Khulisa Management Services

Corporate Report 2009 – 2011

FEATURED ORGANISATION

Khulisa Management Services

This week's featured organisation is Khulisa Management Services, a research, monitoring and evaluation company based in Johannesburg, South Africa. This Devex Executive Member has worked extensively across sub-Saharan Africa and specialises in the areas of education, health and social development. Since its establishment in 1993, Khulisa has conducted nearly 200 studies and evaluations. Khulisa recently appeared in Devex's Top Global Development Groups in South Africa particularly for its extensive work with the South African government, and a range of donors, international organisations, parastatals, universities and nongovernmental organisations across Africa.

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QUALITY INNOVATION COMMITMENT

Khulisa

management services

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)

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Message from the Managing Director

Peter Capozza

Khulisa Management Services is a dynamic South African professional services firm with the goal of providing specialised monitoring and evaluation (M&E) and organisational development services to African governments, communities, bi-lateral and multi-lateral donors, private sector firms, foundations, and NGOs. For over a quarter of a century, Khulisa and its founders have delivered management support to clients in the health, education, social development, and economic sectors throughout the continent of Africa. Our clients – including many African governments – deliver essential public services, set up pilot development projects, and work on legislation and policy reforms.

Yet in the coming years, Khulisa has a more active role to play. After decades of funding and programmes, the international development regime is under scrutiny to re-assess the successes and failures of development efforts, especially in Africa. There is a renewed interest by donors, governments, and citizens to measure and evaluate the impact and effectiveness of development projects, especially after the 2008 global recession.

The Busan Declaration on AID Effectiveness (December 2011) requires donors and recipient countries to:

- **Deepen, extend and operationalise the democratic ownership of development policies and processes.**
- **Strengthen our efforts to achieve concrete and sustainable results. This involves better *managing for results, monitoring, evaluating and communicating progress*; as well as scaling up our support, strengthening national capacities and leveraging diverse resources and initiatives in support of development results.**
- **Broaden support for South-South and triangular co-operation, *helping to tailor these horizontal partnerships* to a greater diversity of country contexts and needs.**
- **Support developing countries in their efforts to facilitate, leverage and *strengthen the impact* of diverse forms of development finance and activities, ensuring that these diverse forms of co-operation have a catalytic effect on development.**

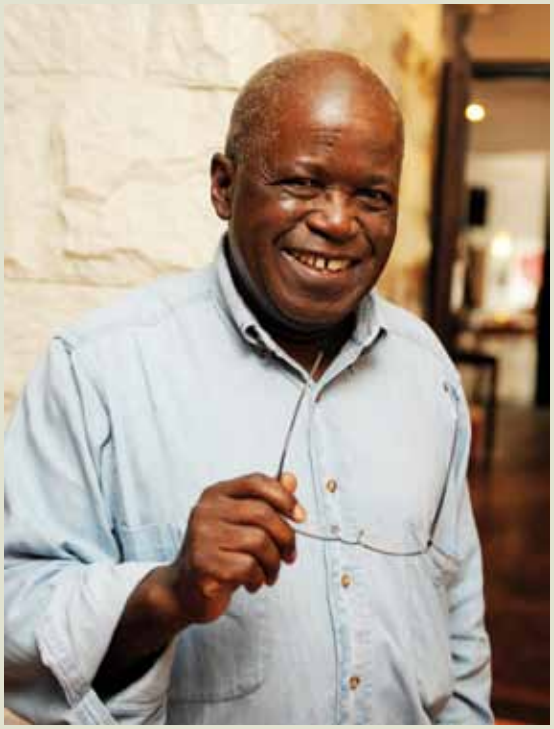
http://www.oecd.org/

Khulisa's strategy is to help design sustainable development approaches that have a lasting impact on the people of Africa. For the public sector, the arbitrary behaviour of weak institutions is a key constraint to development. Strong M&E systems ensure sustainability by asking up front for a government, NGO, or donor's theory of change – what exactly is the problem and desired change? Reliable and timely data can be used to track progress, identify trends and issues as well as to pick up on unintended consequences. **Most importantly, statistics and data can empower citizens to hold their governments accountable.**

Part of Khulisa's mission in Africa has been to persuade governments on the importance of data, data management systems, and social audits to ensure accountability and efficiency of scarce resources. In that vein, one of Khulisa's directors – Jennifer Bisgard, the founding chair of the South African Monitoring and Evaluation Association (SAMEA) – addressed the Southern African Development Community (SADC)'s 15 education ministries in December on the value of M&E for southern Africa's education systems.

Over the last few decades, Africa has evolved rapidly and many countries have experienced sustainable economic growth along with population growth. Africa's GDP now stands at $1.5 trillion, and the continent's population just reached 1 billion. As Africa has developed over the past quarter of a century, so too has Khulisa in meeting the shifting challenges of African countries and donors. Khulisa's staff and organisation embodies a deep understanding of Africa and developmental wisdom which is expressed in every project. For the next quarter of a century, Khulisa will build on its foundations and apply our values of excellence and high standards to continue to positively assist communities and people of Africa.

Message from the Africa Director



Professor Rukudzo Murapa

The current financial turmoil sweeping through the European Community has already claimed the premierships of Ireland, Greece, and Italy. Spain and Hungary are likely to fall soon. There is talk of a serious threat to France, and no one knows yet how far the crisis in the eurozone will spread. The US is not unaffected with its total federal debt of $15 trillion dollars, a debt the size of its annual GDP (total US debt – including consumer and private sector debt – is over $70 trillion).

The ominous impact of these developments will not be confined to the boundaries of these geographic regions. It used to be said that when America coughs, the rest of the world catches a cold. Just imagine the impact when both America and the European Union cough at the same time. The effect on the rest of the world could be catastrophic, particularly for less developed regions, such as Africa, whose immunity to world economic viruses is extremely weak.

The gloomy developments in the eurozone are taking place at a time when Africa is beginning to show unprecedented growth. The IMF forecast for 2012 estimates Africa growing by 6%, i.e. about the same growth rate as East Asia, including Japan, and the sub-Saharan region is expected to double the size of its economy in just a decade. It is encouraging to note that six of the ten fastest-growing countries in the world are in Africa.

Still, this positive growth projection in Africa should not disguise the reality which the majority see and feel every day. The lifespan in the majority of African countries is on average 50 years (with a number of sub-Saharan countries below 50 years), much of it due to malaria, tuberculosis, HIV/AIDS and poor health services.

Africa continues to experience chronic food shortages due to low productivity compounded by natural disasters including droughts, floods and exacerbated by global warming. Corruption remains untamed and continues to deny ordinary citizens the benefits of economic growth and the education systems in most African countries are in disarray. Unemployment is endemic to the continent.

These realities mean that for some time to come, Africa will continue to need the support of the international community in the form of foreign aid, remittances ($38 billion in 2009), philanthropic donations and technical support. Domestic government revenues – particularly mining and oil revenues – are also critical for African development.

In a recent article, Bill Gates highlighted this revenue source:

"… (Africa's) leaders can raise more money for development more efficiently. One way the G20 countries can help with this is by requiring mining and oil companies listed on their stock exchanges to publish what they're paying to governments in developing countries. That way, the terms of natural-resources deals will be a matter of public record, and citizens in all countries can protect their interests."
[Bill Gates to G20: Don't reduce aid. The Mail and Guardian, December 2011]

Few African governments are transparent about their mineral and oil revenues but AusAid estimates that African governments received $200 billion in oil revenues alone during 2000-2010.

Gates also noted that Africa's leaders should focus on the cost-effectiveness of their development investments: "*The data show that it is possible to get more impact from current spending. My foundation is offering to work with the G20 leaders to create a public-private partnership to help poor countries to conduct these cost-effectiveness studies*." Cost-effectiveness studies – performance assessments, data and social audits – are one of Khulisa's strengths. Ironically, the **current hard times for development work present real opportunities** for Khulisa, and our expertise in M&E will be much in demand over the coming decade.

