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**Alyna Wyatt**

BA Economics, B. Physical and Health Education, MA Rural Development

Highlights

Alyna Wyatt is the Partner in charge of the Development Diagnostics and Results practice at Genesis. She specialises in research, evaluation and learning, across a variety of sectors.

Alyna has been the project lead on a number of evaluations. Recent projects include a final evaluation of the MasterCard Foundation’s YouthSave initiative, an impact evaluation of financial linkages in Rwanda for CARE Canada, the mid-term evaluation of Harambee Youth Accelerator in South Africa, a VfM assessment of Access to Finance Rwanda (AFR), the mid-term review of Financial Sector Deepening Kenya (FSDK), and the Impact Evaluation for the Support Programme for Industrial Innovation.

Further she has led a number of public sector evaluations for the Department of Planning, Monitoring and Evaluation within the Presidency of the Republic of South Africa, specifically those that aim to incentivise or encourage private sector development as well as job creation and labour intensive projects. Recent projects include: the implementation evaluation of the South African government’s national BPO incentive scheme, the Summative Evaluation of the South African Department of Environmental Affairs’ Social Responsibility Programme, the Impact Evaluation for the Support Programme for Industrial Innovation, and the Implementation Evaluation of the Environmental Governance Framework for the Mining Sector. All evaluations culminated in recommendations for the design and improved implementation of future policy and interventions.

Alyna holds an MA in Rural Development from the University of Sussex (UK), including course work in Monitoring and Evaluation, a B.A. in Economics, and a B. Physical and Health Education from Queen’s University (Canada). She has completed the Ohio State University Certificate Evaluating for Impact with Successful Assessment Methods and Measurement in Evaluation, as well as the Springfield Centre Certificate Managing and Measuring for Better Results in Market Development Programmes (M4P). She is also an active member of SAMEA and the African Evaluation Association.

Areas of expertise

Results Management, Monitoring and Evaluation; Making markets work for the poor (M4P); Strategy; Financial inclusion; Youth employment; Agriculture.

Countries of work experience

Botswana, Canada, Democratic Republic of Congo, Ghana, Kenya, Mauritius, Mozambique, Nigeria, South Africa, Tanzania, Uganda, United Kingdom, Zambia, Zimbabwe

WORK TIMELINE

**2011 to present – Partner, Evaluation for Development Practice, Genesis Analytics, Johannesburg**Research, analysis, report drafting, stakeholder engagement, client relationship management, team management.   
[REFERENCE: Stephan Malherbe, Managing Partner, 011 994 7000]

**2008 to 2011 – Senior Associate Khulisa Management Services, Johannesburg**Research, analysis, report drafting, stakeholder engagement, client relationship management,   
[REFERENCE: Jennifer Bisgard, Director, 011 447 6464]

**2006 to 2008 – Manager, Communications and Programmes, Enablis Entrepreneurial Network, Johannesburg**Research, analysis, report drafting, stakeholder engagement, client relationship management

Project Experience

**Evaluation of the Birth Registration programme**

Project Director, September 2016-Current

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 within the first 30 days after birth and systematically uncover the constraints that hinder the registration of births within this legislated period. More specifically, the evaluation will:

•Examine the achievement of the programme against the targets set for birth registration in the last five years;

•Assess the extent to which the strategies and programmes implemented by the DHA over the period 2010/11 to 2015/16 have overcome the identified constraints to early birth registration;

•Assess the extent of key stakeholder support for the programmes implemented by the DHA over the period 2010/11 to 2015/16;

•Determine the perception of birth registration in health facilities among health workers, social workers DHA officials and other users;

•Determine the strength and weaknesses of the legislative environment surrounding birth registration

•Provide recommendations of how systems can be strengthened to improve early birth registrations, in line with international best practice.

