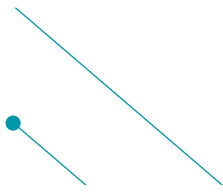





Measuring Progress

Corporate Report

15-17



Every two years Khulisa publishes a Corporate Report, giving stakeholders a glimpse of our sectors, projects and people. In line with the work we do, we based the 2015-2017 report theme on measurement



Accurately

/ˈækjərətli/

In a way that is correct in all details; exactly

Measuring

/ˈmeɪzə/

Assess the importance, effect or value of (something)

Progress

/ˈprəʊɡres/

Development towards an improved or more advanced condition

khulisa.



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At a Glance

Khulisa provides monitoring, evaluation, research and data quality assurance services to public and private sector partners globally

Khulisa worked in 25 countries on 115 projects since 2015

Our expertise runs across five sectors including:



since 2015

38

evaluations
conducted

80%

of assignments included
capacity building

793

Data Quality Assessments
(DQAs) in 8 countries

32

staff in the US and Africa

3566

consultants linked with Khulisa
from around the world

622

health facilities assessed

546

schools assessed

249

early childhood development
centres (ECDs) assessed

"We have decades of broad and specialised expertise combined with a flexible and dynamic corporate culture and attitude"

– Ellena Meiring,
Business Development Manager

Services

Monitoring Support

Monitoring/Performance
Frameworks, Indicators & Plans

Data Quality Audits/
Assessments

Standard Operating Procedures

Evaluation & Research

Impact and Outcome Evaluations

Performance Assessments

Process Evaluations

Evaluability Assessments

Formative Research

Capacity Building

Training and Workshops

M&E Systems Development

Systems Support

Mentoring

Other Services

Organisational Systems Development

Knowledge Management

Curriculum Design

Software Development & Data Visualisation

Business Intelligence

Management Systems Reengineering

Systems Streamlining

Database Design

Dashboard Reporting Systems



Innovation, Growth and Global Reach

Khulisa is an entrepreneurial and innovative consulting firm. For 25 years, we've carried out M&E for foundations, private and public sector clients to show impact

Since publishing our 2014 Corporate Report, the world has changed dramatically. Most notably, Britain voted to exit from the European Union and the United States elected a new president, pushing for a massive reduction in foreign aid.

Many countries have started to prioritise their own needs over those of their neighbours. This places additional pressure on funding, and on firms and NGOs working in the development sector.

We believe the new landscape opens a multitude of development and other opportunities.

For some time, development spending has been wasteful for a variety of reasons. It's time for countries supporting development and countries receiving foreign aid

to create projects that have measurable impact.

I believe we are entering a time that the sector will leapfrog traditional approaches and reinvent development models to bring significant impact to society.

Changes in the public sector requires innovative monitoring and evaluation strategies to use resources more effectively.

That's where Khulisa finds its niche. Over the past three years, we've expanded our global footprint. We have taken our innovative M&E approaches and applied them to new customers and markets.

We have a very strong team and have enhanced our existing staff's expertise to meet the challenge.

By leveraging these strengths and with offices in Africa and North America, we are positioned to support clients to improve their development practices.

In the coming years, we will continue to build our global footprint.

Khulisa also has technological expertise that we have perfected over 25 years to bring solutions to the education and health sectors of African countries.

These solutions will assist countries to improve the lives and working conditions of their citizens.

We remain committed to **accurately measuring progress.**

Peter Capozza



"We have a very strong team and have enhanced our existing staff's expertise"

– Peter Capozza, Managing Director



Our Geographic Footprint

In 2014, Khulisa opened the doors of its Washington DC Office. This geographic diversification enhances our responsiveness to US clients and provides a solid base for international skills exchange.

The Washington DC office is registered as a Small Business by the US Small Business Administration, widening our access to new opportunities.

Our project footprint also increased. We expanded into Asia, gaining country experience in Indonesia, India and Sri Lanka. In addition, we provided M&E support to a health project in Haiti.

We continue our African focus. Since 2015, we have covered all five regions of the continent.





“Khulisa, in my view, continues to play a very critical role in providing well-analysed information that goes into strengthening policy formulation in many African countries”

– Rukudzo Murapa, Africa Director



Khulisa



Our Work

Khulisa's work spans multiple sectors including health, education, youth development, economic growth, democracy, governance, agriculture and nutrition



pg 10-11



pg 12-13



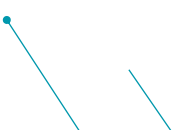
pg 14-15



pg 16-17



pg 18-19



"Everything we do at Khulisa is inspired by people. We could create tools to record programme information, we could be evaluating the programme itself, but at the end, we are improving peoples' lives"

– Kris Eale, Associate

Health

Khulisa's expertise in public health differentiates us from other evaluation firms. Since 2015, we've conducted 63 health-related projects in Africa, Asia and the Caribbean. Many of our projects are repeat business, evidence of the trust clients put in our work



“Khulisa provided USAID with an excellent product that has informed the design of the new generation of USAID's TB activities in South Africa – a \$45 million effort over the next 5 years”

– Feedback from USAID on Khulisa's Evaluation of a TB programme in South Africa

Khulisa is noticing positive trends in data flow in the health sector.

Over the past four years, M&E systems became more robust. Service level data improved and there has been a shift towards data use, albeit slow.

Globally, the health sector has invested hugely in routine reporting. Data is no longer episodic, numbers are captured and reported daily and we now have access to actual data to analyse performance.