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

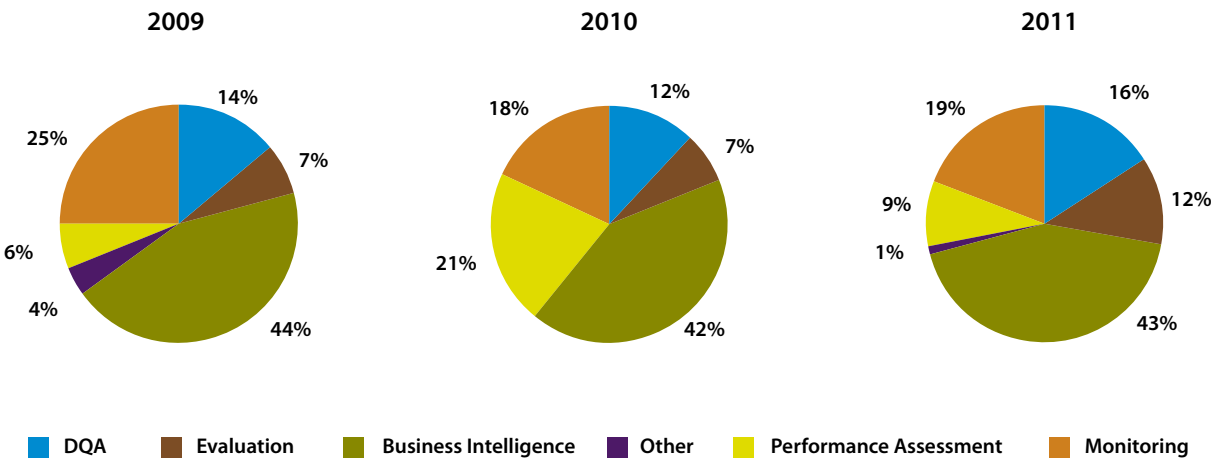
Khulisa Staff

About Khulisa Management Services

As a professional services firm, Khulisa offers a broad spectrum of monitoring and evaluation (M&E) products, services, methodologies, techniques, and tools. Our focus is largely on evaluation, data quality assessments (DQAs), programme performance assessments, monitoring, social "audits," and software/business intelligence analysis.

Business intelligence comprised more than a third of our work, while evaluation is growing:

Predominance of work in Business Intelligence, Performance Assessment, DQA Monitoring (2009-2011)



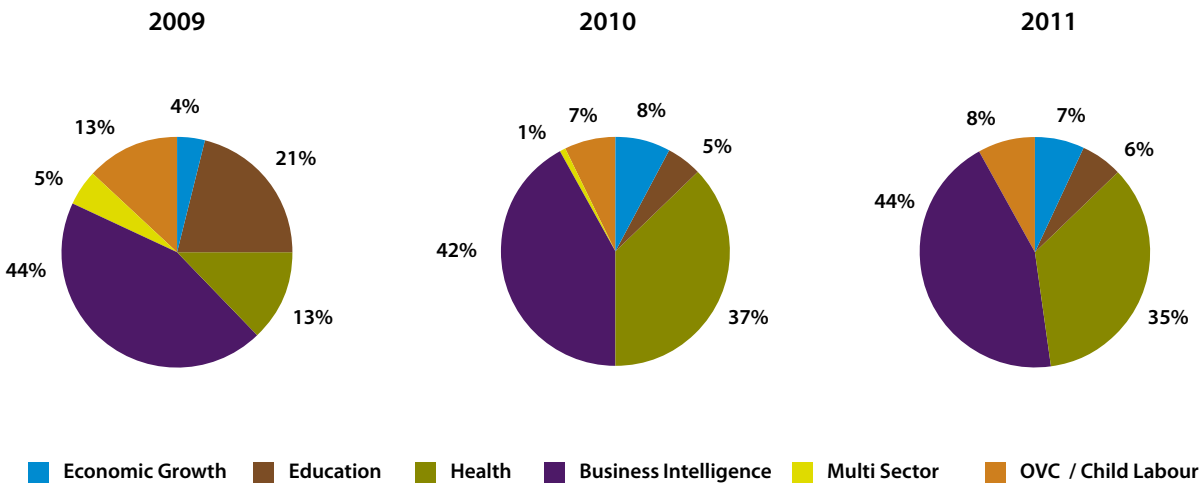
Khulisa has served over **170 different clients since 1993**, including African national and provincial governments, bi-lateral and multi-lateral donors, NGOs, and private sector companies, particularly corporate social investment foundations.

We work predominantly in four sectors:

- Education
- Health
- Orphans and Vulnerable Children (OVC) and Child Labour
- Economic Growth
- Business Intelligence

Over the last three years, health and business intelligence formed the majority of Khulisa's work:

Khulisa's Sectors



How We Work

Services

Evaluation and Research

- Impact/Outcomes Evaluations
- Performance Assessments
- Process evaluations
- Evaluability Assessments
- Formative Research

Monitoring Support

- Monitoring/Performance frameworks, indicators and plans
- Data Quality Audits/Assessments
- Training

Business Intelligence

- Business Intelligence
- Management Systems Re-engineering and streamlining
- Database design
- Dashboard Reporting System
- Monitoring and Reporting Software development

Organisational Systems Development

- Knowledge Management
- Curriculum Design
- Standard Operating Procedures Development

Tools Developed by Khulisa

- Performance Assessment Tools
- Data Quality Assessment Tools
- IT Systems, Dashboards and GIS Applications
- M&E and Data Quality Assessment Training
- School Functionality Assessment

Khulisa's approach is rooted in the highest level of ethics and transparency. Our evaluations are based on uncovering theories of change and stakeholder participation. We use best practice methodologies and always strive to build individual and institutional capacity. Khulisa believes that good M&E focuses both on **highlighting positive outcomes and uncovering negative findings or unanticipated impacts.**

Methodologies

- Utilisation Focused Evaluation
- Developmental Evaluation
- Value-based Evaluation
- Quasi experimental and Randomised Control Trials
- Social Network Analysis
- Additionality
- Most Significant Change
- Appreciative Inquiry
- Value for Money Analysis

Techniques for Data Collection

- Surveys (online, face-to-face, via mobile phones, households)
- Interviews
- Observations
- Audits
- Geographic Information Systems
- Desk Studies / Literature Reviews
- Knowledge Attitudes Practices Behaviour (KAPB) Surveys
- Testing and Assessment
- Case Studies
- Data mining

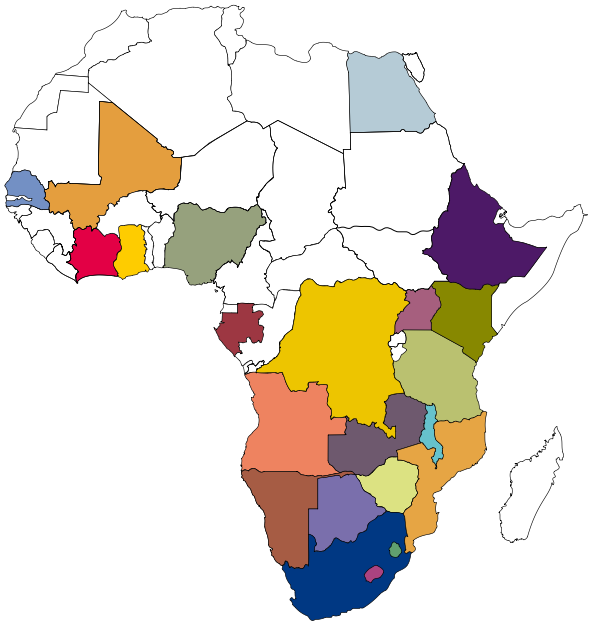
Who We Are

Khulisa is a knowledge organisation, and the skills, abilities, and experience of our key personnel are our greatest assets. Khulisa employs 40 full-time staff members and engages a network of over 700 external consultants who possess specialised experience in:

- Advanced Statistical Analysis
- Basic and Higher Education
- Business Management
- Early Childhood Development (ECD)
- Epidemiology
- Geographic Information Systems (GIS)
- HIV/AIDS Prevention, Care and Treatment
- Human Resources Management
- Information Technology (IT)
- Internal Quality Auditing (ISO 9000)
- Knowledge Management

Building the Future – our Intern programme

Since 1995, Khulisa has hosted over **80 interns** from the US, Europe, Sweden, China, Haiti, South Africa, and 10 other African countries. Khulisa interns and staff have gone on to establish two M&E firms, one Human Resources firm, and have joined government or multilateral institutions, NGOs, and private sector consulting firms.