**Value Assessment of a Monitoring and Results Measurement System for the MarketMakers Project**

Team Leader, February 2016-Current

The Swiss Agency for Development and Cooperation (SDC) is currently funding supply, demand and intermediation interventions in youth employment in Bosnia and Herzegovina. The MarketMakers Project (Making Markets Work for the New Generation or MMW4NG), implemented by Helvetas Swiss Intercooperation, is focused on the demand side and is working to promote the creation of decent job opportunities for young women and men (15-29 year olds) using a market systems approach, which is novel in the region, in the tourism, food processing and IT sectors.

Genesis has been contracted by Helvetas, a co-facilitator of the programme, to review the project’s monitoring and results management (MRM) system and provide coaching on the DCED Standard. The purpose of this coaching is to advance the Helvetas team’s knowledge as well as support in the implementation of system components. While the programme’s current MRM system is based on the Donor Committee for Enterprise Development (DCED) Standard, the organisation does not apply the full standard, and does not aim to be audit-compliant. Genesis’s role is therefore that of a neutral party with experience in designing and reviewing DCED MRM systems to examine the costs and benefits (value-add) of the MoneyMakers MRM system, and determine if there is an optimum point where the benefits are the greatest, given the investment required.

**Developing a Financial Education Strategy and Implementation Plan for the Public Financial Enterprise Agency**

Team Leader, March 2016-Current

The Private Enterprise Programme Ethiopia (PEPE); funded by DIFD and implemented by DAI-Europe and its consortium partners, is a seven year programme aimed at generating access to finance, creating good quality jobs, and increasing incomes for Ethiopia’s poor. As part of a national drive to increase financial inclusion in Ethiopia significantly over the next few years, PEPE was approached by the Public Financial Enterprise Agency (PFEA) to assist the organisation in formulating a financial education strategy and implementation plan, focussed on savings mobilization and building on existing government systems to deliver effective and innovative FE.  
  
One of PEPE’s implementation pillars, Enterprise Partners, recruited Genesis to assist in formulating this strategy, working closely with PFEA and other relevant stakeholders. This involves conducting a scoping study of the Ethiopian landscape and identifying target audiences, key messages and channels through which the strategy can be implemented.

**Conducting an impact review of the CSI Portfolio**

Team Leader, January 2016-Current

Genesis Analytics was appointed to conduct an impact review of the MMI Foundation’s corporate social investment (CSI) portfolio. The purpose of this review was to:  
1) Examine the current portfolio in terms of areas of focus and alignment with the Foundation’s and brands’ objectives for CSI;  
2) Understand the relevance, effectiveness, impact and sustainability of a selection of MMI’s existing CSI projects, and suggest how these can be improved going forward; and,  
3) Determine how to best direct the MMI CSI investments and recommendations for leveraging MMI funding across the house of brands for increased impact

**Monitoring and Results Measurement System**

Project Director, April 2016

Helvetas has approached Genesis to assist with two components of work, namely technical assistance with the implementation of the MRM system, and a value assessment of the system.   
  
(i) Genesis is to review the project’s MRM system and provide coaching on the DCED Standard. The purpose of this coaching is to advance the Helvetas team’s knowledge as well as support in the implementation of system components.  
  
(ii)While the expected benefits of the DCED Standard have been well-documented, there is a growing counter current to the use of the Standard. Examples of this include perceptions of the standard being too rigid and the external audit element being too costly. However, there is currently little available empirical evidence supporting either side. In light of this, Helvetas would like a neutral party with experience in designing and reviewing DCED MRM systems to examine the costs and benefits (value-add) of the MoneyMakers MRM system, and whether there is an optimum point where the benefits are the greatest, given the investment required

**Thematic review of FSDK - Value for Money component**

Team Leader, April 2016

This value for money (VfM) assessment forms part of the end of term review commissioned by the Programme Investment Committee (PIC) of the Financial Sector Deepening Trust, Kenya (FSDK) for the 2011 – 2015 strategy period. The VfM study broadly seeks to explore the specific measures and practices to ensure value for money in the implementation of the programme and ultimately compare the value (benefit) created by FSDK activities in relation to the money expended by FSDK.