This changes the requirements of the evaluation team, and complements qualitative approaches, such as interviews and focus groups, with statistical methods.

We are also witnessing exciting new evaluation techniques such as Qualitative Comparative Analysis (QCA) and Contribution Tracing.

We only feature some of our projects in this section. For the full project list, visit page 24.

TB evaluation informs design of new generation USAID project

Khulisa evaluated USAID's five-year support to the South African Tuberculosis Control programme.

We compared the performance of key indicators in project-supported areas with areas not receiving project support.

Our methodology was strengthened by complementing the TB data trends with health worker interviews.

The evaluation found that USAID support improved TB service delivery and outcomes. The client was exceptionally satisfied with the evaluation.

Assessing data related to cervical cancer patients

Khulisa conducted an independent data verification of the cervical cancer results reported by its partners for an international foundation.

We assessed data at 130 health facilities in Kenya, Nigeria, Tanzania and Uganda as well as Partners' country and international head offices.

We audited over 1000 records, interviewed 150 people and reviewed five indicators.

The aim of the verification was to confirm partners' reported results for incentive payment decisions.

Our findings were also used to improve partners' data management systems and build their capacity.

Evaluation of district support partners for HIV-TB care and treatment

Khulisa conducted a participatory evaluation in 2017 for a USAID-funded HIV-TB Health Systems Strengthening programme.

The client had invested significantly in capacity building and strengthening of various aspects of the health system.

We again followed a mixed method approach. The Department of Health, especially at sub-district and facility levels, was very positive about the USAID support.

The evaluation will inform USAID's future strategic directions of its HIV-TB care and treatment investment in South Africa.

Education

Through research, M&E, toolkits and capacity building, Khulisa has enabled donors, government departments and NGOs to improve education programmes since 1993

The *Identifying Binding Constraints in Education* research report synthesised some of the education sector's critical gaps and identified blockages in South Africa's education system. One of the emerging themes is how to teach learning more effectively.

Our projects since 2015 emphasise the massive shifts in how children learn and read, and how we can work with teachers in a non-threatening way to improve education results.

Educational Impact evaluation

USAID, in partnership with the Western Cape Education Department in South Africa, commissioned Khulisa to conduct an external impact evaluation of the Provincial Emergent Literacy intervention in the South African version of Kindergarten called "Grade R".

The project provided training and resources in emergent literacy, including an orientation to an early literacy programme called STELLAR (Strengthening Teaching of Early Language and Literacy in Grade R), to all teachers in the Western Cape.

Khulisa deployed a quasi-experimental research design in this provincial-wide study.

The evaluation demonstrates our ability to design, execute and analyse robust impact evaluation methods.

One of the evaluation's unique features was the development of a curriculum aligned evaluation tool for assessing language and literacy in three South African languages.

During start-up, there were no known standardised tools for assessing Grade R learners' language and literacy in the South African context.

Evaluating early-grade reading programme in Malawi

Khulisa conducted a performance evaluation for USAID/Malawi's Early Grade Reading Activity (EGRA).

Our evaluation showed that the interventions introduced by RTI International to improve early grade reading were so powerful and intuitive that it was spreading of its own accord.

Teachers who had not received the training were starting to implement the methodology based on others' recommendations.

M&E for play-based learning

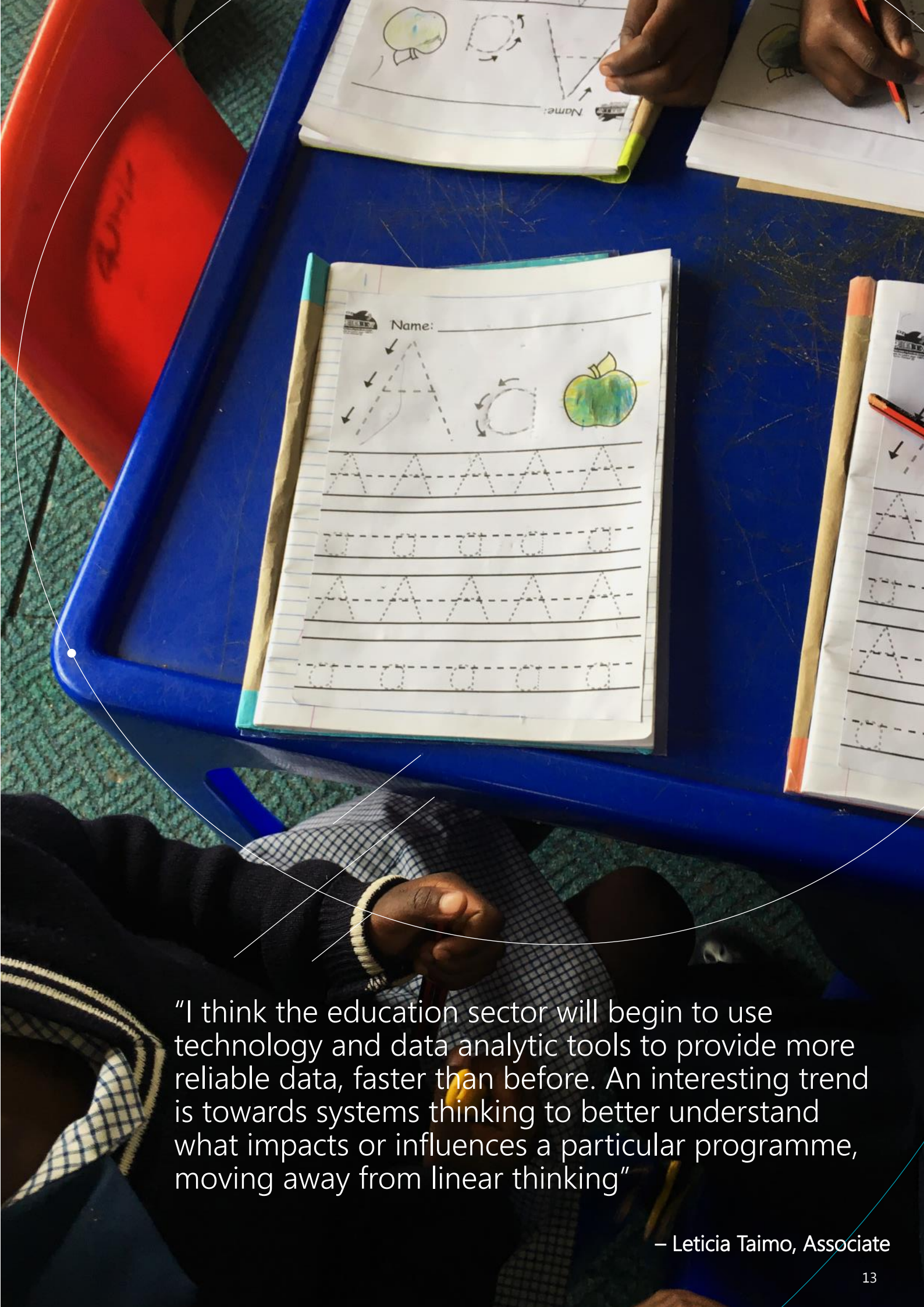
Desk-based education has removed children from learning through sensory experience.