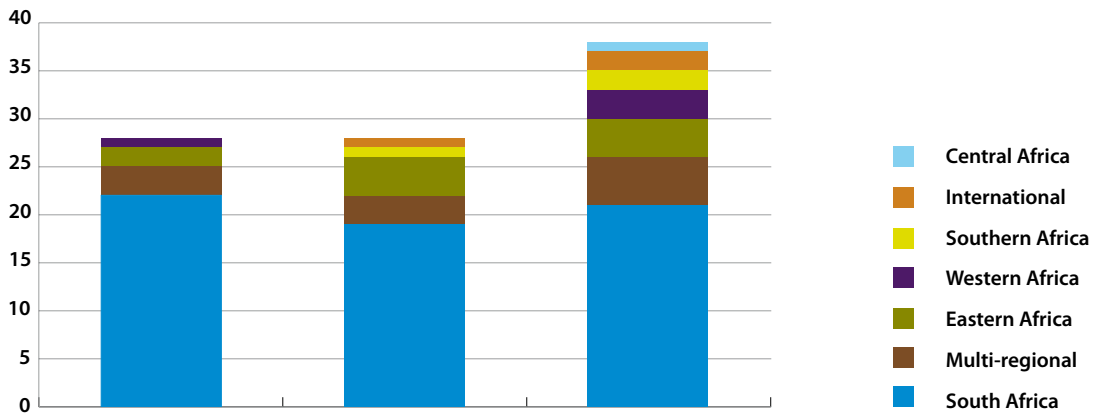
Where We Work

Khulisa's work has spanned the African continent. We have worked in **23 African countries** including: Angola, Botswana, Cameroon, Comoros, Cote d'Ivoire, Democratic Republic of Congo, Egypt, Ethiopia, Ghana, Kenya, Lesotho, Malawi, Mali, Mozambique, Namibia, Nigeria, Senegal, South Africa, Swaziland, Tanzania, Uganda, Zambia, and Zimbabwe. **One of our newest projects, the USAID-funded African Strategies for Health, spans the entire continent.**

Our staff and consultants speak English, French and Portuguese as well as many local African languages including Swahili, Nguni languages (such as isiZulu, isiNdebele, isiXhosa, Siswati) and Sotho languages (such as Setswana, Sesotho sa Leboa and seSotho).

Our diverse staff include nationals of South Africa, Cameroon, Ethiopia, Cote d'Ivoire, Kenya, Madagascar, Nigeria, Zambia, Zimbabwe, United States, and Canada.

Number of Projects by Region : 2009 – 2011



Rethinking Development:

How Do We Measure Progress?

Jennifer Bisgard, Director

Since Khulisa's founding in 1993, the Monitoring and Evaluation (M&E) field has become more technically sophisticated and the demand for M&E services has grown.

In the 1990s, development projects required M&E services to ensure accountability and compliance with donor or government requirements for resource use and promised results. A key example of this type of assignment is Khulisa's $14 million South Africa PEPFAR Partners Performance Assessment (SAPPPA) project, where Khulisa measures the performance of over 150 NGOs, PEPFAR partners, and sub-partners against set technical or organisational standards and best practices.

In the last five years, the accountability and compliance focus has continued, but additional and more complex M&E rationales have emerged with a focus on allowing development actors to:

- Make data-driven decisions
- Demonstrate results and/or impact
- Contribute knowledge or learning

Theory of Change

Professor Carol Weiss, Professor of Education at Harvard Graduate School of Education, popularized the term "**Theory of Change**" as a way to describe the set of assumptions that explain both the mini-steps that lead to the long term goal of interest and the connections between program activities and outcomes that occur at each step of the way.

She challenged designers of complex community-based initiatives to be specific about the theories of change guiding their work and suggested that doing so would improve their overall evaluation plans and would strengthen their ability to claim credit for outcomes that were predicted in their theory.

http://learningforsustainability.net/

Quality Data Is Key

A core issue faced by large government departments (e.g. Ministries of Health and Education) is that managers generally mistrust their data and therefore don't make programming decisions on the basis of data or evidence, but instead on the basis of gut feeling or the last few conversations. Due to this concern, Khulisa's data quality assessments (DQAs) or "social-data audit" practice has increased substantially, totalling over 500 DQAs in the last five years.

Some of Khulisa's assignments were massive. From 2007 to 2010 Khulisa conducted DQAs of South Africa's entire education sector (26,000 schools; with a representative sample of 2,500 schools at both primary and secondary levels in all nine provinces). The findings resulted in fundamental changes within the Department of Education, and a growing awareness of the perverse incentives leading to incorrect data (such as over-reporting student numbers). The audits also found high teacher absenteeism and data storage security issues. **The Department of Education used the data audits to plug the holes, thereby improving the system and saving money.**

Khulisa also conducted DQAs in Ghana on HIV/AIDS services throughout the whole country with a stratified sample of clinics and health facilities. The Ghana AIDS Commission found the DQA results so valuable they commissioned Khulisa to repeat the DQA exercise and to develop data quality assurance guidelines for anyone involved in HIV/AIDS data in the country.

In other cases, **Khulisa has been asked to establish results.** For instance, in evaluating the impact of a workplace HIV/AIDS project at Lonmin's mining operations in South Africa (a large platinum mining company), Khulisa was able to demonstrate that 2,500 HIV infections were averted by the company's workplace HIV/AIDS programme. As a result, the Global Business Coalition prominently commended Lonmin at its 2010 Health awards ceremony.

One Size Doesn't Fit All: Refining Development Strategies though M&E

Other M&E assignments are designed to generate information and knowledge. What works and why? What is the precursor for success? In one project, Khulisa developed a methodological approach that maps school functionality in South Africa on the following matrix.

Highly functioning schools These are world class institutions characterised by high quality teaching and learning, and well-resourced and supported pupils.	**Stagnant Schools** Once highly functioning schools, due to demographic or management change, these schools still provide good service, but are reliant on legacy resources, and struggle to deal with the effects of poverty.
Functioning Schools Often trumpeted in the media for getting good pass rates in spite of location in impoverished areas or serving impoverished pupils. They are characterised by entrepreneurial principals who can mobilise resources and mitigate some of the effects of poverty. They are very open to working with development programmes.	**Dysfunctional Schools** Unlike the other categories of schools, these schools are characterised by poor teaching and learning, lack of discipline, infrastructure and community issues. Because so little teaching is occurring in the school, these schools struggle to cooperate with development efforts.

This functional categorisation is being piloted in 64 secondary and primary schools in South Africa for a R60 million Public-Private Partnership, involving the South African Government, four universities and two major banks. It is already helping donors and governments to identify which schools are ready to successfully implement improved teaching and learning programmes.

Ideally, educational transformation programmes should focus on schools in the two gold boxes, rather than dysfunctional schools in the red box. Our experience, and countless educational evaluations, shows that investing in dysfunctional schools is like dumping money down a bottomless hole. **The Sasol Inzalo Foundation and a number of educational NGOs have already expressed interest in the functionality tool which Khulisa will publically launch in 2012.**

What's Next: Strategic Thinking and M&E

Usually monitoring or evaluation is an afterthought, set up well after a programme has been running for several years. But starting monitoring late has a substantial opportunity cost. A best practice is to establish an evaluation partnership early on to ask evaluative questions, particularly for transformative projects which attempt to address complex problems such as poverty alleviation, food security, or quality improvement. These types of evaluations, called "developmental evaluations", do not predict the type of data collected but instead suggest rapid data collection when questions about the programme arise. They also demand at the outset a clearly articulated Theory of Change.

Khulisa is conducting a developmental evaluation with Bridge, a South African NGO devoted to improving educational quality in South Africa. In 2011/2012, we will conduct a social network analysis demonstrating the new and improved connections and collaboration between educational partners (government, NGOs, foundations) through Bridge, as well as case studies of success. Khulisa will also assess the utility of Bridge's social network platform. Together, the different findings will highlight Bridge's success and challenges in their first year of operation.

Sector Profiles 2009-2011

Health

Weak health systems in Africa have been highlighted as a major constraint to health gains and economic development. Millions cannot access basic health care either because they cannot afford it or because quality health services simply do not exist in their communities.