This assessment takes place in the context of the findings and conclusions of the end of term Review, contained in another parallel report, which found that FSDK was largely successful in delivering against the strategy and in particular the programme logframe for 2011 – 2015.

As per the terms of reference (ToR), the purpose of this report is to present a VfM assessment of FSDK over the period 2011 – 2015

**M&E Framework for Corruption Watch**

Team Leader, April 2015

In order to enhance Corruption Watch's effectiveness, the organisation engated Genesis to develop an M&E framework in which to measure and demonstrate the change brought by CW’s interventions and assess CW’s effectiveness in achieving its objectives.

**Reference person: Lize-Marie Johannes (**

**Final evaluation of the YouthSave Initiative**

**Team Leader, December 2014**

Genesis was contracted by MasterCard Foundation to conduct a final evaluation of the YouthSave initiative. The initiative is carried out by a consortium of four key partner organisations and partnerships with in-country financial institutions and research organisations in Ghana, Kenya, Nepal and Colombia. It aims to understand the developmental impact of savings among low-income young people aged 12 – 18 in developing countries. The main objectives of the final evaluation are: (i) document the main achievements of the YouthSave programme; (ii) highlight the critical lessons learned during the programme; and, (iii) ensure these findings are reported so as to form a globally relevant evidence base for policymakers, practitioners and financial institutions on the value of making youth savings broadly available and the conditions required to ensure it is done sustainably.

**Reference person:** [**Shawna Hoffman**](https://www.teamdesk.net/secure/db/3884/preview.aspx?t=6963&id=1345&back=L3NlY3VyZS9kYi8zODg0L3ByZXZpZXcuYXNweD90PTY5NTkmaWQ9MTc2NyZiYWNrPUwzTmxZM1Z5WlM5a1lpOHpPRGcwTDNacFpYY3VZWE53ZUQ5bWFXUmZNakk0TXpreU5UMG1abWxrWHpFek1UWXpNVDBtWm1sa1h6RTBOVE13TmpZM016WTlUVU5HTURBekptWnBaRjh4TWpVNU1qTTlKbVpwWkY4eU1USXdNelU5Sm1acFpGOHhNalExTVRZOUptWnBaRjh5TkRBd05UQTFOVGM5Sm1acFpGODRPREl4T1RBeU1qSTlKbVpwWkY4Mk5UTTBNVGs5Sm1sa1BUWTRORGsyT0NOaGJtTm9iM0pmTmprMU9WOHhOelkz)**(**[**shoffman@mastercardfdn.org**](https://www.teamdesk.net/secure/db/3884/preview.aspx?t=6963&id=1345&back=L3NlY3VyZS9kYi8zODg0L3ByZXZpZXcuYXNweD90PTY5NTkmaWQ9MTc2NyZiYWNrPUwzTmxZM1Z5WlM5a1lpOHpPRGcwTDNacFpYY3VZWE53ZUQ5bWFXUmZNakk0TXpreU5UMG1abWxrWHpFek1UWXpNVDBtWm1sa1h6RTBOVE13TmpZM016WTlUVU5HTURBekptWnBaRjh4TWpVNU1qTTlKbVpwWkY4eU1USXdNelU5Sm1acFpGOHhNalExTVRZOUptWnBaRjh5TkRBd05UQTFOVGM5Sm1acFpGODRPREl4T1RBeU1qSTlKbVpwWkY4Mk5UTTBNVGs5Sm1sa1BUWTRORGsyT0NOaGJtTm9iM0pmTmprMU9WOHhOelkz)**)**

**Harambee Mid-term Evaluation**

**Team Leader, April-June 2015**

Genesis was contracted by Harambee,to followup on the midterm review will be to focus on the 10 000 placed to identify learnings with respect to broad operational, organisational and financial pathways. By considering the relevance, effectiveness, efficiency, sustainability of impact within the Harambee model; our findings will help to inform, analyse and develop that which will best scale and sustain Harambee’s impact and capabilities for the future.

