALTH PROJECTS**
**38**

**COUNTRIES**
**53**

**CLIENTS**
**15**

"Khulisa's oldest sector is education, having worked in the sector since our founding in 1993. Since 2012, Khulisa assessed 166 schools in Africa"

Number of
**schools assessed**

166

of Khulisa's
total projects **16%**

# Education in Africa

Khulisa's oldest sector is education, having worked in the sector since our founding in 1993. Our services in the sector range from evaluation to building monitoring systems that ensure data driven decision making.

## Mathematical Progress in SA Schools

Khulisa has been commissioned to evaluate four maths education Chairs and two numeracy University Chairs in South Africa.

The South African Research Chairs Initiative (SARChI) was established in 2006 by the Department of Science and Technology (DST) and the National Research Foundation (NRF).

It is designed to attract and retain excellence in research and innovation at South African public universities through the establishment of Research Chairs in South Africa with a long-term investment trajectory of up to fifteen years (source: NRF website).

The five year evaluation (ending in 2016) assesses the entire programme as well as the individual chair programmes at each university as they conduct research and examine ways to improve teaching and learning in mathematics.

The Maths Chairs Programme is a FirstRand Foundation initiative, in partnership with the Rand Merchant Bank Fund, the Department of Science and Technology and the Anglo American Chairman's Fund.

It is run by the National Research Foundation and Tshikululu Social Investments.

## PEP Academy Evaluation

The PEP Academy is using the outcomes of a Khulisa evaluation to improve and develop their Grade 4 bridging tuition programme.

Thousands of Grade 4 learners in South Africa find the transition from learning in their home language to English a huge challenge.

The evaluation supported PEP Academy managers to understand the tuition gaps in its programme and introduce better classroom practices, thereby improving learner performance inside the Academies.

The PEP Academy launched the afterschool programme to bridge this growing gap for 8000 learners and specialised training to 90 teachers.

## STEP-Up Zambia

Khulisa's education experience and knowledge spans Sub-Saharan Africa. In Zambia, Khulisa provided monitoring services to the Strengthening Educational Performance (STEP-Up Zambia) project.

It aimed to improve learners' reading ability, by facilitating a higher level of oversight and management, through M&E. M&E was an important component of the project, ensuring consistent quality and providing a dynamic mechanism for measuring results.

The STEP-Up Performance Monitoring and Evaluation Plan guided the project team and stakeholders in collecting and managing high-quality performance data, and used it for managing project activities, monitoring progress, and communicating verifiable evidence-based results.

# Agriculture and Nutrition

Africa has enormous potential not only to feed itself, but to address the global food security crisis. Agriculture forms a significant portion of the economies of all African countries. As a sector it can contribute towards major continental priorities such as eradicating poverty, creating employment, and ensuring adequate nutrition. Since 2011, Khulisa has successfully ventured into the agricultural sector with impactful projects for the World Food Programme, the Bill & Melinda Gates Foundation and Oxfam. The agricultural projects we embarked on overlapped with all the other sectors we work in, including public health, youth development, education, ICT, business intelligence and knowledge sharing.

## World Food Programme Nutrition Evaluation

With a population of 1.2 million and a life expectancy of only 31 years, Swaziland suffers greatly from the HIV/AIDS pandemic. One third of Swazi children are orphans and vulnerable children (OVC). In addition, 5% of the population in 2013 needed immediate food assistance. The World Food Programme supports HIV/AIDS-affected Swazi children and students to improve the nutritional status of school feeding programmes, through food distribution at community level, and micronutrient powders. In 2012 to 2013, Khulisa conducted a mid-term evaluation that examined the relevance, appropriateness, effectiveness, efficiency, and sustainability of two WFP development programmes in Swaziland.

## Capacity Building for Urban Permaculture Project

Funders are increasingly putting pressure on civil society organisations to conduct formal M&E activities to secure funding. Ekukhanyeni deployed Khulisa's services for the development of a comprehensive M&E framework for its dynamic permaculture programme in the south of Johannesburg.

With Khulisa's inputs, Ekukhanyeni co-created a bigger picture to address food security through permaculture and sustainable agriculture in its beneficiary communities.