One factor undermining both public and private healthcare services in Africa is the severe shortage of qualified health personnel – **overall Sub-Saharan Africa has only 1.3% of the world's health workforce, yet it accounts for 25% of the global disease burden**. Another factor is poor population-based data and information about health needs and the quality of services delivered. The World Economic Forum notes the importance of good health data as a prerequisite to effective and efficient health management for improving health outcomes, addressing disparities, and driving efficiencies. Unfortunately, far too many health professionals in Africa still make decisions based on inaccurate or incomplete information.

Recognising the importance of effective data and data management systems for health services delivery, Khulisa designs and implements a range of monitoring and evaluation (M&E) interventions aimed at improving health outcomes and productivity in the health sector. **Working in 15 African countries with over 130 health sector programmes** (including health ministries, national AIDS commissions, donors, NGOs, community organisations, and universities), Khulisa tests and builds data quality, standardises data, and strengthens data management. We use M&E tools – particularly Data Quality Assessments (DQAs), Performance Assessments, and Appreciative Inquiry (AI) – to assess health services and the efficiency of health staff and management systems.

Health in Africa

In the last 20 years, health status in Africa has stagnated or only slightly improved compared to the rest of the world. Between 1990-2008, global life expectancy at birth increased by 4 years, while in Africa it increased only by 2 years; adult mortality decreased worldwide by 14%, while in Africa it actually increased by 6%; and infant mortality declined 32% globally, while in Africa it declined only 27%.

(WHO Africa, 2011)

Much of Khulisa's health work focuses on improving data on **HIV/AIDS, Tuberculosis (TB) and Malaria** because these three diseases are the most prominent public health problems in Africa, causing over 2 million deaths in 2009. Presently nearly 23 million Africans live with HIV/AIDS, four million are infected with TB, and there were 270 million incidents of malaria reported in 2009 – an average of more than 1 in 4 Africans getting malaria in one year (WHO/Avert).

Khulisa's M&E work in the health sector reveals a range of development and organisational management gaps which undermine health services delivery:

For a list of Khulisa Health Projects please go to page 22.

Staff Conducting Data Quality Audit, Ghana.

Top row, L to R: Message on Ambulance / Art Therapy OVC Project / Awareness Billboard, Lonmin-IFC HIVAIDS Evaluation Programme, South Africa.
Bottom: Health Facility, Ghana AIDS Commission DQA.

Communication

Effective communication between different levels of the public health system (facility, district, provincial, national) and between public and private sector health initiatives is crucial for efficient and effective delivery of health services. For example, in one district in South Africa, Khulisa's audit of Prevention of Mother to Child Transmission (PMTCT) data revealed an organisational culture of poor communication, and lack of follow-up and feedback. District health personnel lacked knowledge of a new national infant feeding policy and how PMTCT services should be delivered and monitored. As a result of Khulisa's M&E work, the district now includes **data and information management** of PMTCT as standing items in their monthly **meetings**.

Data Quality

Health data is often incomplete or data sets are not integrated between health services in a single facility or across facilities within the same geographical location. This leads to inefficiencies in tracking patients to ensure continuity of care and optimising health outcomes. For example, in one tertiary hospital, a team of Khulisa M&E experts found high death rates among anti-retroviral treatment (ART) patients during a DQA of the antiretroviral therapy service. Upon closer examination of the numbers, the Khulisa assessors found that the ART medications issued by the hospital pharmacy were stored at unacceptably high temperatures, thus affecting the potency of the medication and the efficacy of the ART programme. Based on the DQA findings, district management took action to improve ART storage conditions for improved health outcomes.

Standards-based Health Services Delivery

Although many countries have clear standards for delivering health services, poor adherence to these standards at facility level compromises health outcomes. For example, a commonly encountered problem is the poor handling of blood specimens for CD4 and Viral Load lab tests needed to monitor ART patients. While conducting performance assessments in a tropical city in Africa, Khulisa identified a group of clinics where blood samples were stored at room temperature and transported to the labs in paper bags rather than in cooler boxes. **Khulisa assisted the clinics in developing standardised operating procedures** for handling blood specimens based on that country's laboratory standards and international Occupational Safety and Health Administration guidelines.

Human Resources for Health

Of 57 countries worldwide experiencing shortages in their health workforce, 36 are in Africa. In order to tackle this serious obstacle to health service delivery, the WHO has issued guidelines for a strategy known as task-shifting whereby tasks are allocated, where appropriate, to less specialised health workers. Although these guidelines were issued in 2008, some countries have not yet adopted them and thus continue to struggle with shortages in their health workforce. In one country suffering from severe nurse shortages, Khulisa discovered that several health facilities and districts were not even aware that such guidelines existed. Upon closer investigation, Khulisa learned that a draft policy regarding task shifting existed but that it was stuck in the highest levels of government. **As a result of Khulisa raising this issue**, other health stakeholders, such as NGOs and civil societies, decided to lend their voices of support for the policy in the hope that the policy will be implemented.

Education

Khulisa's M&E work in education spans nearly 20 years. We utilise numerous methodologies, tailored to suit the type of project and context and within fiscal, political and time constraints. From 2009 to 2011, Khulisa assessed more that 2,300 primary, secondary, and vocational schools in South Africa, Tanzania, and Zambia. Our visits have given us insight into educational access, quality, best practices, data quality, and psycho-social resources available. Some examples of our **methods** for assessing education are summarised below.

Designing Results Monitoring Frameworks: Khulisa assisted Sci-Bono, a large science centre in Johannesburg, South Africa, with a US$43 million annual budget to train teachers, mount experiential learning activities, provide career counselling, and conduct afterhours study programmes, with building capacity of more than 40 programmatic staff to conceptualise how their programmes result in knowledge, behavioural, and attitudinal changes.

Education Management Information Systems Assessed: in the Democratic Republic of the Congo (DRC), Mozambique, South Africa, Zambia, and Swaziland. Khulisa examined the types of data collected, how and when it is collected, and the types of use and analysis. The assessment was conducted in order to plan a Southern African Development Community (SADC) wide M&E framework for care and support for teaching and learning at school level.

Developmental Evaluation: Under a strong mandate from the Michael and Susan Dell Foundation, Khulisa began evaluating the South African Extraordinary Schools Coalition, a group of 15 private and public secondary schools who provide low fee, high quality education, predominantly to impoverished pupils. As a first activity, Khulisa gathered and analysed most significant change stories, to provide evidence that the Coalition has already made substantial improvements among its member schools.

Summative Evaluations: Using mixed method evaluation design, Khulisa evaluated the UNICEF-funded Sports for Development project implemented in all nine provinces in South Africa. The findings show that sport provides an alternative recreational opportunity in marginalised areas, but creating sporting opportunities for young people did not translate into reduced social problems or improved educational outcomes in targeted schools. The findings of the study were used to plan for the rollout of the School Sports Policy at the national level, and UNICEF seconded personnel to the National Department of Basic Education to support the roll out.

For a list of Khulisa Education Projects please go to page 22.

Primary School Teaching and Learning Evaluation, Mozambique

Inaccessible Education

Although education has improved over the last few decades in Africa, the challenges are still immense. Approximately 40% of Africans over the age of 15, and 50% of women above the age of 25 remain illiterate. According to the UN, almost half of African countries may not attain the Millennium Development Goal of universal primary education by 2015; with nearly 40 million children not attending school. The World Bank projects that half of all Africans will live in urban areas by 2030. This rapid urbanisation is already putting education systems under pressure. Early childhood development and secondary/ vocational education is, in most countries, inaccessible to the majority of children. Thus, educational access continues to be a problem, compounded by poor quality, and inefficient administrative systems.

Top row: Curriculum Development for Health Promoting Schools, South Africa.
Second row, L to R: Girls at school, Reclisa Child Labour, South Africa / Principal Mrs Leepile, FET Presidential Urban Renewal Initiative in the Free State and Northern Cape, South Africa / Primary School Training, Mozambique.

Formative Evaluations: Khulisa evaluated Bridge, a Mathematics and Science Community of Practice, formed to reduce duplication and increase innovation, and maximise the effect of civil society organisations on the quality of Maths and Science education in South Africa. The evaluation included a social network analysis showing increased linkages and collaboration between Bridge members. Qualitative data enhanced this analysis and led to a recommendations workshop with Bridge, enabling it to plan for future years and to raise funds for its activities.