**Reference person:** triciaw@mastercardfdn.org

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

**Project Director, March 2015 - Current**

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**](https://www.teamdesk.net/secure/db/3884/preview.aspx?t=6963&id=1373&back=L3NlY3VyZS9kYi8zODg0L3ByZXZpZXcuYXNweD90PTY5NTkmaWQ9MTgwNSZiYWNrPUwzTmxZM1Z5WlM5a1lpOHpPRGcwTDNacFpYY3VZWE53ZUQ5bWFXUmZNakk0TXpreU5UMG1abWxrWHpFek1UWXpNVDBtWm1sa1h6RTBOVE13TmpZM016WTlVRmRETURBeEptWnBaRjh4TWpVNU1qTTlKbVpwWkY4eU1USXdNelU5Sm1acFpGOHhNalExTVRZOUptWnBaRjh5TkRBd05UQTFOVGM5Sm1acFpGODRPREl4T1RBeU1qSTlKbVpwWkY4Mk5UTTBNVGs5Sm1sa1BUWTRORGsyT0NOaGJtTm9iM0pmTmprMU9WOHhPREEx)**(**[**simbisai.zhanje@cdkn.org**](https://www.teamdesk.net/secure/db/3884/preview.aspx?t=6963&id=1373&back=L3NlY3VyZS9kYi8zODg0L3ByZXZpZXcuYXNweD90PTY5NTkmaWQ9MTgwNSZiYWNrPUwzTmxZM1Z5WlM5a1lpOHpPRGcwTDNacFpYY3VZWE53ZUQ5bWFXUmZNakk0TXpreU5UMG1abWxrWHpFek1UWXpNVDBtWm1sa1h6RTBOVE13TmpZM016WTlVRmRETURBeEptWnBaRjh4TWpVNU1qTTlKbVpwWkY4eU1USXdNelU5Sm1acFpGOHhNalExTVRZOUptWnBaRjh5TkRBd05UQTFOVGM5Sm1acFpGODRPREl4T1RBeU1qSTlKbVpwWkY4Mk5UTTBNVGs5Sm1sa1BUWTRORGsyT0NOaGJtTm9iM0pmTmprMU9WOHhPREEx)**)**

**Evaluation of Pilot Community Consumer Financial Education Project in Hammanskraal**

**Team Leader, February to December 2014**

Genesis was contracted by the ASISA Foundation to conduct an evaluation to assess and compare the efficacy of the two face-to-face methods of implementation, as well as assess the auxiliary components of their consumer financial education pilot in Hammanskraal to establish, if possible, the effectiveness and impact of each. The specific objectives of the evaluation was to:

* Provide a holistic review of the achievements and challenges in the methods, specifically, the life-stages approach;
* Capture the key lessons learnt to inform future iterations of the programme;  
  Take an in-depth account of the programme’s impact to date on participants’ financial capability; and,
* Analyse and predict early indications of longer-term impact.

To complete this evaluation a mixed methods approach was adopted to gather quantitative and qualitative data. These methods included a participant pre- and post-workshop survey, session observations, informal discussions, service provider interviews, participant focus group discussions and a trainer focus group discussion. Additionally, the evaluation team was closely embedded in the design and implementation of the programme and thus have gathered learnings throughout the pilot.  
A logical analysis of the qualitative data was conducted to answer questions of relevance, effectiveness and impact of the programme, while a quasi-experimental approach was used to analyse the quantitative data to provide support to the findings.