Khulisa provided an introductory M&E training session to the permaculture project team and assisted Ekukhanyeni to build a rationale for integrating M&E into the project. The team collaboratively worked towards a logic model that illustrated the project's Theory of Change, in the process building capacity and getting the gardeners – on the ground – actively involved in the project. Permaculture is a fresh and effective approach to urban food security and our engagement will help to institutionalise M&E in the project.

## Intercontinental M&E Framework for PACA

Aflatoxin – a naturally occurring toxin often found in ground nuts, corn and wheat – can have detrimental health impacts. Khulisa developed an intercontinental M&E Framework for a comprehensive, Africa-wide project to control aflatoxin, linking to the work we do in nutrition. Khulisa's M&E Framework measured whether the Partnership for Aflatoxin Control in Africa (PACA) was effective in advancing projects that control aflatoxin contamination, improve food quality and increase farmers' access to markets. Based on the usefulness of the framework, PACA requested that Khulisa presented the framework at an international colloquium in Dakar, Senegal.

## Government Nutrition Evaluation

The Department of Performance Monitoring and Evaluation of the Presidency of South Africa commissioned Khulisa to conduct an evaluation on nutrition interventions for children from conception to age five.

Conducted in 2012 to 2013, the evaluation findings assisted the government toward implementation of existing nutrition interventions by identifying inhibiting factors that affect access to nutrition, and to support the scale-up of interventions. Khulisa adopted a qualitative approach to this evaluation, incorporating desktop research, in-depth interviews, and focus group discussions with key respondents at national, provincial, district, and site level.

## European Union Oxfam-Earthlife and Gender CC

Khulisa is currently undertaking a baseline study for Earthlife Africa and Gender CC in preparation for the upcoming project, Sustainable Use of Natural Resources to Improve Climate Change Resilience in South Africa: A Grassroots Women`s Initiative. The project is being funded by the European Union and Oxfam International. The purpose of the project is to uplift women in poverty by empowering them to manage and use natural resources, help them achieve household food security, and improve their resilience to climate change.

# Farmer Voice Radio

The five-year Farmer Voice Radio (FVR) initiative, funded by the Bill and Melinda Gates Foundation, started operations in 2009 and was primed by Khulisa in the project's fourth year (see www.farmervoice.org). Prior to that, Khulisa provided monitoring and evaluation services to FVR.

Using widely-accessible technology for knowledge diffusion, FVR worked with agricultural extension services, radio stations, and other key implementing partners to improve the quality and quantity of agricultural extension information to farmers for greater food security and improved livelihoods.

FVR utilised Behaviour Change Communication (BCC) strategies to convince farmers to change their practices. Since 2009, FVR has implemented its radio-based extension model in four countries, including Kenya, Uganda, Tanzania, and Malawi. Khulisa developed a comprehensive Measurement Learning and Evaluation (MLE) Framework and conducted an intense process evaluation of the project's radio stations in target countries using local researcher/data collectors who used qualitative and quantitative approaches to obtain data.

Khulisa also developed 46 training tools and 15 supplementary training materials to support the implementation of the project. Tool kits and training materials were used for capacity building of consortium partners, extension officers and radio production staff.

**AGRICULTURE PROJECTS**

**9**

**COUNTRIES**

**9**

**CLIENTS**

**8**

# Business Intelligence and
## Data Visualisation

In a global society saturated with data, Business Intelligence and Data Visualisation (BIDV) is a key component to help managers use information to make well-informed decisions.

Sectors such as public health rely heavily on BIDV to detect and prevent diseases, plan and manage health programmes, and strengthen health systems.

The education sector uses BIDV to track students' progress, manage school systems, and inform policy decisions.

Over the past decade, Khulisa has played a critical role in supporting the public sector to make sense of the ever-increasing amount of organisational data.

Our expertise in dashboard reporting, tracking tools, database design and utilising web-based and mobile phone technologies has positioned Khulisa as experts in using BIDV in development.

### FOSS and Mobile Technology Changing the Landscape

The rise of Free and Open Source Software (FOSS) solutions over the last five years has transformed the BIDV landscape.