Performance Assessment: Khulisa evaluated USAID/ South Africa's Education Support to Orphaned and Vulnerable Children (OVC) in KwaZulu-Natal province of South Africa. The evaluation showed that while pastoral support for OVC improved (e.g. children received school uniforms, books, supplementary food), the project had minimal effect on educational quality.

Monitoring Support: Khulisa is part of a consortium that was awarded the USAID/ Zambia five-year, $24 million project called the STEP-up program. We work with the Zambian Ministry of Education to undertake education management reforms and strengthen systems for evidence-based decision making. Khulisa employs quantitative and qualitative techniques to monitor education programmes and support the design and management of the Performance Management and Evaluation Plan. **Equity in education management, institutionalisation of HIV/AIDS workplace programmes, and strengthening decentralised education management functions.** These form the backbone of the STEP-up program to sustainably improve national learning achievement levels in key subject areas.

Orphans and Vulnerable Children (OVC) and Child Labour

Khulisa's Social Development specialists have evaluated and monitored various programmes and initiatives to support OVC, and children at risk of being drawn into child labour. **Our M&E of OVC projects has identified Best Practices**, trained teachers on how to identify OVC and provided M&E assistance to Habitat for Humanity in Cote d'Ivoire and the KwaZulu-Natal (South Africa) Department of Education for large-scale OVC projects. Under child labour projects, Khulisa has provided alternative education opportunities for children at risk, and provided M&E support and programme design to large scale donor projects. Khulisa's work in this area spans Botswana, Cote d'Ivoire, Ghana, Lesotho, Malawi, Namibia, South Africa, and Swaziland and targets both urban and rural communities and various OVC and child labour groups:

- At-risk children, including orphans and vulnerable children
- Teenage mothers
- Sexually exploited children
- Child labourers, including hazardous labour conditions – hazardous labour and sexual exploitation are part of the Worst Forms of Child Labour (WFCL)

For the International Cocoa Verification Board in Ghana and Cote d'Ivoire, and the Foundation on Eliminating Child Labour in Tobacco (ECLT) Growing in Malawi, Khulisa verified patterns of exploitive labour in the cocoa and tobacco industries.

Khulisa has excelled at creating **customised databases** for tracking child labour – making invisible children visible and tracking their progress – and conducting verifiable and rigorous baseline surveys to assure that child labour and OVC data is accurate and reliable.

Baseline Study of Child Labour in the Tobacco Industry, Malawi.

Children collecting water. Toward Elimination of Child Labour Project, South Africa.

Results

Communities Mitigating Against Trafficking Project (CMAT): In 2009, Khulisa helped establish an Anti-Trafficking Community Collaborative in Johannesburg, which brought together NGOs, police, churches, and representation from local and provincial government. The Collaborative disseminated various definitions of children at risk (in need, trafficked, refugees, asylum seekers, immigrants, and migrants) and protocols for screening and referrals. CMAT's referral network included 40 NGOs and provincial and local government departments working with child victims of trafficking, or children at risk of trafficking. With minimal funds and of short duration, the referral network is still actively functioning more than two years later.

Verification of Certification Activities in the West African Cocoa Sector: The International Cocoa Verification Board selected Khulisa and Fafo AIS to verify the child labour certification activities carried out by the governments of Cote D'Ivoire and Ghana on worst forms of child labour, including trafficking and forced (child) labour. The verification findings were reported to the U.S. Congress. Khulisa and its partner Fafo were unable to confirm or reject the existence of exploitive child labour, highlighting the need to strengthen research design and sampling methods for certification studies and other data collection exercises.

Child spraying pesticide. Toward Elimination of Child Labour Project, Zimbabwe

Malawi Eliminating of Child Labour in Tobacco-growing (ECLT): The ECLT Foundation selected Khulisa to redesign a baseline survey of child labour on tobacco farms in Malawi and to propose interventions to be included in the design of a donor-funded child labour prevention and withdrawal programme. Khulisa recommended interventions ranging from increasing access to social support for vulnerable children and creating second-chance education opportunities for children already engaged in child labour, to improving workplace inspection instruments, to committing resources to a national poverty eradication programme addressing vulnerabilities that push children into exploitive work.

Champions for Children Campaign (Nelson Mandela Children's Fund): Khulisa served as one of the founding members of this campaign, which provided technical support to prevent child exploitation during the 2010 FIFA World Cup in South Africa.

Khulisa helped design a database for child trafficking support services and referrals which was given to Child Welfare South Africa, an umbrella body of child protection organisations, for use by over 200 member societies.

For a list of Khulisa OVC and Child Labour Projects please go to page 23.

Children at Risk

The number of children living without one or both of their parents due to HIV/AIDS in sub-Saharan Africa is estimated to be close to 15 million. In South Africa alone, it is estimated that **5% of all children have lost one or both of their parents**. These children often live with extended family members, and a small proportion live alone. By 2010 in South Africa 95,000 children were living alone. These statistics demonstrate the complexity of understanding and assisting this vulnerable population. Children living with extended family are known to experience more discrimination than biological children and are less likely to enjoy access to education and health care. Faced with poverty, many such children become involved in exploitive labour as a means to survive. Of an estimated 215 million child labourers worldwide, nearly one-third – 65 million – live in sub-Saharan Africa, representing one out of every four children aged 5-17 in the region. Such children are frequently engaged in agriculture, domestic work, and commercial sex work as a means of survival. Many work also in hazardous conditions, away from school and for little or no pay.

Economic Growth

Small Business Development and OVC, South Africa

Khulisa seeks to bring M&E solutions to any sector. Our work in economic growth began in 2009 and Khulisa is currently involved in two major economic growth projects funded by UK Department for International Development (DfID) and USAID.

Financial services – most importantly access to financial services – is a critical and often overlooked component of economic growth. **Globally 2.7 billion people lack access to financial services.** In sub-Saharan Africa, the problem is acute with over 80% of working age adults denied access, either through absence of opportunity or lack of financial literacy. For the working poor and emerging middle class, financial literacy means understanding insurance, compound interest, and how to access low cost loans. In the long term, sound financial literacy contributes to investments, small business growth, building assets, and insurance for families (home, health, motor vehicles).

Khulisa is the M&E partner for the **Financial Education Fund (FEF)**, a UK (DfID) £10 million Challenge Fund supporting 15 innovative financial literacy projects in eight African countries, including South Africa, Zambia, Kenya, Uganda, Ghana, Tanzania, Mozambique, and Malawi. Khulisa oversees evaluations of each project partner to demonstrate the role of financial literacy in increasing and maintaining the access of the poor to quality, affordable and sustainable financial services, and the subsequent impact on livelihoods and wellbeing.

One evaluation of an FEF project in Kenya and Uganda focused on youth under 18 who are not legally allowed to have bank accounts in those countries. The FEF grant supports a pilot with local banks and the Population Council to offer basic financial education in conjunction with a 'junior' savings account. Khulisa's evaluation shows that girls are starting to save and they can identify short-term necessary expenses and set long-term financial goals.

Providing financial support and access to credit for small and medium enterprises (**SMEs**) is another strategy to reduce poverty. According to a 2005 Small Enterprise Development Agency (SEDA) report, small businesses in South Africa represent 54% of registered businesses and more importantly provide 53% of the country's private sector jobs. More than 43% of South Africa's population lives in poverty and more than one-quarter of its people are unemployed. Integrating this second economy of historically disadvantaged groups with South Africa's first world economy is the focus of the **USAID/South Africa funded five-year Financial Sector Program (FSP)**.

FSP works with banks, business development support institutions, government and other stakeholders to address structural issues inhibiting and precluding SME businesses from growing or indeed surviving.

Compared with similar developing countries like Brazil and India, the level of entrepreneurship and the survival rate of small businesses in South Africa is low. **Khulisa is the project's M&E and Knowledge Management partner**, responsible for documenting evidence of FSP results. FSP has supported more than 3,700 financial transactions totalling approximately $75 million in credit from financial institutions to over 700 South African SMEs. Its policy work has influenced South African law, particularly the South African Companies Act, and business rescue and insolvency laws to reduce the administrative and financial cost of registering and administering SMEs.

