

# G:ENESIS

## MISHKAH JAKOET

### Practice Manager

Masters of Commerce in Economics; B. Bus Sci (Honours) Economics

### HIGHLIGHTS

Mishkah Jakoet has focused her career at Genesis on monitoring and evaluation (M&E) and, in particular, on supporting high-quality and effective results-based management practices within organisations. Her assignments have included providing M&E technical advisory and quality assurance services to the National Treasury's USD 1 billion Jobs Fund, developing a province-wide M&E system for Mpumalanga's Office of the Premier, and designing an M&E system for the African Agriculture Fund's Technical Assistance Facility. Mishkah is currently part of the team serving as M&E Learning Partner to Rockefeller Foundation's Digital Jobs Africa (DJA) initiative, which involves designing the DJA M&E system and accompanying data collection and reporting tools, supporting continuous learning and reflection, and developing proof points to support the advancement of the Foundation's strategy.

Mishkah has conducted a number of large-scale evaluations for public sector clients, private sector clients and foundations, and has excellent knowledge of various evaluation approaches, methods and tools. This diversity is evident in two of her recent evaluations, namely an impact evaluation of Habitat for Humanity's Building Assets, Unlocking Access programme in Uganda and Kenya, which will employ a quasi-experimental design, and a theory-based evaluation of the Western Cape Department of Agriculture's Commodity Approach. Her recent evaluation clients include the Department of Performance Monitoring and Evaluation (DPME), Helmsley Charitable Trust and Mpumalanga's Office of the Premier.

Mishkah completed her Master's degree in Economics at the University of Cape Town in 2011. While studying for her degree, she focused on the economics of trade and development, as well as on macroeconomic forecasting and policy analysis. Since graduating, she has completed a number of specialist M&E courses, as well as the Springfield Centre's Making Markets Work for the Poor.

### AREAS OF EXPERTISE

Development economics, Monitoring, Evaluation, Results-based Measurement, M4P

### COUNTRIES OF WORK EXPERIENCE

South Africa, Lesotho, Swaziland, India, Angola, Tanzania, Uganda, Kenya, Nigeria

### WORK TIMELINE

**2016 to present – Practice Manager, Evaluation for Development, Genesis Analytics, Johannesburg**  
Research, analysis, report drafting, stakeholder engagement, client relationship management, team management, practice management.

REFERENCE: Alyna Wyatt, Partner, 011 994 7000, [alynaw@genesis-analytics.com](mailto:alynaw@genesis-analytics.com)

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## **2014 to 2015 – Senior Associate, Development Diagnostics and Results, Genesis Analytics, Johannesburg**

Research, analysis, report drafting, stakeholder engagement, client relationship management, team management.

REFERENCE: Alyna Wyatt, Partner, 011 994 7000, [alynaw@genesis-analytics.com](mailto:alynaw@genesis-analytics.com)

## **2012 to 2014 – Associate, Business in Development Practice, Genesis Analytics, Johannesburg**

Research, analysis, report drafting, stakeholder engagement, client relationship management,

REFERENCE: Alyna Wyatt, Partner, 011 994 7000, [alynaw@genesis-analytics.com](mailto:alynaw@genesis-analytics.com)

## **2011 to 2012 – Analyst, Business in Development Practice, Genesis Analytics, Johannesburg**

Research, analysis, report drafting, stakeholder

REFERENCE: Alyna Wyatt, Partner, 011 994 7000, [alynaw@genesis-analytics.com](mailto:alynaw@genesis-analytics.com)

## **WORK EXPERIENCE**

### **Rockefeller Foundation, M&E Partner to Digital Jobs Africa, Africa**

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Genesis has been contracted to provide M&E support to Rockefeller Foundation's Digital Jobs Africa initiative and its grantees and partners, in order to benefit the fields of youth employment, digital jobs and inclusive economies.

In order to influence change in business practices, DJA needs to identify and showcase the benefits of impact sourcing so as to increase commitment to this amongst new corporate partners. Genesis has been contracted to fulfil this objective as the monitoring and evaluation (M&E) partner for the DJA initiative. Additionally, Rockefeller aims to pursue a results-based management approach to the management of DJA, whereby on-going learnings from the implementation of the initiative are fed back into the initiative's design and implementation so as to maximise its effectiveness and impact.