**Reference person:**[**Ruth Benjamin-Swales**](https://www.teamdesk.net/secure/db/3884/preview.aspx?t=6963&id=1220&back=L3NlY3VyZS9kYi8zODg0L3ByZXZpZXcuYXNweD90PTY5NTkmaWQ9MTUxMiZiYWNrPUwzTmxZM1Z5WlM5a1lpOHpPRGcwTDNacFpYY3VZWE53ZUQ5bWFXUmZNakk0TXpreU5UMG1abWxrWHpFek1UWXpNVDBtWm1sa1h6RTBOVE13TmpZM016WTlZWE5wY3pBd01TWm1hV1JmTVRJMU9USXpQU1ptYVdSZk1qRXlNRE0xUFNabWFXUmZNVEkwTlRFMlBTWm1hV1JmTWpRd01EVXdOVFUzUFNabWFXUmZPRGd5TVRrd01qSXlQU1ptYVdSZk5qVXpOREU1UFNacFpEMDJPRFE1TmpnallXNWphRzl5WHpZNU5UbGZNVFV4TWclM0QlM0Q=)**(**[**RBenjamin-Swales@asisa.org.za**](https://www.teamdesk.net/secure/db/3884/preview.aspx?t=6963&id=1220&back=L3NlY3VyZS9kYi8zODg0L3ByZXZpZXcuYXNweD90PTY5NTkmaWQ9MTUxMiZiYWNrPUwzTmxZM1Z5WlM5a1lpOHpPRGcwTDNacFpYY3VZWE53ZUQ5bWFXUmZNakk0TXpreU5UMG1abWxrWHpFek1UWXpNVDBtWm1sa1h6RTBOVE13TmpZM016WTlZWE5wY3pBd01TWm1hV1JmTVRJMU9USXpQU1ptYVdSZk1qRXlNRE0xUFNabWFXUmZNVEkwTlRFMlBTWm1hV1JmTWpRd01EVXdOVFUzUFNabWFXUmZPRGd5TVRrd01qSXlQU1ptYVdSZk5qVXpOREU1UFNacFpEMDJPRFE1TmpnallXNWphRzl5WHpZNU5UbGZNVFV4TWclM0QlM0Q=)**)**

**Monitoring and Evaluation for Project Qaphela**

**Team Leader, March 2015 - Current**

Genesis Analytics has been contracted by the ASISA Foundation to monitor and evaluate Project Qaphela. The National Union of Mineworkers (NUM), Sanlam and the ASISA Foundation have partnered to develop and deliver a financial education project, the Qaphela Project, to NUM members using Grounded Media as the selected service provider. The objectives of this project, in addition to complying with the requirements of the Financial Sector Codes, are to: Achieve transfer of financial knowledge and skills relevant to the day-to-day lives of the participants in the short-term; and Influence a positive change in the financial behaviour of the participants in the long-term.

**Reference person:** [**Ruth Benjamin-Swales**](https://www.teamdesk.net/secure/db/3884/preview.aspx?t=6963&id=1220&back=L3NlY3VyZS9kYi8zODg0L3ByZXZpZXcuYXNweD90PTY5NTkmaWQ9MTUxMiZiYWNrPUwzTmxZM1Z5WlM5a1lpOHpPRGcwTDNacFpYY3VZWE53ZUQ5bWFXUmZNakk0TXpreU5UMG1abWxrWHpFek1UWXpNVDBtWm1sa1h6RTBOVE13TmpZM016WTlZWE5wY3pBd01TWm1hV1JmTVRJMU9USXpQU1ptYVdSZk1qRXlNRE0xUFNabWFXUmZNVEkwTlRFMlBTWm1hV1JmTWpRd01EVXdOVFUzUFNabWFXUmZPRGd5TVRrd01qSXlQU1ptYVdSZk5qVXpOREU1UFNacFpEMDJPRFE1TmpnallXNWphRzl5WHpZNU5UbGZNVFV4TWclM0QlM0Q=) **(**[**RBenjamin-Swales@asisa.org.za**](https://www.teamdesk.net/secure/db/3884/preview.aspx?t=6963&id=1220&back=L3NlY3VyZS9kYi8zODg0L3ByZXZpZXcuYXNweD90PTY5NTkmaWQ9MTUxMiZiYWNrPUwzTmxZM1Z5WlM5a1lpOHpPRGcwTDNacFpYY3VZWE53ZUQ5bWFXUmZNakk0TXpreU5UMG1abWxrWHpFek1UWXpNVDBtWm1sa1h6RTBOVE13TmpZM016WTlZWE5wY3pBd01TWm1hV1JmTVRJMU9USXpQU1ptYVdSZk1qRXlNRE0xUFNabWFXUmZNVEkwTlRFMlBTWm1hV1JmTWpRd01EVXdOVFUzUFNabWFXUmZPRGd5TVRrd01qSXlQU1ptYVdSZk5qVXpOREU1UFNacFpEMDJPRFE1TmpnallXNWphRzl5WHpZNU5UbGZNVFV4TWclM0QlM0Q=)**)**