This complex project has 26 high level indicators in four programme areas:

- Increasing access to finance
- Improving "bankability" of SMEs
- Contributing to policy change
- Disseminating knowledge

For a list of Khulisa Economic Growth and Business Intelligence and Data Visulation Projects please go to page 23.

Business Intelligence and Data Visualisation

Business Intelligence and Data Visualisation (BIDV) is an important component of African development programmes, particularly in the health and education sectors. Many African countries are moving from small-scale donor-funded experimentation to formulating sector wide BIDV policies and implementation strategies. In public health, information flow is crucial for detecting and preventing diseases, planning and managing health programmes, and strengthening health systems. In education, BIDV is used, among other things, to track students, manage school systems and for distance learning.

With the growth in **access to mobile phones**, phone-based BIDV has been used to bring banking to lower income populations, election monitoring, health information systems, and even income generation through the sale of phone services. In Africa's newest country, the Republic of South Sudan, the World Bank collaborates with the local statistics office to collect information on people's economic situation, security, and outlook using cell phones distributed to 1,000 households in 10 state capitals.

Challenges to expanding the use of BIDV for development include:

- Limited electricity and telecommunications in rural schools and clinics
- Poor internet access (only 12% of Africa's population has internet access – slightly higher with internet café use taken into account)
- Expensive, inconsistent bandwidth
- Content: difficult terminology or lack of relevance for the local context
- Security and fraud issues, or the perception thereof, which lead to a reluctance to use BIDV systems
- Insufficient software capacity
- Minimal capital investment

Khulisa provides several services in information management that improve communication, enhance performance, and save clients time and money:

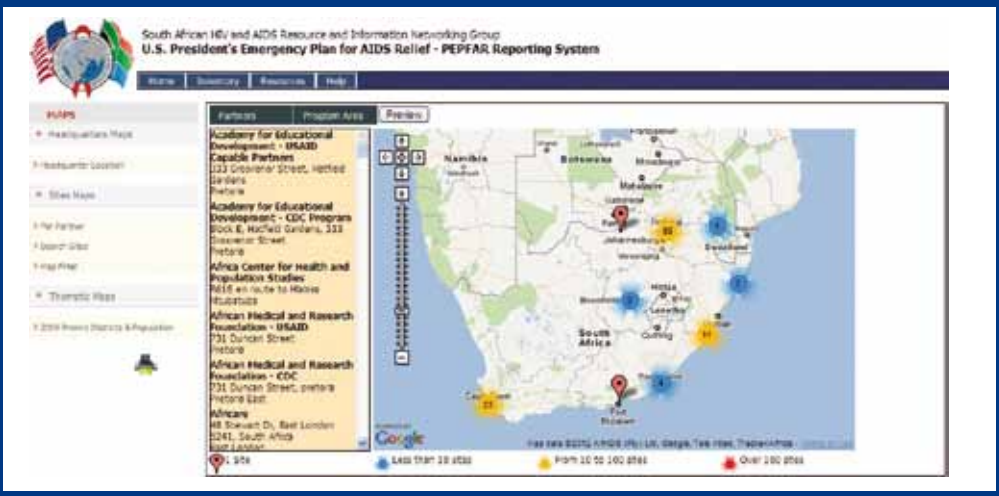
- Web-based M&E systems such as Data Warehouse, with rich reporting tools
- Web-based surveys (quick to design and deploy)
- Optical character recognition (OCR) software expertise to design paper-based surveys that can be scanned and "read" by the OCR software for efficient data capture (five times faster than manual data capturing)
- Extract, transform and load (ETL) services to merge disparate databases into a single, standardised database
- Web-based tools (e.g. mobile phone technology; interactive sites like Khulisa's Finfind – an interactive credit and finance site for SMEs with a searchable database, and tools for producing quotes for services and letters of recommendation) and
- Geographic Information Services (GIS): more and more development clients are using GIS to visualise data, and to manage and analyse their data.

Results

Khulisa designed a unique M&E system in 2004 – President's Emergency Plan for AIDS Relief (PEPFAR) Data Warehouse (DW) – for the PEPFAR project. For this project, the USG mandated that its 128 partners and 681 sub-partners in 30 countries use Khulisa's DW system. As PEPFAR now focuses on sustainable M&E systems owned and driven by the host countries, Khulisa is currently transforming the Data Warehouse into the Partner Information Management System (PIMS), which will allow other government and non-government data sources to be imported and combined with PEPFAR data for analysis purposes.

ETL is the extract, transform, and load process Khulisa used for South Africa's Department of Education EMIS project. This SQL-scripted process transformed six years worth of disparate data sets from two surveys in all nine provinces of the country and transformed them into a single, national, standardised data schema.

Screen shot, Inventory Maps.



Corporate Social Investment: Engaging the Private Sector

While donors, governments, and NGOs remain Khulisa's principal clients, corporate social investment (CSI) is a rising development actor. The "triple bottom line" is becoming more prevalent in annual reports to shareholders, particularly in South Africa where various industry charters and the government's BEE Codes of Good Practice mandate that large companies donate 1% of profits after tax to socio-economic development. Accordingly, South Africa's CSI sector is estimated to be just under **US$1.2 billion**, and the African continent's CSI sector is estimated at **$3 billion**.

Increasingly, companies and their associated foundations are concerned about their CSI return on investment (ROI) and results and impacts. They often state that they cannot see any discernible change for the programmes that they fund. While companies value monitoring and evaluation, rigorous M&E tools such as baseline evaluations and external evaluations are inconsistently applied. In a review of CSI spending in South Africa, Trialogue estimates that over one-third of CSI funds were actually charitable "hand outs" with no accountability for achieving results.

Khulisa has worked with CSI clients since 2009 and has developed **recent strong partnerships with half a dozen prominent foundations working in 16 countries** in northern, eastern and southern Africa:

- **The Coca-Cola Africa Foundation** – Khulisa assessed and established the social impact and partner performance of Coca-Cola's 14 main NGOs in a sample of seven countries throughout Africa.
- **Tshikululu Social Investments** – Khulisa is part of a team evaluating a $10 million Public-Private Partnership effort to improve the quality of Mathematics teaching and learning in South African primary and secondary schools.
- **Michael and Susan Dell Family Foundation** – Khulisa provides developmental evaluation services to assess the progress of the Extraordinary Schools Coalition, a group of low-fee, high-quality non-profit and public schools devoted to creating social change.
- **The Bertha Foundation** – This family foundation in keen to support their grantees through M&E support, and they have funded Khulisa to support Corruption Watch and the African Leadership Academy.
- **The Mastercard Foundation** – Khulisa authored several case studies of successful financial literacy programmes in seven African countries for Mastercard.
- **The Bill and Melinda Gates Foundation** – Khulisa's first activity funded by the Gates Foundation was M&E input into an annual review of the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM), a consortium of 29 agricultural universities in Eastern, Central and Southern Africa held in Kampala, Uganda.

Community Health Project, Malawi

Khulisa's Clients and Funders 2009-2011

Bilateral

Japan International Cooperation Agency (JICA)
Millennium Challenge Corporation
Netherlands Embassy
UK Department for International Development (DfID)
United States Agency for International Development (USAID)
United States Centers for Disease Control and Prevention (CDC)
United States Department of Labor
United States Department of State
United States Peace Corps

Multilateral

Southern African Development Community
The Global Fund to Fight AIDS, Tuberculosis and Malaria
The International Finance Corporation
The International Labour Organisation
The World Bank
UNICEF

Private Sector

Cardno Emerging Markets (UK)
Checchi Company Consulting INC
Chemonics International
Common Way Communications
Euro Health Group
Feedback Research & Analytics
Genesis Analytics
GHTech, Inc.
Innovex Tanzania
John Snow Inc. (JSI)
Lonmin (Mining) PLC
NIRAS
Sustainability Solutions Africa (SSA)
The QED Group
Turner & Townsend

Foundation/CSI

Corruption Watch
Eliminate Child Labour in Tobacco Foundation (ECLT)
Fafo Foundation
International Cocoa Verification Board
Olive Leaf Foundation
The Bertha Foundation
The Bill and Melinda Gates Foundation
The Coca-Cola Africa Foundation
The Mastercard Foundation
The Michael and Susan Dell Family Foundation
Tshikululu Social Investments