Genesis has identified the need for the M&E partner to be flexible and closely integrated with the DJA team and its grantees. Genesis is thus working closely and collaboratively with DJA and its grantees in developing the M&E framework and protocols. Once these are developed and piloted, Genesis will maintain close oversight of the grantees and their data collection and reporting processes to ensure that emerging findings are identified in a timely manner and fed back to the grantee and Rockefeller to inform decision-making. Through the collection of this data, and the collection of evaluation-specific data, Genesis will identify changes that have been effected as a result of the initiative and the impact that this has had on the organisations. Genesis will also collect data, mostly qualitative, from legacy grantees which will showcase the impact of impact sourcing on employees' lives and their circle of influence.

Reference person: Veronica Olazabal: [volazabal@rockfound.org](mailto:volazabal@rockfound.org)

### **DPME and DHA, Implementation Evaluation of Birth Registration, South Africa**

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#### **Team leader, September 2016 – Present**

Genesis was contracted by the DPME to conduct an implementation evaluation of the DHA Birth Registration programme. The purpose of the evaluation is to understand why births are not registered

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within the first 30 days after birth and systematically uncover the constraints that hinder the registration of births within this legislated period. Due to the complexity of the birth registration system, Genesis will use a systems thinking approach for this evaluation. This approach ensures that the evaluation considers the complex context within which the birth registration programme operates and how this environment affects the implementation of the DHA's birth registration interventions. A theory-based evaluation approach will also be used to better understand the DHA's birth registration programme and its implementation. In order to facilitate this, Genesis will draft a theory of change for the birth registration programme. Genesis will also develop an analysis framework that is guided by the OECD DAC evaluation criteria of relevance, effectiveness, efficiency, impact, and sustainability. The use of the analysis framework will assist in the development and categorization of the key evaluation questions.

Reference person: Nox Chitepo: [Nox@dpme.gov.za](mailto:Nox@dpme.gov.za)

## **Adcorp Holdings, Monitoring and Evaluation Support to MobiSkills, South Africa**

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### **Team leader, June 2016 – Present**

Adcorp Holdings has submitted an application to the Innovation Round of the Jobs Fund. Adcorp's project is based on a software application that will link jobseekers to jobs but by decreasing the perceived and real risks that are often encountered in the informal sector. The core objective of the app is sustainable and meaningful job creation; however, this is balanced with innovation. Adcorp aims to do something different to improve matching between job seekers and employers, based on a clear understanding of the constraints to job creation and using technology to overcome these constraints.

Adcorp Holdings has contracted Genesis Analytics to act as Monitoring and Evaluation Partner to provide M&E support during the implementation of their Jobs Fund Innovation Round project. Mishkah will lead the team to provide these services, which includes supporting the quarterly monitoring and reporting process, supporting baseline and endline data collection, and conducting a mid-term and summative evaluation.

Reference person: Joanna Briedenhann: [joannab@adcorp.co.za](mailto:joannab@adcorp.co.za)

## **DBSA, Independent Power Producers SED and ED Investment Strategy, South Africa**

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### **Team leader, May 2016 – Present**

The requirements of the IPP bidding process and subsequent implementation agreement has led to the execution of enterprise development and socio-economic development projects, whose value are uncertain. It is expected that the work undertaken under this scope will identify viable options and associated high-level models for IPPs to effectively discharge their ED and SED obligations, for maximum impact.

This will consist of two parts:

- Identifying ED/SED initiatives within the broad “baskets” of existing initiatives that would prove most impactful in the South African context, along with examples of successful implementation models.

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- Provide recommendations on ways in which to foster and facilitate successful collaboration between the IPPs and with statutory structures levels.

Reference person: Frisky Domingues: [frisky.domingues@ipp-projects.co.za](mailto:frisky.domingues@ipp-projects.co.za)

## **Corruption Watch, M&E support to the Bua Mzansi Campaign, South Africa**

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### **Team leader, April 2016 – Present**

In the run-up to the end of the term of the public protector, Thuli Madonsela, Corruption Watch launched their 'Bua Mzansi' campaign. Thuli Madonsela has earned the respect of the public and in order to retain public respect for the office, Corruption Watch recognises the imperative of appointing a candidate that can uphold the integrity that has been instilled in the office. This is the foundation of the 'Bua Mzansi' campaign which aims to increase public participation in the nomination process for the new public protector as well as to increase awareness on the office and public's right to participate. Ultimately Corruption Watch is aiming to influence the selection of a suitable and representative public protector to replace Thuli Madonsela.