Domains such as e-health and e-education now frequently apply FOSS solutions for improved efficiencies.

Organisations can deploy FOSS applications quickly and far more cost-effectively than developing programmes from scratch Improving standards are also enhancing the interoperability of these systems.

Open standards give users the flexibility and the freedom to change between different software packages, platforms and vendors.

Developers can work across time zones and geographic locations – increasing the speed at which BIDV development takes place and lowering the costs.

In an African context, the rise of mobile technology has been a game-changer.  Prior to this trend emerging, Khulisa focussed

its development on stand-alone or server-based desktop systems, and then web-based systems for personal computers.

The presence of cell phones is ubiquitous on the African continent, and the prevalence of smart devices and faster 3G and HSDPA networks is increasing at a rapid pace.

Smart devices allow data to be captured at source, uploaded to central servers, and add multi-media data such as pictures, video, audio as well as geo-tagging.

### ODK for Farmer Voice Radio

The Open Data Kit (ODK), is a free and open-source set of tools for Android devices, which helps organisations develop, deploy and manage mobile data collection solutions.

For Farmer Voice Radio (see page 19), Khulisa developed survey forms in Johannesburg, and deployed them in Uganda and Tanzania, where enumerators interviewed farmers in rural locations, capturing the data at source on Android tablets.

# Khulisa develops internal ODK server

Developed by the University of Washington in Seattle, Open Data Kit (ODK) is a free and open-source set of tools for Android devices which enable the development of data collection forms and surveys, collecting data via mobile devices and transmitting it to a central server. The collected, aggregated data can then be extracted from the server in real-time, in a usable, easy accessible format for interpreters to use.

In 2014, Khulisa developed its own aggregate ODK server, moving away from the reliance of outsourced developers.

The initiative will play a significant role in reliable data collection and more rigorous data quality. Apart from the cost saving benefit, the development of an internal ODK server and open source surveys, form part of Khulisa's capacity building drive (see page 10).

Khulisa successfully applied the ODK technology for Farmer Voice Radio project (see page 19).

The application has been immensely useful in allowing the enumerators in rural African locations to capture and submit data at source and minimise the data collection errors prevalent in paper-based forms.

When the enumerators returned to an area with Internet connectivity, the survey data was uploaded to a central server from which it could be presented "real time" via a web-based dashboard with drill down maps, tables and charts.

## Web-based M&E System for DST

Khulisa used Liferay, a web-based FOSS portal, as the platform to develop an M&E system for the South African Department of Science and Technology (DST). The system takes the DST through their strategic planning process, capturing all relevant planning data, including indicators, objectives, outcomes and targets.

Khulisa transformed their previously manual process that incorporated Word and Excel documents, sent back and forth via email, into a fully automated process. Employees can now capture data at source via a web-based system and aggregate it through all departmental units, to top levels. The system functions as an effective business management tool, measuring performance and highlighting inefficiencies. It also assists the DST to produce its annual report.

**FOSS**

Rise of **Free and Open Source Software (FOSS)** solutions transforming BIDV

# Clients and **Funders**

**Khulisa has served over 170 clients, including:**

- African national and provincial governments
- Bilateral and multilateral donors
- NGOs
- Private sector companies, particularly corporate social investment foundations
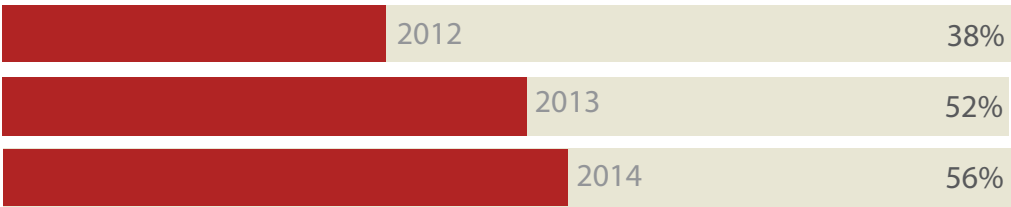
## Clients 2012 – 2014