To reignite the value of play for children from 0-9, the Power of Play project is in the process of training 150 000 educators on play-based learning.

Khulisa is providing a **developmental evaluation** (sometimes referred to as action research) on the project and is working with the South African Department of Basic Education to develop an M&E Framework to monitor preschools and primary schools across the country.

We trained 100 education district officials on how to use an open source application to record data from the departmental officials' preschools and primary school visits.

The data would contribute towards improvement of ECD centres across the country and meeting South Africa's National Development Plan targets.

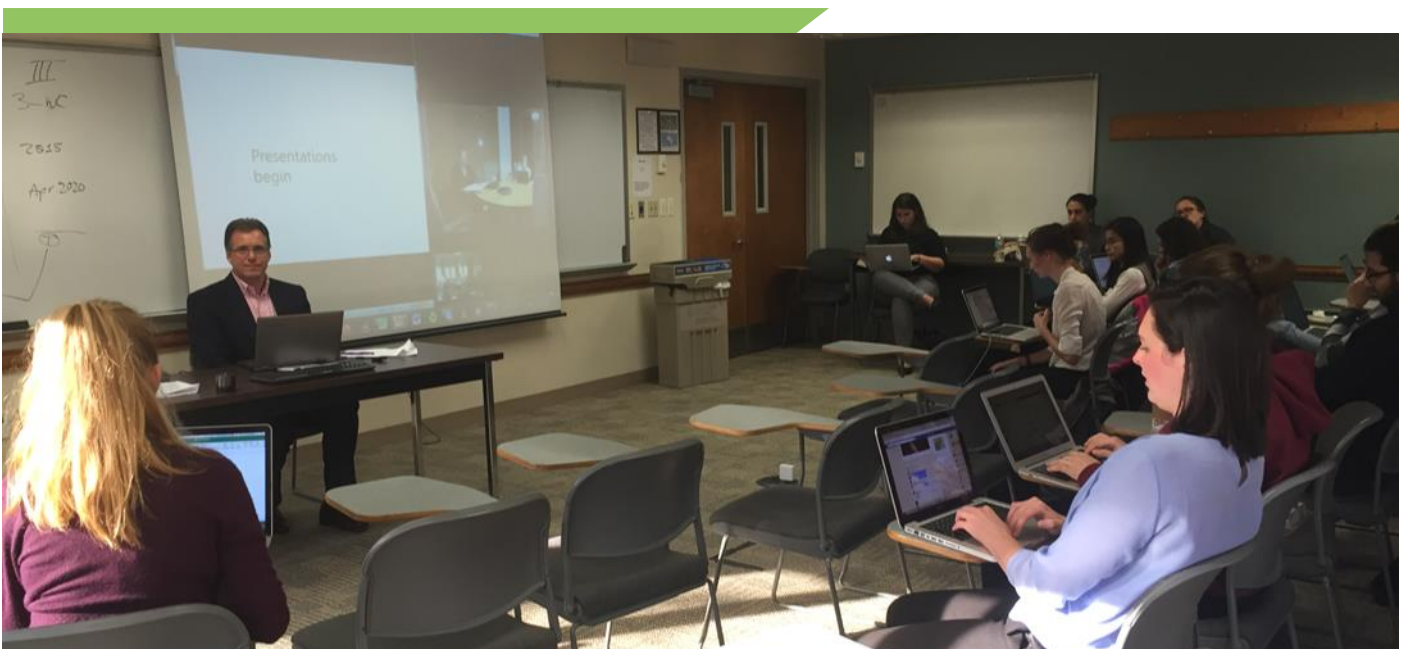


"I think the education sector will begin to use technology and data analytic tools to provide more reliable data, faster than before. An interesting trend is towards systems thinking to better understand what impacts or influences a particular programme, moving away from linear thinking"

– Leticia Taimo, Associate

Youth Development & Economic Growth

Youth development plays a critical role in economic growth globally. Understanding and monitoring what works are key ingredients for successful youth programming



Dr Mark Bardini trained graduate students in M&E at Johns Hopkins University in Washington DC

Khulisa has contributed new measurement tools and assisted in capacity building of youth evaluators in Africa.