Genesis will provide monitoring and evaluation support to Corruption Watch for their 'Bua Mzansi' campaign. Specifically, Genesis will develop an evaluation framework, support Corruption Watch with data collection, and produce an evaluation report.

Reference person: Liezemarie Johannes: [liezej@corruptionwatch.org.za](mailto:liezej@corruptionwatch.org.za)

## **Finmark Trust, State of regional financial integration, SADC**

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### **Senior consultant, June 2015 – December 2015**

Genesis was hired by the FinMark Trust to assess and analyse the state of regional financial integration (RFI) within the SADC region. The study collected data against indicators within four thematic areas: 1) cross-border investment in other capital markets; 2) cross-border capital flows; 3) financial products and access to finance; and 4) trade finance. Data was collected using a combination of desktop research, key informant interviews and a “mystery shopping” exercise around banking product prices and cross-border money transfers. Where feasible, the results allowed for an assessment of SADC progress towards RFI, and should assist SADC decision makers and development partners in their efforts to promote further RFI.

Genesis engaged with institutions such as commercial banks, insurance companies, retailers, money transfer agencies or other. As part of the investigation, SADC Integrated Regional Settlement System(SIRESS) value and volumes were examined. Previous and current studies into the cost volumes and value of cross border remittances in the region were considered. Genesis engaged the different financial service providers to understand the extent and impact of their foot print in the region. The RFI Dashboard indicators and the methodology were used as a foundation.

Reference person: Mojgan Derakhshani: [MojganD@finmark.org.za](mailto:MojganD@finmark.org.za)

## **Finmark Trust, Review of Finance and Investment Protocol activities, SADC**

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### **Senior consultant, June 2015 – December 2015**

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Genesis was contracted by FinMark to sub project linking of the primary study to realign the implementation of the FIP to SADC's new strategic direction as indicated in the Regional indicative strategic development plan (RISDP) priorities as well as the SADC industrialization strategy and road map. Genesis documented the actual activities being implemented and planned for implementation by SADC sub-committees and to assess the relevance of these activities for achieving the objectives of the FIP and for promoting industrialization and objectives of the revised RISDP. Genesis provided guidance on activities that should be continued and gaps that should be filled.

Reference person: Mojgan Derakhshani: [MojganD@finmark.org.za](mailto:MojganD@finmark.org.za)

## **DFID, Strengthening regional financial integration in Southern Africa, SADC**

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**M&E specialist, September 2015 – December 2015**

Genesis Analytics was appointed by DFID Southern Africa to carry out an independent 'scoping for design' study for a new five year (2016-2021) regional financial integration (RFI) programme for Southern Africa. The purpose of the study was to identify possible focus and intervention areas, guided by two principal questions. The first concerned which RFI actions could best help set conditions and provide opportunities to tackle national and trans-boundary constraints to financial inclusion. The second concerned which RFI actions could have the greatest likelihood of positively affecting financial inclusion over the short-term (within 2 years), medium term (2-5 years) and longer term (+5 years). Of critical importance was to answer these questions through a regional level approach, that is – an implementation approach which requires cooperation or coordination across countries (trans-boundary) or across the whole region. Genesis' recommendations were accepted by the client and incorporated into the design of the new programme. Mishkah's specific task on this project was to develop a new programme theory of change, based on the recommended activities.

Reference person: Pinky Pheeloane: [p-pheeloane@dfid.gov.uk](mailto:p-pheeloane@dfid.gov.uk)

## **OECD, Development of an investment climate reform monitoring framework, SADC**

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**Senior Consultant, June 2015 – December 2015**

OECD has contracted Genesis to design a monitoring framework for SADC. This will include: reviewing and developing a framework to monitor de jure and de facto progresses across member states for (i) infrastructure; (ii) tax incentives; (iii) open investment climate (through the analysis of statutory FDI restrictions); and (iv) investor protection. Furthermore, it would include defining indicators, data requirements, specify frequency and institutions that would be responsible for data collection for such an exercise.