Academy for Educational Development

The African Evaluation Association (AfrEA)

African Rainbow Minerals Ltd (Assmang)

AIR South Africa

Benita Williams Evaluation Consultants

Bill & Melinda Gates Foundation

Bloomberg LP

Bridge Evaluation

CAMRIS International

Cardno Emerging Markets (UK) Ltd

Centers for Disease Control and Prevention

Chemonics International

Corruption Watch

Department of Science & Technology

Department of Performance Monitoring and Evaluation

Earthlife Africa / Gender CC-SA

Ekukhanyeni Relief Project

Euro Health Group

Feedback Research & Analytics

Firetail Limited

G & Y Training Institute

Gauteng Department of Education

Ghana Aids Commission

Government Technical Advisory Centre,
National Treasury South Africa

Habitat For Humanity International

Hulla & Co Human Dynamics KG

International Development Research Centre

International Law Institute

International Youth Foundation

Japan International Cooperation Agency

Jimat Development Consultants

John Snow Inc. (JSI)

Management Sciences for Health, Inc.

Meridian Institute

Sasol Group Services (Pty) Ltd

Social Innovations

Synergos Institute

The Southern African HIV Clinicians Society

Tshikululu Social Investments NPC

United Nations Educational, Scientific and Cultural
Organisation (UNESCO)

United States Peace Corps

University of Witwatersrand

USAID South Africa

USAID/Mozambique

USAID/Southern Africa

Wits Health Consortium (Pty) Ltd

World Food Programme

Zenex Foundation

# Financial **Overview**

Since Khulisa's last three-year corporate report in 2011, we have witnessed significant growth in revenue in the health and agriculture sectors. The following data illustrates average project revenue by sector and sector revenue growth from 2012 to 2014.

**49%**

| | |
|---|---|
| 2012 | 38% |
| 2013 | 52% |
| 2014 | 56% |

**23%**

| | |
|---|---|
| 2012 | 14% |
| 2013 | 30% |
| 2014 | 25% |

**11%**

| | |
|---|---|
| 2012 | 20% |
| 2013 | 7% |
| 2014 | 7% |

**10%**

| | |
|---|---|
| 2012 | 22% |
| 2013 | 7% |
| 2014 | 1% |

**6%**

| | |
|---|---|
| 2012 | 5% |
| 2013 | 4% |
| 2014 | 9% |

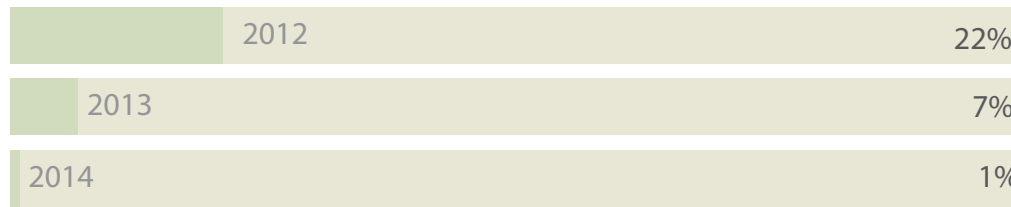**1%**

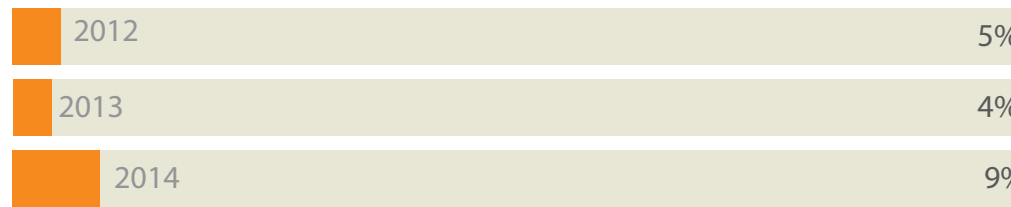| | |
|---|---|
| 2012 | 0% |
| 2013 | 1% |
| 2014 | 1% |