**M&E Framework for Corruption Watch**

**Team Leader, March 2015 – Jull 2015**

In order to enhance Corruption Watch's effectiveness and make the organization more attractive to donors, the organisation is endeavoring to create a new M&E framework in which to measure and demonstrate the change brought by CW’s interventions, assess CW’s effectiveness in achieving its objectives and promote a learning culture within the organisation. Genesis Analytics has committed to assist.

**Monitoring and evaluation of the FSB's consumer education programmes**

Genesis was commissioned by the Financial Services Board in South Africa to conduct monitoring and evaluation (M&E) of their consumer education programmes. This includes developing an M&E framework, the basis of the FSB's M&E strategy, including a theory of change, indicators and research instruments. Genesis will then conduct an ex post evaluation of 6 of the FSB's consumer education programmes from 2011-2013.

**Reference person:**  [**Lyndwill Clarke**](https://www.teamdesk.net/secure/db/3884/preview.aspx?t=6963&id=1336&back=L3NlY3VyZS9kYi8zODg0L3ByZXZpZXcuYXNweD90PTY5NTkmaWQ9MTc1NiZiYWNrPUwzTmxZM1Z5WlM5a1lpOHpPRGcwTDNacFpYY3VZWE53ZUQ5bWFXUmZNakk0TXpreU5UMG1abWxrWHpFek1UWXpNVDBtWm1sa1h6RTBOVE13TmpZM016WTlSbE5pTURBMUptWnBaRjh4TWpVNU1qTTlKbVpwWkY4eU1USXdNelU5Sm1acFpGOHhNalExTVRZOUptWnBaRjh5TkRBd05UQTFOVGM5Sm1acFpGODRPREl4T1RBeU1qSTlKbVpwWkY4Mk5UTTBNVGs5Sm1sa1BUWTRORGsyT0NOaGJtTm9iM0pmTmprMU9WOHhOelUy)**(**[**lyndwill.clarke@fsb.co.za**](https://www.teamdesk.net/secure/db/3884/preview.aspx?t=6963&id=1336&back=L3NlY3VyZS9kYi8zODg0L3ByZXZpZXcuYXNweD90PTY5NTkmaWQ9MTc1NiZiYWNrPUwzTmxZM1Z5WlM5a1lpOHpPRGcwTDNacFpYY3VZWE53ZUQ5bWFXUmZNakk0TXpreU5UMG1abWxrWHpFek1UWXpNVDBtWm1sa1h6RTBOVE13TmpZM016WTlSbE5pTURBMUptWnBaRjh4TWpVNU1qTTlKbVpwWkY4eU1USXdNelU5Sm1acFpGOHhNalExTVRZOUptWnBaRjh5TkRBd05UQTFOVGM5Sm1acFpGODRPREl4T1RBeU1qSTlKbVpwWkY4Mk5UTTBNVGs5Sm1sa1BUWTRORGsyT0NOaGJtTm9iM0pmTmprMU9WOHhOelUy)**)**

**Design of an M&E Framework for the African Agriculture Fund’s (AAF) Technical Assistance Facility**

**Project Director, August 2014 - On-going**

Genesis was contracted by Techno Serve, 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.

**The development of a monitoring and evaluation framework for Financial Sector Deepening Trust, Kenya**

**Manager, Senior technical expert, July 2014 - On-going**

As part of a follow-up to their mid-term review, FSD Kenya commissioned Genesis Analytics to develop a complete monitoring and evaluation framework for the organisation which entailed the development of results chains, risk matrices and an appropriate measurement framework for each of the flagship projects. The framework was developed together with theme heads and project managers by means of an interactive workshop in-country. Furthermore, the team constructed reporting templates for project managers which examine the changes in the environment, challenges that the project team face and updating of indicators to assess progress. Noel was responsible for drafting results chains as well as the measurement framework for projects and thereafter, conducting the workshops with in-country managers.