PYD measurement toolkit

In January 2017, Khulisa, as a partner of the USAID-funded Youth Power Learning project led by Making Cents, International, helped launch the Positive Youth Development (PYD) measurement toolkit.

The toolkit allows USAID and its implementers to measure PYD more effectively and encourages innovative approaches in youth programme measurement.

Development of the toolkit was a collaborative effort. Khulisa worked with youth specialists, conducted a thorough literature review, and strategized with the YouthPower Learning team on best-practice methods and approaches to measure youth programming objectives.

The result is an open source, practical product with case studies and indicators applicable to a wide range of youth programmes.

It also includes real-life examples of how the indicators can be contextualised and customised, based on programme objectives.

Khulisa has trained youth, international think tanks, USAID staff and implementing partners, and NGOs on the use of the toolkit to improve the measurement of youth activity worldwide.

Emerging evaluators participate in African evaluation conference

Through YouthPower Learning, we supported the Youth and Emerging Evaluators strand at the 8th AfrEA International Evaluation Conference in Uganda in March 2017.

In addition to running several youth-related sessions, USAID YouthPower provided bursaries to 10 emerging

Using radio broadcasting to reach poor communities

Based on our expertise in agriculture broadcasting with Farmers Voice Radio, Khulisa won a contract to evaluate 32 radio stations in seven African countries for UNESCO's Empowering Local Radios with ICTs project.

The project successfully reached poor communities, including women and girls, engaging them in debates on their social needs and livelihoods.

Khulisa conducted focus group discussions with radio listeners and staff at eight radio stations in the project countries, which included the DRC, Kenya, Lesotho, Namibia, South Africa, Tanzania and Zambia.

For reporting, Khulisa deployed a unique evaluation approach, the Meta Story, to provide a birds-eye-view of the project's performance.



African evaluators to participate in the conference. The bursars received full conference sponsorship as well as mentoring and career advice.

Khulisa's Senior Vice President for M&E and US Operations, Dr Mark Bardini, co-hosted a well-attended workshop on Measuring PYD, which included the ten bursary holders.

After the conference, the sponsored emerging evaluators went back to their organisations and applied the theories and approaches of the toolkit.

They also delivered training to their own staff and to other organisations interested in measuring youth development.

Application in Africa

Khulisa is working with USAID Missions in Zambia, the Democratic Republic of Congo (DRC) and Ethiopia to conduct youth assessments and identify how they could best integrate youth programming into their activities.

The needs assessments highlighted what measurement approaches would work best to facilitate positive youth development.

For example, feedback from the assessment of conflict areas in the DRC indicated a need for on-the-ground experts that are well versed in the implementation of youth programmes in fragile states.

Successful programmes should comprise local institutions and NGOs who understand the complex context of working in conflict zones to work directly with the youth.

Democracy & Governance

Africa's future relies on accountable and transparent leadership. Over the past three years, Khulisa expanded its expertise in the field of democracy and governance



Managing Democratic Elections in Africa (MDEA)

The University of South Africa (UNISA) in association with the Independent Electoral Commission (IEC) trained 537 African election officials from 34 countries from 2011 to 2016. Khulisa evaluated this USAID funded grant.

An unexpected result documented in Khulisa's evaluation was the creation of informal networks among the election officials.

They created WhatsApp groups to share queries, receive advice and address concerns. In one example an official was being challenged by the media, so she requested advice from other election officials, the combined advice resolved what could have been a very volatile issue.

Strengthening African Networks for Governance, Accountability and Transparency (SANGAT) and Twende Mbele

Khulisa is conducting a three-year evaluation of these two UKAID funded governance projects which is focussed on networks to enable peer learning, solve problems jointly and create an enabling environment.

The two projects support the work of three different networks, the Collaborative Africa Budget Reform Initiative (CABRI), Asset Recovery Inter-Agency Network for Southern Africa (ARINSA), and Twende Mbele, which promotes national M&E Systems in Government.

Khulisa used an innovative technique called Collaboration Mapping as an evaluation tool, which was used by stakeholders to map networks and measure the strength of the connections between institutions.

This innovative use inspired a poster presented at the 2017 South African Monitoring and Evaluation (SAMEA) Conference.

Government partnerships

The Twende Mbele programme, a government-to-government partnership between Uganda, Benin and South Africa, was officially launched during the 8th AfrEA International Conference in Uganda. As the external evaluators, Khulisa observed Twende Mbele sessions and participated in the Government and SDGs strand.

Khulisa's Dr Annie Chikwanha and Wendy Magoronga presented a paper titled *Evaluating political governance programmes: the use of proxy indicators*.



“The work Khulisa is conducting in democracy and governance noted an interesting trend of programmes shifting from bilateral cooperation to networks. This moves the evaluation from evaluating a single project to evaluating networks of organisations with the same democracy goals but different structures. Our methods and tools thus had to be flexible enough to capture both the similarities and differences among members of a network”

– Wendy Magoronga, Associate

Agriculture & Nutrition

Farming is the primary source of food and income in most African countries. Khulisa continued to expand our sector experience in agriculture and nutrition from 2015 to 2017 with high impact projects for the South African Presidency and others

Measuring aflatoxin control

Khulisa is conducting a baseline survey for the Partnership for Aflatoxin Control in Africa (PACA).