Government

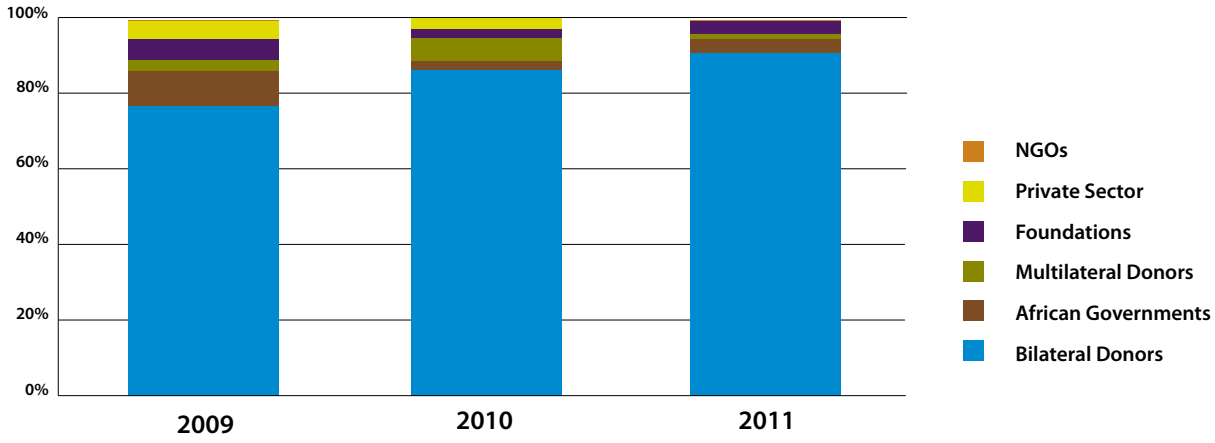
Botswana Department of Health
Cameroon Department of Health
Comoros Department of Health
Ethiopia Department of Health
Ghana AIDS Commission
Ghana Department of Health
Lesotho Department of Health
Malawi Department of Health
Mozambique Department of Health
Namibia Department of Health
South Africa Department of Health
South Africa Provincial Departments of Education: Gauteng and KwaZulu-Natal
South Africa Provincial Departments of Health – Free State and Northwest
South African Department of Basic Education
South African Department of Science and Technology
South African Department of Social Development
Southern African Development Community (SADC)
Swaziland Department of Health
Tanzania Department of Health
Zambia Department of Health
Zimbabwe Department of Health

NGO

American Council on Education (ACE)
American Institutes of Research (AIR)
Bridge Maths and Science Community of Practice
Bridge Extraordinary Schools Coalition
FHI360
Habitat for Humanity International
Harvard University
Management and Development for Health Tanzania
Management Sciences for Health
MiET Africa
Regional Psychosocial Support Initiative (REPSSI)
Regional Universities Forum for Capacity Building in Agriculture (RUFORUM)
Research Triangle International (RTI)
Right to Care
Sci-Bono
South African Monitoring and Evaluation Association (SAMEA)
The Southern African HIV Clinicians Society
Winrock International
Youth for Christ

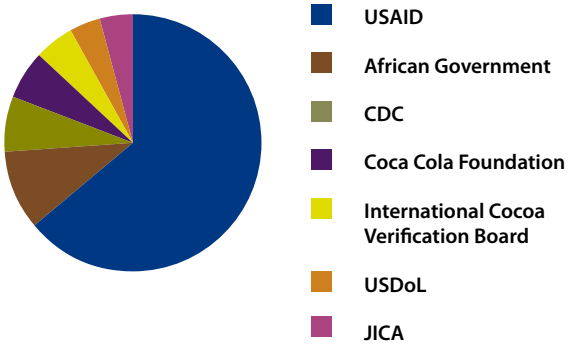
Financial Overview 2009 – 2011

Funding Sources

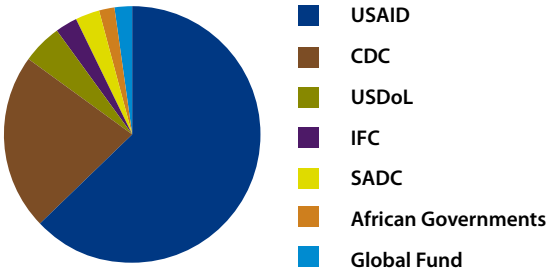


Top 7 Funders

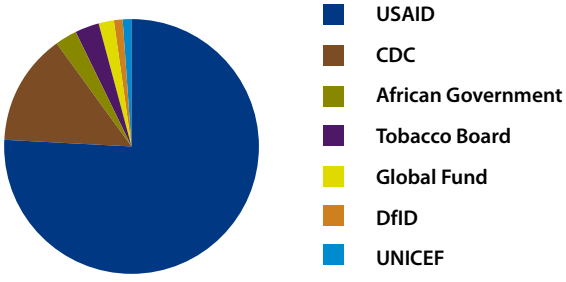
2009



2010



2011



Khulisa Projects

Health Projects

- South Africa PEPFAR Partners Performance Assessment (SAPPPA) Project. US Centers for Disease Control / South Africa. 2009-2013.
- M&E Support to Global Fund Recipients in Malawi, Cameroon, and Zambia. Under subcontract to Grant Management Solutions (GMS) Project, Management Sciences for Health (MSH). Funded by USAID. 2009-2011.
- Enhancing Strategic Information (ESI) – Data Quality services. Under subcontract to John Snow Inc. Funded by USAID/South Africa. 2008 –2012.
- DQA and Data Assurance Manual Project. Ghana AIDS Commission. 2011-2012.
- Performance Assessments and Data Quality Assessments of the Management and Development for Health (MDH) Programme. Harvard University / Tanzania and MDH/Tanzania. Funded by the US Centers for Disease Control. 2011.
- Evaluating the Impact of the Lonmin-IFC HIV/AIDS Programme. Under subcontract to EuroHealth Group (EHG). Funded by the International Finance Corporation (IFC)/South Africa. 2010.
- Evaluation of the USAID/South Africa Anti-Retroviral Treatment (ART) Programme. Funded by USAID and under subcontract to GH Tech. 2011.
- African Strategies for Health (ASH) - M&E services. Under subcontract to Management Sciences for Health (MSH). Funded by USAID. 2011-2014.
- Global Fund Data Quality Audits. Under sub-contract to John Snow Inc. Funded by The Global Fund. 2008-2010.
- Global Fund Data Quality Audits. Under subcontract to EuroHealth Group (EHG). Funded by The Global Fund. 2011-2013.
- Data Quality Assessments for the Government of Lesotho. Funded by Millennium Challenge Corporation (MCC). 2011-2012.
- Data Quality Assessments of Right to Care HIV/AIDS sub-partners. Right to Care. Funded by USAID. 2010-2011.
- Data Quality Assessments of PEPFAR/South Africa Partners. USAID/South Africa. 2006-2011.
- Evaluation of Psychosocial Support Services provided in OVC programmes. Olive Leaf Foundation and REPSSI. 2010.
- Training in Data Management and Data Quality. Youth for Christ. Funded by USAID/South Africa. 2009.
- Development of an M&E Framework. South African HIV/AIDS Clinicians Society. 2011.

Education Projects

- Mid-Term Evaluation of the US-RSA Partnership for Skills Development. USAID/American Council on Education (ACE). Funded by USAID/SA. 2011.
- Annual Audits of the Education Management Information Systems (EMIS). Department of Basic Education (formerly Department of Education), Government of South Africa. 2007-2010.
- Capacity Building for Health Promoting Schools (HPS) Implementers. Japan International Cooperation Agency (JICA). 2009-2011.
- Baseline Study on Nutritional Status and Educational Outcomes of Q3 Learners. Department of Basic Education (DBE), Government of South Africa. 2011.
- M&E Capacity Building Services. Sci-Bono Foundation. 2011.
- Monitoring and Evaluation Strategy. Regional Universities Forum for Capacity Building in Agriculture (RUFORUM). Funded by the Bill and Melinda Gates Foundation. 2011.
- Evaluation of the Sports for Development Programme. The United Nations Children's Fund (UNICEF). 2009-2011.
- The Importance of Outcomes Monitoring Presentation to Care and Support for Teaching and Learning Sharing Meeting. MiET Africa. Funded by SADC. 2011.
- Baseline Education Study in KwaZulu-Natal. United States Peace Corps. 2011-2012.
- Evaluation of South African Maths Education, Numeracy and Literacy Chairs Programme. Under subcontract to Feedback Research & Analytics. Funded by Tshikululu Social Investments. 2010-2012.