# Khulisa **Project List**

## Public Health

RDQA's for AED Sub-Partners

GH Tech Bridge IV Meeting Facilitation

South Africa PEPFAR Partner Performance Assessment – Assessment of 97 Partners

Diagnostic/Implementation Evaluation of Nutrition Interventions for Children from Conception to Age 5

Global Fund Data Quality Audit – Zambia

Global Fund Data Quality Audit – Tanzania

Global Fund Data Quality Audit – Kenya

MCA Lesotho Data Quality Assessments (Phase II)

Ghana Aids Commission – Development of Data Quality Assurance Manual

Ghana Aids Commission – Data Quality Assessment of the National HIV and AIDS Response

Evaluation of the HOPE Project – Cote D'Ivoire

JICA – Health Promoters Baseline Study & Verification

JICA – Health Promoters Baseline Report Dissemination

JICA – Health Promoters Manual, Guides & Training

World Bank : Health Results-Based Financing– Zimbabwe Midline Evaluation Household Survey

Grant Management Solutions Project – Oversight Support to CCM Malawi

Grant Management Solutions Project – Oversight Support to CCM Zambia

Grant Management Solutions Project – Dashboard Review Southern Africa

African Strategies for Health Project (ASH) M&E Support

Grant Management Solutions Project – Boot Camp Training

Grant Management Solutions Project – Oversight Support to CCM Solomon Islands

Grant Management Solutions Project – Principal Recipient Management Support to Lesotho

Grant Management Solutions Project – Oversight Support to CCM South Africa

Grant Management Solutions Project – Dashboard Training

Grant Management Solutions Project – Principal Recipient Management Dashboard Pilot

Grant Management Solutions Project – Oversight Support to CCM Lesotho

Grant Management Solutions Project – Team Leader Training

Grant Management Solutions Project – Regional Partner Meeting

Grant Management Solutions Project – Oversight Support to CCM Ethiopia

SAHIVCS Data Management System Support

World Bank CLEAR M&E Training  funded by JICA

South Africa PEPFAR Data Quality Assessments

USAID/Swaziland REACH Project Evaluation

USAID/South Africa SHIPP Evaluation

USAID/South Africa TB Evaluation

World Bank CLEAR M&E Training for HIV/AIDS (Wits Health Consortium)

## Business Intelligence and Data Visualisation

Development of the Second Phase of the Performance Information Management System (PIMS) including the development of the PIMS Indicator Reference Manual

USAID/Southern Africa Enhancing Strategic Information (ESI)

Tshikululu Timesheet Management System Implementation & Support Services

## Education

CSIR School Functionality Assessment

BRIDGE Developmental Evaluation

Zambia Institutional Support Programme M&E Support

Baseline report on 5 Maths Chairs programmes in Gauteng & Eastern Cape

Research into School Drop Out Rates in Gauteng Province

Sasol Inzalo – Training on School Effectiveness Instrument

PEP Academy Evaluation

READ and Maths Centre Data Validation

FNB Primary Education Programme - School Functionality KZN

Mid-Term and Post-Term Evaluation of the FirstRand Foundation Maths Education Chairs and South African Numeracy Chairs Programme

FNB Primary Education Programme – School Functionality Free State

Education System Baseline Survey to establish changes in school performance over time in KwaZulu Natal

ZENEX BRIDGE Developmental Evaluation

USAID Malawi EGRA Performance Evaluation

## Agriculture

Farmer Voice Radio Project (FVR)

Transition for Farmer Voice Radio Project (FVR)

Baseline Study of the Sustainable Use of Natural Resources to Improve Climate Change Resilience in South Africa (A Grassroots Women's Initiative)

M&E Framework for the Ekukhanyeni Permaculture Programme

MLE Mentoring

Partnership for Aflatoxin Control in Africa (PACA) – M&E and Capacity Development

Evaluation of the Biodiversity and Tourism in Mozambique for USAID/Maputo

World Food Programme Mozambique Operations Evaluation

World Food Programme Swaziland Operations Evaluation

## Youth Development and Economic Growth

Financial Educational Fund Project Impact Evaluation Support

USAID/South Africa Financial Sector Programme M&E Support

Corruption Watch – Review of International Indicators

SASSETA Services Improvement and Culture Change

EU Provision of Technical Assistance to the Programme to Support Pro-Poor Policy Development – Phase 2 (PSPPD II)