PACA, an African Union initiative, seeks to protect crops, livestock and people from the detrimental health impacts of aflatoxins.

The baseline assesses the PACA Secretariat in Ethiopia and project activities in Malawi, Nigeria, Senegal, Tanzania, The Gambia and Uganda.

The project builds on our previous assignment with PACA where we

created a Theory of Change and designed a continent-wide M&E framework for tracking PACA's strategic plan.

The M&E framework proposed tools and processes that enabled PACA to generate, capture and disseminate knowledge on the programme's effectiveness.

Conducting research for GALVmed

GALVmed makes livestock vaccines, medicines and diagnostics accessible and affordable to the 900 million people in developing countries who depend on livestock.

In 2016, Khulisa conducted two studies for GALVmed. The first was a field study to collect data on household dynamics relating to livestock in Ethiopia, Tanzania and India. Khulisa used rapid group and household surveys to collect data from over 2800 male and female livestock-owning farmers. At minimal cost, the study helped the client better understand its beneficiaries.

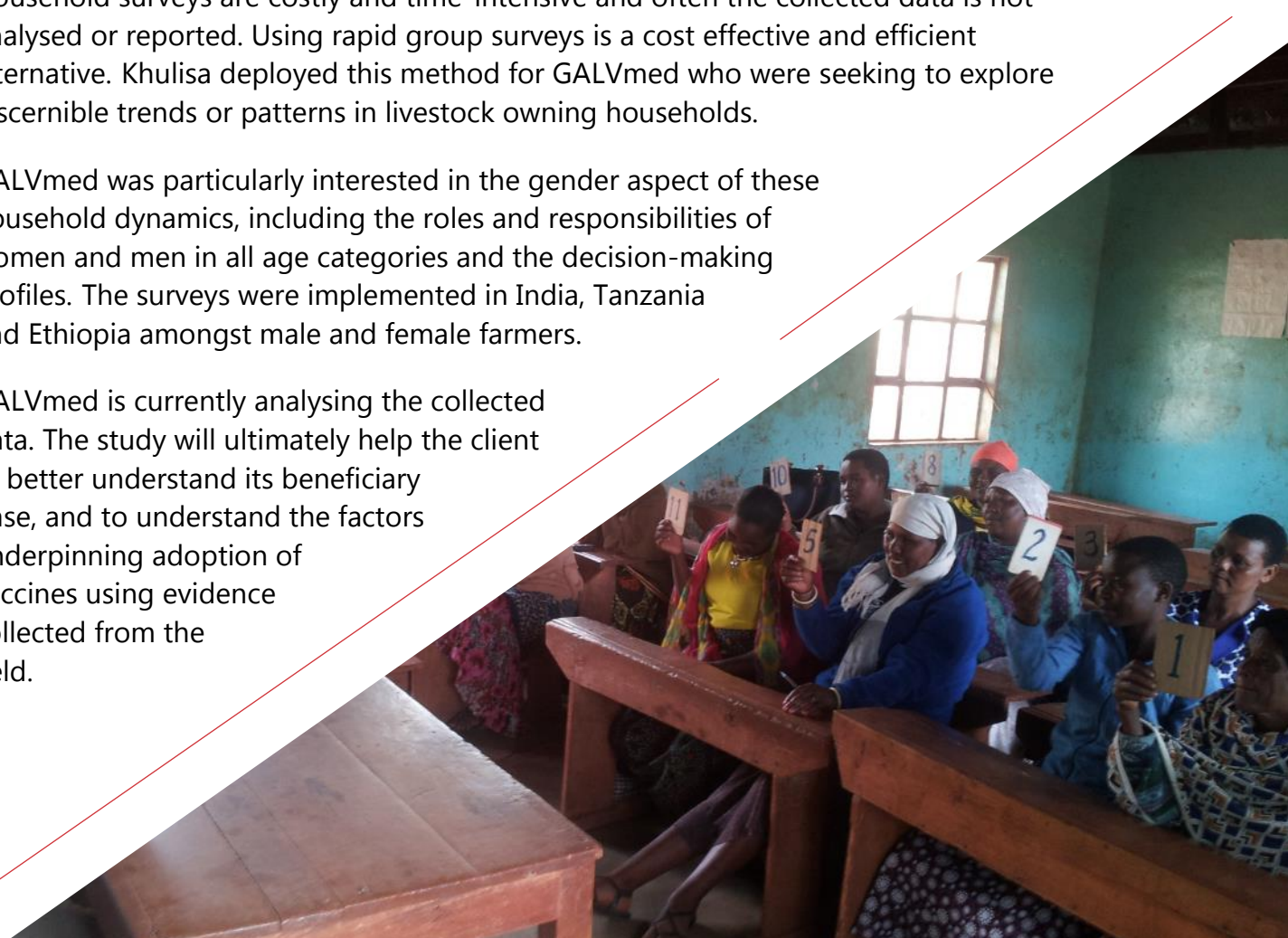
The second study provided GALVmed with examples of agri-input businesses that are successfully selling their products to smallholder farmers across Africa.