Primary School Evaluation, South Africa

- Training in M&E, Data Management Systems, and Data Quality. Youth for Christ. RTI International. 2009.
- Developmental Evaluation of the South African Extraordinary Schools Coalition. Bridge. Funded by the Michael and Susan Dell Foundation. 2011.
- M&E Workshop for African Leadership Academy. Bertha Philanthropies Services LLC. Funded by the Bertha Foundation. 2010.

OVC and Child Labour Projects

- Reduction of Exploitative Child Labour in Southern Africa (RECLISA). Under subcontract to American Institutes for Research. Funded by the US Department of Labor. 2005-2009.
- Tanzanian Education Alternatives for Children (TEACH) – M&E services. Under subcontract to Winrock International. Funded by the US Department of Labor. 2007-2010.
- Verification of Certification Activities in the West African Cocoa Sector. International Cocoa Verification Board. 2008-2009.
- Housing Orphans in Protected Environments (HOPE) Project. Under subcontract to Habitat for Humanity International. Funded by the US Centers for Disease Control/Cote D'Ivoire. 2010-2011.
- Baseline Survey in three pre-selected districts of Mchinji, Ntchisi and Rumphi in Malawi. Foundation on Eliminating Child Labour in Tobacco Growing. 2010-2011.
- Training Programme and M&E Framework for selected districts: Management of Orphans and Vulnerable Children in the Early Childhood Development Phase. KwaZulu-Natal Department of Education. 2009.
- Baseline Study of the Care and Support for Teaching and Learning SADC Initiative in five SADC countries. MiET Africa. Funded by Swiss Agency for Development Cooperation. 2009-2010.
- Baseline Study of the Care and Support for Teaching and Learning SADC Initiative in South Africa. MiET Africa. Funded by Netherlands Embassy to South Africa. 2009-2010.

Economic Growth Projects

- Financial Sector Program (FSP) – M&E and Knowledge Management Services. Under sub-contract to Chemonics International. Funded by USAID/South Africa. 2009 -2013.
- Financial Education Fund (FEF) – External Review of 12 Impact Studies. Under subcontract to Cardno Emerging Markets (UK) Ltd. Funded by Dfid. 2009-2012.

Financial Literacy Project, Zambia

- Evaluation of ILO Funding to COOP Africa Programme. The International Labour Organisation (ILO)/East Africa. 2009.
- Case Studies to be included in Taking Stock: Financial Education Initiatives For The Poor. Genesis Analytics (Pty) Ltd, for The MasterCard Foundation 2010.
- Evaluation of the Lonmin Local Supplier Development Programme. International Finance Corporation (IFC) / South Africa. 2010.
- Presented "Evaluation techniques for financial education, social marketing: Developing a results framework and M&E toolkit for governments, NGOs et al." Financial Literacy & Education Workshop held at The World Bank. 2009.
- Development of Evaluation Framework for the South African Government's Small Enterprise Development Agency. Under subcontract to NIRAS. Funded by the Government of Finland. 2009.

Business Intelligence and Data Visualisation Projects

- Enhancing Strategic Information (ESI) – Data Warehouse and GIS services. Under subcontract to John Snow Inc. Funded by USAID/South Africa. 2008-2012.
- Web-based Monitoring and Evaluation System. Department of Science and Technology, Government of South Africa. 2011-2012.
- Financial Sector Program. Design of finfind online business toll and development of a monitoring dashboard. Under subcontract to Chemonics International. Funded by USAID/South Africa. 2009-2013.
- National Action Committee for Children Infected and Affected by HIV and AIDS (NACCA) website and content management system for OVC training materials. UNICEF/South Africa. 2008-2009.

Looking Forward to 2012

Over the next few years, Khulisa will embark on several new initiatives in Africa.

Expanding into the **Democracy and Governance** sector, Khulisa will work with the newly-established civil society movement called Corruption Watch that uses social media as a platform for reporting on corruption in South Africa. Khulisa will develop Corruption Watch's Theory of Change and draft M&E case studies and lessons learnt of similar initiatives in India and Brazil.

Expanding into the **Agricultural** sector, Khulisa will evaluate the Farmer Voice Radio Project in four African countries and North America to identify lessons learned and best practices (funded by Bill and Melinda Gates Foundation).

Several **new evaluation projects** begin in 2012. For the US Department of State, Khulisa will be providing evaluation services throughout Africa over the next five years. Partnering with the World Bank's CLEAR Initiative (Regional Centres for Learning on Evaluation and Results), Khulisa will co-facilitate several M&E trainings for a wide range of government officials in South Africa.

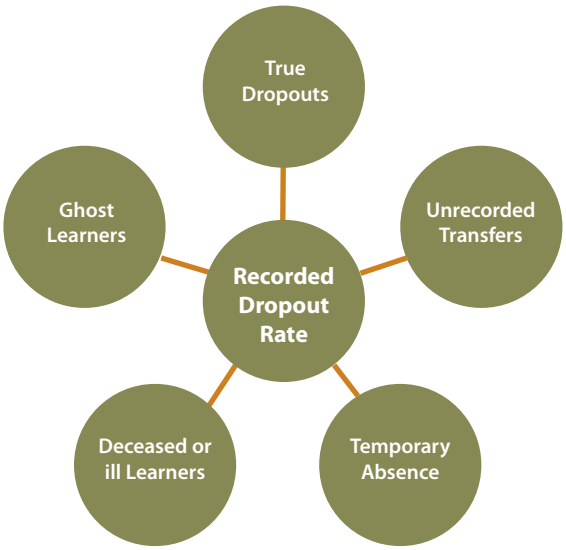
Khulisa's **education practice has two exciting new projects**. The Gauteng Department of Education recently commissioned Khulisa to conduct research into the causes and extent of **school dropout** in grades 10, 11 and 12.

Sign the Pledge. Corruption Watch, South Africa

In Zambia, Khulisa and its partners have just begun implementing the five-year **Strengthening Educational Performance – Up (STEP-Up)** project which works with the Zambian Ministry of Education to improve fifth grade reading and learning and related data-driven decision making.

In the **health sector**, Khulisa and its partners have just begun implementing the five-year USAID/Washington-funded African Strategies for Health (ASH) project -- designed to build the capacity of regional institutions in Africa to strengthen health systems and health service delivery. Khulisa's M&E specialist from Madagascar will work to strengthen health-sector monitoring and evaluation throughout Africa.

And finally, two new projects focus specifically on assessing **Data Quality**. For FHI360 in South Africa, Khulisa will conduct data quality assessments of their PEPFAR sub-partners. Khulisa will also conduct data quality audits of the Millennium Challenge Corporation/Lesotho Compact performance indicators that cut across three key sectors – health, water, and private sector development.



Potential Reasons for Dropouts : to be investigated under the Gauteng Department of Education Project.

Professionalising M&E

Khulisa has played a key role in establishing and promoting the professionalisation of M&E through various associations:

South African Monitoring and Evaluation Association (SAMEA): Jennifer Bisgard, one of Khulisa's directors served as SAMEA's founding chair from 2005 to 2007 and Khulisa has actively participated in SAMEA and its biennial conferences giving papers, serving on the board, and facilitating skills development.

African Evaluation Association (AfrEA): Khulisa joined AfrEA in 2004 and in January 2012, Jennifer Bisgard was elected as the southern African representative to the AfrEA board.

American Evaluation Association (AEA): Key Khulisa staff are members of AEA and give papers and other support at annual conferences.

Khulisa Directors (clockwise, from left) Mr Michael Ogawa: Business Intelligence and Operations, Ms Mary Pat Selvaggio: Health and Research, Mr Peter Capozza, Managing Director, Dr Helene Aiello: Education and Social Development, Prof Rukudzo Murapa: Africa and Ms Jennifer Bisgard: Education, New Business and New Initiatives.

Khulisa

management services