Research Study of Prospects for Quality Youth Employment in High Growth Sectors in South Africa

Pioneers of Egypt Program M&E Framework and Impact Report

Tshikululu Union Investment Research Project

UNESCO – Empowering Local Radios with ICTs Evaluation

## Other Sectors

AfrEA Support Services

AfrEA Support & Secretarial Services

Assmang M&E Workshop

Media Initiative Africa M&E Support

Presentation at the Government Performance Monitoring, Governanace & Accountability Indaba 2012

International Development Research Center Think Tank Policy Evaluation Workshop

ILO Data Quality Audit Training in Court Excellence

# Khulisa **Staff**

Khulisa's 30 staff reflects the diversity of the African continent. They include nationals of South Africa, Cameroon, Ethiopia, Kenya, Zimbabwe, Canada and the United States, while our consultants span across the globe.

Our staff and consultants speak English, French, Portuguese as well as many African languages (including Swahili, and all the Nguni and Sotho languages).

Khulisa employs staff, and over 1000 external consultants, with strong monitoring and evaluation methodological skills and experience working in sectors such as agriculture, nutrition, and food security, education, health, and economic growth.

### International Intern Network

Since 1995, Khulisa has hosted over 100 interns, from over 20 nationalities, who have gone on to establish themselves in private sector consulting firms, national governments, NGOs and multilateral institutions.

Khulisa fosters a well-rounded approach to staff development, not only by focussing on their professional advancement through training and capacity building, but also by creating an enabling environment where staff members can engage, socialise and grow personally. Some of our internal initiatives include:

### Staff Lunches

Khulisa hosts monthly staff lunches to encourage social interaction between colleagues, outside the veranda of our office in Parktown North, Johannesburg. Often, we extend these invitations to external consultants to grow our pool of experts.

### Special Events

Black Friday, Bring Back our Girls, Nelson Mandela Day – Khulisa stays relevant by being in touch with pressing social issues and creating awareness amongst staff.

### Team Building

What better way to promote team spirit than ten-pin bowling? Khulisa holds bi-annual team building exercises to increase staff moral and encourage collaboration.

### Brownbag Lunches

In the spirit of learning and knowledge sharing, Khulisa implemented a new initiative in 2014, replacing Thursday's lunch breaks with 'lunch and learn' brownbag sessions.

These interactive 1-hour sessions give staff an opportunity to present within their field of expertise, while other staff members gain insights on new tools and methodologies, ask questions, and share ideas.

The sessions have been very effective in establishing cross-departmental collaboration and sharing of innovative approaches. Several external stakeholders have participated in the sessions.

**"As a South African business with a focus on Africa we remain strongly positioned to build on our existing projects and partnerships, while investing into new growth sectors"**

**8**

New contracts signed since August 2014

# Looking **Forward**

Africa is coming of age. Economically, Sub-Saharan Africa is the fastest-growing region in the world – with an expected GDP growth of 5.5% in 2015, according to the World Bank. Africa's 50-plus individual economies are likely to see significant growth in the coming years.

This illustrates Africa's hard earned sign of progress. The surge in commodity prices and availability, only adds positive speculation to the growth potential of Africa for the next several decades.

### Venturing into New Sectors

In the past three years, Khulisa successfully ventured into new sectors such as agriculture.

Over the next five years (2015-2020), we will direct our focus on expanding our role in education, health and agriculture (including nutrition and food security) along with entering new sectors such as renewable energy. Khulisa recently accepted eight new assignments.

For example, Khulisa will monitor and evaluate an African media capacity building initiative, expanding our expertise in this new sector.

### Solid Future Ahead

As a South African business with a focus on Africa, and expanding international and continental networks, we remain strongly positioned to build on our existing projects and partnerships, while investing into new growth sectors.

www.khulisa.com

ACCURATELY  MEASURING  PROGRESS

Khulisa is initiating and participating in several events
celebrating the UN Year of Evaluation