Reference person: Iza Lejarraga: [Iza.LEJARRAGA@oecd.org](mailto:Iza.LEJARRAGA@oecd.org)

## **Diagnostic Evaluation of Provincial Growth Challenge Fund, Mpumalanga, South Africa**

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**Senior Associate, March 2015 – May 2015**

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Genesis Analytics has been contracted by the Mpumalanga Office of the Premier to complete a diagnostic evaluation that assesses the feasibility of utilising a provincial growth fund to attract private sector investment that facilitates economic growth and youth employment in the province.

Reference person: Catherine Churchill: [churchillcm@mpg.gov.za](mailto:churchillcm@mpg.gov.za)

## **Technical Support for the Implementation of the Province-wide M&E System, Mpumalanga, South Africa**

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**Senior Associate, March 2014 – June 2015**

Genesis has been retained by GIZ on behalf of Mpumalanga's Office of the Premier to facilitate the adoption of the Mpumalanga M&E System (MMES) by each provincial department. This assignment is a follow-up to the design of the MMES completed in 2014, and will include:

1. Review and recommendations of department's internal M&E systems
2. Targeted training for department's M&E Units, planners and programme managers, including the development of training materials
3. Facilitation of the launch of the MMES amongst provincial DGs and HODs

Reference person: Catherine Churchill: [churchillcm@mpg.gov.za](mailto:churchillcm@mpg.gov.za)

## **Building the Business Case for Investment in Climate Compatible Development (CCD), Rwanda**

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**Senior Associate, January 2015 – May 2015**

The project seeks to develop the business case for further investment in CCD in Rwanda. This will be done through a bottom-up assessment of the monetary and non-monetary costs and benefits of the CCD projects that are currently being funded through the Adaptation Fund and/or FORNEWA. An impact assessment will be conducted that analyses the social, environmental and economic impacts of 1-3 projects that are currently being funded through climate finance in Rwanda.

Reference person: Simbisai Zhanje: [simbisai.zhanje@cdkn.org](mailto:simbisai.zhanje@cdkn.org)

## **National Treasury Jobs Fund, Technical assistance, South Africa**

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**Senior Associate, May 2011 to June 2015**

The Jobs Fund is a USD 1 billion Challenge Fund established by Treasury to incentivize innovation and investment by private companies, NGOs and statutory organisations to meet the challenge of accelerated job creation in SA. The work (which is ongoing) involves the establishment of the governance arrangements, decision-making procedures, investment criteria and M&E frameworks that will govern the operation of the Jobs Fund for the next 3 – 5 years.

Mishkah has been intensively involved in providing focused M&E support to the Jobs Fund. To date, this work has included:

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- The development of M&E frameworks (for example, a value for money framework for the fund and to support the definition and measurement of job creation)
- Quality assurance of project monitoring frameworks, project plans and impact projections
- Conducting project site visits
- Providing training support to the project managers
- Supporting the fund's learning and knowledge dissemination mandate.

Mishkah has also been involved in refining the Jobs Fund's investment strategy. This work includes:

- Detailed portfolio analysis
- Research on the targeted sectors (namely, Agriculture, Tourism, Business Process Outsourcing, Manufacturing, Mining and the Green Economy)
- Selecting high priority areas and designing investment strategies for these areas

Reference person: Najwah Edries ([najwah.edries@treasury.gov.za](mailto:najwah.edries@treasury.gov.za))

## **CASIDRA, Evaluation of the Western Cape Department of Agriculture's Smallholder Farmer Development and Market Access Programme, South Africa**

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**Senior Associate, February 2015 to present**

Genesis Analytics has been contracted by the DBSA to evaluate the performance of a DBSA-funded project within the water and sanitation sector, specifically the selected project works to ensure sustainable water use. The findings of the evaluation will be used to guide the DBSA in their financing decisions and will serve as an input into the future development of new and innovative products and services related to municipal water, geographic integration and infrastructure.