**Impact evaluation of financial linkages in Rwanda, Care Canada**

**Project Director, August 2014 – present**

Alyna is leading the design and implementation of an impact evaluation for CARE’s Promoting Opportunities for Women’s Economic Empowerment in Rural Africa (POWER Africa) project in Rwanda. In Rwanda it is expected that 180,000 people that belong to village savings and loan associations (VSLAs) will access formal financial services through linkages to various service providers, including Saving and Credit Cooperatives (SACCOs), Microfinance institutions, mobile network operators (MNOs) and Banks with mobile technology and agency banking.

The evaluation will assess: the benefits at the household level that VSLA clients gain from linkage with formal financial institutions; and, the extent to which those benefits can be attributed to the POWER Africa project.

**Implementation evaluation of the effectiveness of environmental governance in mining in South Africa, DPME**

**Project Director, June 2014 – May 2015**

Alyna was the Project Director leading the environmental impact management framework for the South African mining sector. The evaluation aims to ensure that environmental impacts of mining activities are effectively mitigated or managed to a level that is acceptable to the country in accordance with the constitutional right to a safe environment and to international standards. This evaluation assesses the relevance and effectiveness of legislation and the implementation thereof in achieving this intended outcome. The evaluation consists of a literature review, development of a theory of change and analysis framework, key informant interviews and case studies in 4 provinces in South Africa.   
**Jabu Mathe (jabu@po-dpme.gov.za, 012 312 0158)**

**International M&E Expert: Élan RDC (Democratic Republic of Congo), DFID**

**International M&E Expert, 2013 – current**

Alyna is responsible for coordinating with and providing guidance to the Measurement and Results Management (MRM) Unit on critical inputs and resources throughout the development of the MRM Strategy/framework, manual and intervention results chains. The major component of the work includes the development of the Results Chains (logic models) and appropriate indicators for the intervention plans and MDC sector strategies, ensuring that they feed into the overall project Results Framework. Élan RDC is designed and implemented along a market development approach (M4P).

**Jobs Fund, National Treasury**

**Senior Technical Expert M&E, 2012 – current**

The South African government launched a R9 billion (£815 million) Jobs Fund to achieve systemic change in the SA economy through supporting innovative and path breaking approaches to job creation. The Fund is based on ‘challenge fund principles’ and is open to applications both from established private businesses and existing public sector agencies and government departments.

Alyna is responsible for the development, and annual assessment, of the overall log frame for the Jobs Fund as well as the oversight of the Fund’s M&E framework. The framework will be implemented by setting out the basis by which log frames will be developed by individual projects receiving grant funding, as well as how such projects will undertake Monitoring and Evaluation. Alyna is also providing training to ensure all relevant staff understand and buy into the overall log frame and framework by which individual projects develop log frames and undertake M&E. The Fund seeks to apply DCED standards to the monitoring and evaluation system and processes used by the Fund and the grantees.

**Impact evaluation of "Building Assets Unlocking Access", Habitat for Humanity**

**Project Director, 2013 – current**

Alyna is leading an impact evaluation of Habitat for Humanity’s 'Building Assets, Unlocking Access' in Uganda and Kenya. An experimental evaluation design, such as a randomised control trial, will be employed. The evaluation is focused on identifying and quantifying 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.

**Impact evaluation of the cost of tax compliance on small businesses, DPME**

**Team Leader, 2013 – current**

Alyna is leading the DPME’s evaluation of the cost of tax compliance on small business in South Africa. 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 the cost of compliance for SMMEs can be attributed to reform measures.