Cutting research costs through rapid group surveys

Household surveys are costly and time-intensive and often the collected data is not analysed or reported. Using rapid group surveys is a cost effective and efficient alternative. Khulisa deployed this method for GALVmed who were seeking to explore discernible trends or patterns in livestock owning households.

GALVmed was particularly interested in the gender aspect of these household dynamics, including the roles and responsibilities of women and men in all age categories and the decision-making profiles. The surveys were implemented in India, Tanzania and Ethiopia amongst male and female farmers.

GALVmed is currently analysing the collected data. The study will ultimately help the client to better understand its beneficiary base, and to understand the factors underpinning adoption of vaccines using evidence collected from the field.



In 2017, Khulisa conducted a third study that produced a design to collect quantitative data on agrovet shops, sales agents, smallholder farmers and retailers in Uganda.

Smallholder farming evaluation informed policy

Khulisa conducted a diagnostic evaluation of the South African Government-supported smallholder farmer sector using theory-driven methods.

We developed theories of action for four categories of smallholder farmers.

The South African Presidency's Department of Planning, Monitoring and Evaluation (DPME) used our evaluation to inform policy around smallholder farmers.

Nutrition evaluation mobilised Government action plans

Khulisa evaluated of nutrition interventions directed to mothers and children from conception to age five.

The evaluation assisted the South African Department of Health (DoH) to identify the factors that prevent or facilitate the scale-up of nutrition interventions. According to the

Department, the evaluation mobilised the DoH and other departments to design action plans on child nutrition that were presented to South African Cabinet.

Data Quality

A major Khulisa strength is how quickly we adapt to new technological trends and deploy these innovations with clients

Since 2003, Khulisa has conducted Data Quality Assessments (DQAs) on more than 290 programmes, in over 4000 sites and across 24 countries.

Recently, we conducted DQAs for an international foundation with great acclaim (read more on page 11).

We've also successfully assisted clients such as the Elizabeth Glaser Paediatric AIDS Foundation, FHI360 and Mott MacDonald to verify the quality of their data.

DQA of new OVC indicators

Khulisa completed a DQA of selected PEPFAR-funded Orphans and Vulnerable Children (OVC) programmes in South Africa.

We received a follow-up contract in 2017 based on our 2015 DQA work.

In the second round, we assessed the new indicators used by current OVC partners.

Our work considered the many social determinants of health, specifically dealing with complex issues such as children affected by HIV/AIDS.

Technical support to GMS

Between 2010 and 2017, as a subcontractor to MSH under the GMS project, Khulisa carried out 33 assignments to provide technical support to Global Fund Recipients and Country Coordination Mechanisms (CCMs) in 16 countries.

The technical support services involved strengthening and building the capacity of grantees and CCMs in grant M&E and oversight, programme management, and budget development.



Khulisa has become experts in DQAs. From left to right is Salome Omolo, Mary Pat Selvaggio, Kris Eale and Puveshni Crozier

“Khulisa became the go-to for Data Quality Assessments. Since our work for USAID in 2003, with many projects emanating from that, we built a team to do this work all over the world, including Sri Lanka and Indonesia”

– Michael Ogawa, Operations Director

Improving data management for SASDC

The USAID-funded South Africa Supplier Diversity Council (SASDC) had a pattern of under-reporting by its corporate members.

Therefore, USAID couldn't measure the impact of its support to SASDC.

Khulisa conducted a two-part independent evaluation of SASDC to

verify results reported to USAID, to explore drivers of under-reporting by SASDC corporate members, and offer data management and programme value recommendations.

The evaluation recommended how SASDC and its partners could improve data management and data accuracy.

Our work revealed a more positive narrative around SASDC's results and

highlighted several success stories around corporate partnerships with small and medium suppliers from disadvantaged backgrounds.

This left SASDC (post-USAID funding) in a stronger position, in terms of their programme focus and data system strength.

M&E and the laws of attraction

Data presented in shorter, more aesthetically pleasing elements has become imperative to ensure readability. Since 2013, Khulisa has built our internal capacity to communicate and visualise data. We have developed light touch accessible evaluation reports for clients by using shorter narratives, high impact photos, and infographics.

Khulisa presented data visualisation workshops and papers at several SAMEA events. For the 2017 SAMEA conference, we conceptualised an

innovative DataCafé staffed by 11 Khulisa experts who assisted delegates with data management, quality, collection, methods, visualisation, presentation and communication issues.

Since our 2014 Corporate Report, Khulisa underwent a rebrand, refreshed our website and launched a blog to celebrate our 22nd birthday.

Our new brand reflects the global nature of our business. More than half of our clients commission Khulisa for repeat projects –

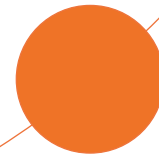
evidence that they have a positive experience with our work and trust us to meet their project expectations.

We developed a digital strategy to continuously inform our stakeholders about our activities and new trends in M&E. Our website and social media indicators show that we perform above the benchmark for business-to-business sites.

Follow us on social media:



Capacity Building



Learning forms the foundation of our approach. We ensure that clients can continue high standard M&E functions without our future support

Khulisa offers M&E training as a core activity for approximately half of our assignments, using strategies such as formal training, mentoring, coaching and workshops.

Our formal M&E training includes an annual short course for Masters students at the Paul H Nitze School of Advanced International Studies at Johns Hopkins University in Washington, DC. We also facilitate both foundation and advanced sessions at the Development Evaluation Training Program in Africa (DETPA) managed by the World Bank initiated Center for Learning on Evaluation and Results (CLEAR).