Reference person: Quinty Moroaswi ([qmoroaswi@casidra.co.za](mailto:qmoroaswi@casidra.co.za), +27 21 863 5292)

## **Technoserve, Design of an M&E Framework for the African Agriculture Fund's (AAF) Technical Assistance Facility, Various Sub-Saharan African Countries**

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**Senior Associate, October 2014 to present**

Genesis was contracted by TechnoServe, Inc. to reflect upon best practice and international M&E frameworks including the EU, IFAD, UK DFID, FAO, and DCED guidelines and standards and review the Technical Assistance Facility's (TAF) current framework to ensure alignment, comprehensiveness and utility. Specifically, the work will be conducted in a consultative manner, to create ownership and commitment to the use of M&E within TAF and its projects taking into consideration the capacity and feasibility of M&E tasks at the project level. This is necessary to enable the level of engagement and rigour required for long term, widespread, sustainable implementation and subsequent results measurement.

Reference person: Sarah Marchand ([smarchand@tns.org](mailto:smarchand@tns.org))

## **Helmsley Charitable Trust, Quality assurance and project level evaluation of the Nuru International and CRS projects, Ghana and Kenya**

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**Senior Associate, October 2014 to present**



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Genesis Analytics was contracted by Helmsley Charitable Trust for a three year project in order to provide quality assurance and project level evaluations of the Catholic Relief Services and Nuru International projects, in Ghana and Kenya respectively. The programme included three components. 1) Review of existing M&E frameworks 2) Ongoing quality assurance support 3) Two project level evaluations, one implementation evaluation midway through the project cycle and one final evaluation at the end of the lifespan.

Reference person: Trista Kontz-Bartels ([tbartels@helmsleytrust.org](mailto:tbartels@helmsleytrust.org))

## **Undisclosed, Design of a R400 million (£26.7million) community trust for a large blue-chip company, South Africa**

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### **Associate, February 2014 to August 2014**

Genesis Analytics has been asked to provide a comprehensive scoping of the suggested theme areas, to design a community development trust for the holding group of a suite of financial services companies and to put in place all necessary documentation so that the trust can start operation in around September 2014. The purpose of this project is:

1. To provide a comprehensive assessment of the suggested theme areas, including recommendations on focus areas for the trust and the choice of initiatives in early childhood development (ECD), education, infrastructure, job creation and financial education (FE);
2. To develop an overarching governance framework for the trust;
3. To potentially assist the group with an internal operations plan to manage the trust and to develop a tailored Policies and Procedures Manual to guide the operations of the Trust., as well the selection criteria for initiatives; and
4. To design a pilot FE programme to be funded by the trust in 2014.

Reference person: Undisclosed

## **Undisclosed, Design of a R600 million (£40 million) foundation for a large multinational bank, South Africa**

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### **Associate, August 2013 to January 2014**

The community foundation will be established as part of the agreement the bank entered into as part of its Broad-Based Black Economic Empowerment (B-BBEE) transaction for its South African operations. The foundation aims to benefit South African communities through the promotion of economic development and the alleviation of poverty. Genesis was contracted to provide recommendations towards the design of effective governance and operational arrangements for this foundation. This review will be conducted in light of the specific mandate and objectives of the bank and the foundation. Mishkah lead the team that conducted the theme review process, assisted with project coordinator. Her specific tasks included:

1. Assisting in the management of project work plans, budgets and client engagements.
2. Managing the theme research process, which involved supervising and coordinating a team of researchers who conducted both desktop research and engagements with sector experts
3. Coordinating the theme review process
4. Designing and drafting the investment strategy for the bank.

Reference person: Undisclosed



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## **Mpumalanga Office of the Premier, Development of Mpumalanga's Province-wide M&E System, South Africa**

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**Associate, December 2013 to May 2014**

The purpose of this work is to create a results-based system that will improve accountability, improve alignment to government-wide M&E guidelines and frameworks and encourage strategic and timely decision-making based on credible information. The province-wide Mpumalanga M&E System (MMES) is intended to facilitate the collection, interpretation and dissemination of accurate and reliable data and information to key stakeholders in the Province. The system will inform and identify the appropriate measures and indicators against which to measure performance and progress, will define how, who and for what purpose data is being collected, as well as how and for whom data is being reported and for which decisions. Mishkah is the senior evaluator on this assignment, and her tasks are:

- Review of all relevant national and provincial policies, M&E frameworks and guidelines
- Consultations with stakeholders
- Contributing to the design of the system
- Drafting Mpumalanga's M&E System Manual

Reference person: Catherine Churchill ([churchillcm@mpg.gov.za](mailto:churchillcm@mpg.gov.za))

## **Mpumalanga Office of the Premier, Review of Mpumalanga's Provincial M&E Framework, South Africa**

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**Associate, December 2013 to February 2014**

The purpose of this assignment is to reflect upon the national documentation and frameworks that have been issued in recent years (as listed in the TOR as well as others), and review the existing provincial framework to ensure alignment and comprehensiveness. It is envisaged that this will enable the application of guiding frameworks across the provincial government. Mishkah is the senior evaluator on this week, and her tasks are:

- Review of all relevant national and provincial policies, M&E frameworks and guidelines
- Comparison of the existing M&E framework to 'best practice'
- Revision of the provincial M&E framework

Reference person: Catherine Churchill ([churchillcm@mpg.gov.za](mailto:churchillcm@mpg.gov.za))

## **DPME, Evaluation of the cost of tax compliance on small businesses, South Africa**

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**Senior Associate, August 2013 - Current**

The ultimate purpose of the study is to improve the operating environment for small business. The specific purpose is to evaluate the impact of reforms designed to improve tax compliance, and to offer recommendations towards the continued simplification and reduction of administrative burdens and compliance costs faced by small businesses in South Africa. The study will estimate the current cost of tax compliance incurred by small businesses in South Africa. The study will evaluate whether changes in

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the cost of compliance for SMMEs can be attributed to reform measures. Mishkah is project coordinator and senior evaluator, and her tasks are to:

- Assisting in the management of project work plans, budget and client engagements
- Supervise and manage the literature review
- Design the analysis framework and research instruments
- Manage the survey implementation
- Conduct key informant interviews (KIIs) and focus group discussions (FGDs)
- Analyse all data collected

Along with the rest of the team, Mishkah will then use the analysis to craft recommendations for the continued improvement of the tax system to support the development of small businesses in South Africa.

Reference person: Ian Goldman ([ian@po-dpme.gov.za](mailto:ian@po-dpme.gov.za))

## **Habitat for Humanity, Impact evaluation of 'Building Assets, Unlocking Access programme, Kenya and Uganda**

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### **Senior Associate, April 2013 - Current**

Genesis Analytics has been appointed, along with RWI, to undertake an impact evaluation of a 'Building Assets, Unlocking Access' Programme in Uganda and Kenya. This programme involves the design and provision of housing microfinance and housing support services tailored to meet the specific housing needs of Ugandan and Kenyan poor. A randomised control trial (RCT) will be conducted to identify and quantify the impact of housing microfinance and associated housing support services on end user social and economic outcomes. Specifically, the evaluation is intended to generate learning on what strategies for housing microfinance work best in the contexts being studied.

Reference person: Sandra Callison ([SCallison@habitat.org](mailto:SCallison@habitat.org))

## **EFInA, Summative evaluation Standard Bank's Esusu Savings Product to the traders, Nigeria**

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### **Analyst, October 2013 - June 2014**

Genesis Analytics was contracted by EFInA to conduct an impact assessment of the Innovation Grant awarded to Stanbic IBTC Bank (e-susu product) over a 24 month period between Dec 2009 and Sept 2011. The assessment will review the success or otherwise of the e-susu project as well as its market impact using branchless banking channels (POS machines, agents and ATMs) to serve the unbanked and or under banked population in Nigeria.

- Mishkah was responsible for designing the analysis framework and conducting interviews in country.
- Mishkah also drafted the findings of the evaluation and presented recommendations to the client.

Reference person: Modupe Ladipo ([mladipo@efina.org.ng](mailto:mladipo@efina.org.ng))

## **GIZ, India-South Africa Rural Development Cooperation, India and South Africa**

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### **Analyst, April 2011 to November 2012**

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Genesis Analytics was contracted to manage dialogue between Indian and South African stakeholders on experience in effective and sustainable rural economic development at the public-private interface. Mishkah was responsible for drafting high-level overviews of five areas of rural development initiatives; namely, rural healthcare, rural SME business incubators, agriculture finance for smallholder farmers, outgrower schemes for smallholder farmers and private sector incentive mechanisms for investment at the bottom of the pyramid. These overviews were used to investigate the scope of learning between stakeholders and to identify stakeholders in both countries. Following this, Mishkah will form part of a team that will design the approach to arranging stakeholder engagements, document the outcome of these exchanges and disseminate learning from this initiative.