In the evaluation sector, there is a growing trend for collaborative learning. Thus, in our evaluation work, Khulisa seeks to build the internal capacity of the M&E staff of our clients and their implementing partners. This can be done by involving staff in various phases of the evaluation work, which could include sampling, tool development,

instrument pre-testing, data collection, fieldwork management and data analysis. It could also include workshops to validate findings and collectively identify appropriate recommendations.

When the government, researchers, practitioners and others collaborate, it can improve delivery, reduce duplication, and contribute to high quality interventions.

We have assisted M&E professionals, and a broad collaboration of specialists, researchers, professors, and government officials to submit papers, success stories, presentations and other relevant documents to disseminate learning and best practices in M&E.

One way we have done this is through creating communities of practice for key stakeholders that focus on specific topics relevant to their work and effective approaches to answering their most critical questions in an evaluation.

Africa-America Institute testimony

Khulisa conducted two workshops for the AAI and its Transformational Leadership Program (TLP). In June 2015, Jennifer Bisgard, delivered a Theory of Change Development Workshop as the bedrock of an effective M&E strategy and framework. The AAI was highly complimentary of our work. Here is what they had to say:

"We benefitted greatly from the anecdotes shared from your experiences. The collaborative approach allows us to not only contribute to improving the programme but AAI as an institution. We are looking forward to increasing the visibility and recognition of our programme and the organisation's capacity-building initiatives across Africa." – Melissa Howell, AAI Programme Officer

Capacity building is critical because it:

Supports sustainability of a project or programme

Contributes towards clients and project partners' knowledge, skills and continuous learning

Ensures higher project or programme success

Increases likelihood of future funding

"I love that we are a learning organisation; that people get excited about learning new things and I love the concept of bringing new people on board and building their capacity"

– Jennifer Bisgard, New Initiatives Director



Khulisa consultants and staff from left to right: Annie Chikwanha, Wendy Magoronga, Jennifer Bisgard, Mark Bardini and Fazeela Hoosen participated extensively at the 8th AfrEA Conference in Kampala, Uganda

Khulisa internships: Growing the pool of evaluators since 1995

Ms Bisgard's introduction to evaluation came when she was an intern for USAID/Monrovia in Liberia in 1987.

"Working in the Project Development Office, we brought in an American team of two external evaluators to look at our small business development project. I found the evaluation methodology, analysis and findings fascinating – little did I know that I had found my metier. This evaluation has ignited my life-long passion for evaluation. It also ignited a longstanding

commitment to grow the evaluation profession."

Remembering her own professional opportunity as an intern, prompted Ms Bisgard to propose an internship programme for Khulisa. Our first intern, from Swaziland, started in June 1995. Since then, Khulisa's internship programme has contributed to the professional development of over 100 evaluators.

The majority of former Khulisa interns are practicing as professional evaluators today. Some have started

their own consultancies while many others hold senior positions in government, donor agencies and M&E firms.

Khulisa has been pivotal in shaping professional evaluation communities. Ms Bisgard was the founding chairperson of SAMEA in 2004 and served on the boards of the African Evaluation Association as well as the International Organisation for Cooperation in Evaluation.

Clients & Projects

Khulisa's client portfolio include national and provincial governments, bilateral and multilateral donors, trusts and foundations, NGOs and private sector companies



Health

Baylor College of Medicine Children's Foundation Malawi	TSP Program Evaluation
Elizabeth Glaser Paediatric Aids Foundation	EGPAF Mozambique DQAs
Euro Health Group	DQAs in Kenya & Tanzania
FHI360	Orphans and Vulnerable Children (OVC) DQAs South Africa Dissemination of findings for 8 OVCY Partners PEPFAR OVC DQAs South Africa
Bill & Melinda Gates Foundation	Cervical Cancer Verification 2014/15
The Global Fund to Fight AIDS, Tuberculosis & Malaria	Technical Assistance
Japan International Cooperation Agency (JICA)	Health Promoters Manual, Guides & Training
Mott MacDonald	M&E Plan for Kuunika in Malawi Evaluation of Kunnika: Data for Action
Management Services for Health, Inc. (MSH)	African Strategies for Health Grant Management Solutions
Population Services International (PSI)	Social Marketing III Evaluation
USAID Southern Africa	Swaziland REACH Evaluation SHIPP Evaluation in South Africa TB Evaluation in South Africa



Agriculture & Nutrition

Cornerstone Economic Research cc	EPR of Nutrition & Food Security for Children Performance Assessments
Ekukhanyeni Relief Project	M&E Framework
Global Alliance for Livestock Veterinary Medicines (GALVmed)	Livestock Household Dynamics Study Scoping Study on the Agri-input Sector Household Surveys in India, Ethiopia & Tanzania Brentec Monitoring and Evaluation Scoping Study Brentec Project in Uganda - Field Study GALVmed M&E Support Services
Meridian Institute	Partnership for Aflatoxin Control in Africa (PACA) M&E Support
South African Presidency: Department of Planning, Monitoring & Evaluation	Diagnostic Evaluation of the Government-Supported Smallholder Farmer Sector Evaluation of South Africa's Nutrition Intervention
The United Nations World Food Programme	Mozambique Operations Evaluation