Reference person: Michael Glueck ([michael.glueck@giz.de](mailto:michael.glueck@giz.de))

## **Finmark Trust, Finance and Investment Protocol Baseline Study, SADC**

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**Analyst, April 2011 to January 2012**

The Protocol on Finance and Investment (FIP) is one of the protocols entered into by the Southern African Development Community (SADC) member states to give legal and practical effect to their commitments under the SADC Treaty. The FIP sets out commitments made by the fourteen member states to a) improve the investment climate in each state and region, and b) achieve the preparation, co-operation and harmonisation necessary for regional financial integration. Alyna was the Project Manager and M&E specialist responsible for overall project co-ordination, design of the 'Matrix of Commitments' articulating the various commitments made throughout the Protocol on Finance and Investment, and the 'Ministers' Dashboard' measuring regional financial integration in SADC. Alyna led the collaborative process with the client and stakeholders, throughout which the research guidelines for the baseline data collection as well as tools for future use were developed and finalised.

Reference person: Brendan Pearce: [brendanp@finmark.org.za](mailto:brendanp@finmark.org.za)

## **Finmark Trust, Data collection for the RFI Dashboard, SADC**

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**Analyst: April 2011 to January 2012**

This project follows on the study on regional financial integration (RFI) undertaken in 2011, which involved the design of a measurement framework (the Ministers' Dashboard) to measure the status of RFI in the SADC region. The purpose of this project is three-fold: 1) Populate the Ministers' Dashboard, 2) Identify data gaps, and 3) Build capacity among relevant stakeholders to ensure data availability into the future.

Reference person: Brendan Pearce: [brendanp@finmark.org.za](mailto:brendanp@finmark.org.za)

## **GIZ, Design of M&E and Indicator Prioritisation Framework for the SADC Finance and Investment Protocol, SADC**

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**Analyst November 2011 to January 2012**

In the follow-up to the FIP Baseline Study, Genesis Analytics was retained to design an M&E framework and a framework to assist SADC member states to prioritise indicators (which measure the implementation of the FIP), this included designing an excel-based tool to assist member states in collecting data, and to assist the SADC Secretariat in collating, validating and reporting on data.

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Reference person: Mattia Wegmann: [mattia.wegmann@giz.de](mailto:mattia.wegmann@giz.de)

## Department of Environmental Affairs, Summative evaluation of the Social Responsibility Programme, South Africa

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**Analyst, July 2011 to December 2011**

Genesis was contracted by the DEA evaluate the developmental impact of a select number of projects from the Social Responsibility Programme (SRP). The intention was to assess the value, effectiveness, efficiency, impact, relevance and sustainability of these projects against DEA's mandate and their alignment with the EPWP, the over-arching national programme driving the SRP's objectives and mandate. In addition to assessing the SRP's development reach, Genesis was required to identify key strengths and weaknesses to inform the design of the second phase of SRP and develop recommendations to ensure the programmes future improvement and implementation.

Reference person: Makgale Moela ([mmoela@environment.gov.za](mailto:mmoela@environment.gov.za))

### LANGUAGE PROFICIENCY

#### Languages

| Language  | Speak     | Read      | Write     |
|-----------|-----------|-----------|-----------|
| English   | Excellent | Excellent | Excellent |
| Afrikaans | Fair      | Excellent | Excellent |

### EDUCATION

B.Bus.Sci Economics Honours, University of Cape Town, 2009

Masters of Commerce in Economics, University of Cape Town, 2010

### OTHER TRAINING

|      |   |                               |
|------|---|-------------------------------|
| 2013 | Successful Assessment Methods and Measurement in Evaluation                         | Ohio State University         |
| 2013 | Professional Development Workshop Series in Evaluation and Applied Research Methods | Claremont Graduate University |
| 2014 | Emerging Practices in Development Evaluations                                       | Evalpartners                  |
| 2014 | Making Markets Work for the Poor  | Springfield Centre            |
| 2015 | Advanced Social Return Officer Training for Implementing SROI                       | WIZEImpact                    |

### MEMBERSHIPS, PUBLICATIONS AND AWARDS

#### Professional memberships:

- Member of the South African Monitoring and Evaluation Association (SAMEA)
- Member of the African Evaluation Association (AfREA)