Education

Africa-America Institute	Outcome Mapping Workshop Theory of Change Workshop
Benita Williams Evaluation Consultants	Council for Scientific & Industrial Research School Functionality Assessments
Johns Hopkins University	M&E course
Bloomberg Philanthropies	Evaluation of Bloomberg Media Initiative Africa Financial Journalism Training & Media Fellowship
Learning Strategies	M&E Framework, Policies & Tools
The National Library of South Africa	Mzansi Libraries Research
SASOL South Africa	SASOL Inzalo Foundation Programme Evaluation
SPARK Schools/eAdvance Group	Schools Efficacy Study
Tshikululu Social Investments	Maths & Numeracy Chairs Evaluation FNB Primary Education Programme Evaluation
United Nations Children's Fund (UNICEF) South Africa	Independent Evaluation of RUBRICATE Independent Evaluation of Annual National Assessments ECD Play-Based Learning Baseline & Developmental Evaluation
USAID Malawi	Early Grade Reading Assessment Performance Evaluation
USAID Southern Africa	Impact Evaluation of SCIP-STELLAR Programme
Wits Health Consortium	South African Department of Basic Education Early Grade Reading Study II Data Collection
Wits Commercial Enterprise	Winter School M&E Foundation & Advanced Course
Zenex Foundation	BRIDGE Evaluation



Youth Development & Economic Growth

Government Technical Advisory Centre	South African Safety & Security Sector Education & Training Authority Technical Assistance
Hulla & Co. Human Dynamics KG	Provision of Project Management Consultancy & Technical Assistance Services (South Africa) II M&E & Project Management
Making Cents International, Inc.	USAID YouthPower: Evidence & Evaluation IDIQ Positive Youth Development Measurement Toolkit Youth Assessments in Zambia & Ethiopia
The Synergos Institute	Pioneers of Egypt Programme M&E Framework
The United Nations Educational, Scientific & Cultural Organisation (UNESCO)	Empowering Local Radios with ICTs Evaluation
USAID Southern Africa	South African Supplier Diversity Council DQA



Democracy & Governance

Collaborative Africa Budget Reform Initiative (CABRI)	CABRI External Evaluation
Department for International Development (DfID)	Evaluations of Strengthening African Networks for Governance, Accountability & Transparency (SANGAT) II
USAID Southern Africa	End-term Evaluation of Managing Democratic Elections in Africa (MDEA)

Khulisa Team

As a consulting business, our talented, committed team is at the core of what we do



Lynette Byrne
Divisional Finance Manager

"I love that I can influence the way the finance division works with the rest of the company. It enables me to pursue my passion of improving and streamlining day-to-day processes on a continuous basis."



Mark Griffiths
Contracts and Finance Manager



Rukudzo Murapa
Director



Peter Capozza
Managing Director



Michael Ogawa
Director



Zanele Nkabinde
Travel Coordinator



Belinda Prinsloo
Senior Bookkeeper

"I enjoy the variety of my job and making things as smooth as possible for the rest of my team."



Solomon Sibisi
Security



Louise van der Merwe
Project and Finance Officer

"I am inspired by exceptionally intelligent and hardworking colleagues. Also, cappuccinos, Popcorn Fridays and artfully beautiful offices!"



Pretty Nyathi
Housekeeping



Rouxna Hough
HR Manager

"We have an amazing team doing great things together. There's diversity, everyday."



Gloria Noyo
Housekeeping



Elly Nonyane
Driver



Shane Jacobsen
IT Manager



Nokuthula Mabhena
Data Visualisation Specialist



Jennifer Bisgard
Director



Leticia Taimo
Associate

"I love being able to work with like-minded people that are always ready to help when help is needed – it really does feel like a family!"



Alycia Murugesson
Associate



Wendy Magoronga
Associate

"Everyone at Khulisa is brilliant at what they do and are willing to teach you what they know. It's a great learning environment with friendly, caring colleagues."



Mark Bardini
Senior Vice President,
US Operations



Erin Nealer
Associate



Wade Harker
Associate



Helene Aiello
Director



Katherine Tjasink
Associate Director

"I enjoy the diversity of work we do, especially coordinating fieldwork in various countries."

"I love the energy and the environment; we work in a beautiful place. I think the people are wonderful. They are committed and work extremely hard."



Puveshni Crozier
Senior Associate



Kris Eale
Associate



Mary Pat Selvaggio
Director



Salome Omolo
Associate Director

"I love the people. I work with wonderful mentors. The foundation in M&E you gain at Khulisa is amazing."



Margaret Zwane
Project Administrator



Ellena Meiring
Business Development
Manager



Nicola Theunissen
Communication Consultant

"Khulisa has played a major role in my professional development; it's all about mentoring and continuous learning. I also love the diversity."



David Ndou
Project Assistant

Into the Future

In 2018, Khulisa celebrates 25 years in business, here are some photos from our memory box

Central to our story is the people who made it possible. Over the years, Khulisa's automated HR, finance and admin systems supported the technical teams to deliver high quality services to clients. Our investment in human capital and organisational infrastructure ensures that we are well-positioned to respond to clients globally, as we gear ourselves for another quarter century of business.





With great sadness Khulisa mourned the passing of Prof Peter Fridjhon on June 11, 2017. Peter worked closely with us over the years, providing valuable statistical guidance



As part of our green journey, Khulisa reduced wastage by printing fewer copies of the corporate report and making a digital version available online. The printed version is produced on 100% recycled paper.

Acknowledgements

Writing and production: CarbonCopy Communication Consulting
 Design: Khulisa Management Services
 Photography: Michael Ogawa & Khulisa archives



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