**Impact evaluation of Support Programme for Industry Innovation (SPII), DPME**

**Team Leader, 2013**

The Department of Performance Monitoring and Evaluation (DPME) within the South African presidency commissioned a team led by Alyna to conduct the impact evaluation of the Support Programme for Industry and Innovation. The DPME and the DTI have requested that an impact evaluation for the period 2000/01 – 2012/13 be conducted. The purpose of this evaluation is to provide insight into the effectiveness and efficiency of the current model of implementation, assess the impact of SPII and to determine how the beneficial impacts can be strengthened.  
**Reference person: Jabu Mathe (jabu@po-dpme.gov.za, 012 312 0158)**

**Development of Mpumalanga’s Province-wide M&E Framework and M&E System, Office of the Premier**

**Team Leader, December 2013-Current**

The purpose of this framework is to reflect upon the national documentation and frameworks that have been issued in recent years, 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.

The purpose of this system 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.

**Reference person: Catherine Churchill (churchillcm@mpg.gov.za, 013 766 2084)**

**A midterm review of FSD Kenya, FSD Kenya**

**Senior Researcher, 2014**

Genesis Analytics was commissioned by a large donor organisation in East Africa to carry out a midterm review of their programme. The review aimed to assess progress against their existing strategy. Along with a thorough review of the effectiveness and relevance of the strategy to date and its progress towards achieving strategic objectives, the midterm review built on previous work to assess the Value for Money (VfM) of their current strategy. The midterm review also provided recommendations on any course corrections needed in programme design, management and execution to enable the organisation to effectively deliver on its strategic purpose and goal.

**Gender and Social Inclusion: Design of Mozambique's Access to Financial Programme, DFID, WB and KfW**

**M&E Specialist, 2012 – 2013**

The objective of this project was to identify, develop and appraise options for a programme that would help deliver a deepening and broadening of access to financial services, including banking and non-banking services (insurance, micro-finance, etc.). Alyna drafted the Social development & poverty appraisal component for the Technical Appraisal, Access to Finance Concept Note and Programme outline as well as develop the argument for the demand for access to finance across the various groups in the country. Alyna will also contribute to the development of the detailed business plan for the proposed programme, including a programme plan, a logical framework and M&E framework, risk identification and mitigation plan, value for money metrics and sustainability analysis.

**Development Five Year Logical Framework (2011 – 2015), FinMark Trust**

**M&E Specialist, 2011**

Reviewed and aligned the FinMark Trust Log frame to the new DfID standards. Facilitated Fin Mark’s senior management to identify the various elements including the outputs, outcome and impact level objectives, and associated indicators.

**Deputy Team Leader: Design of Monitoring and evaluation framework, Vumelana Advisory Fund**

**Deputy Team Leader, 2012 – 2013**

Genesis Analytics, along with Triple Line Consulting, was contracted by the Vumelana Advisory Fund to complete the design and implementation of a monitoring and evaluation system for the fund, which is dedicated to the facilitation of commercially viable, partnership-based approaches to land reform in South Africa. This will involve the design and implementation of an M&E framework and cost-benefit analysis methodology at the project, fund and societal levels. The Fund’s monitoring and evaluation framework is based on the Donor Committee for Enterprise Development (DCED)’s Standard for Results Measurement.

**Measuring Innovation and Impact for Workshop 17, UCT Business School**

**Practice Manager, M&E Specialist, 2013**

Facilitated the development of a measurement framework for the UCT Business School's Workshop 17 for Innovation in Enterprise

**Financial Education Fund (FEF), DFID**

**Team Leader, 2010 - 2012**

Responsible for Project Management and Monitoring and Evaluation technical assistance for the £4 million DFID funded, Financial Education Fund (FEF) that supported innovative projects in sub-Saharan Africa that aim to improve financial literacy and capability. Alyna was responsible for overseeing fifteen projects in eight African countries that aimed to deliver FE to low income populations with the intention to address financial inclusion. Additionally, she was responsible for developing the M&E plan template and associated tools for the grantees, training FEF grantees on M&E principles and tasks, review grant applications and provide comments and guidance for improvements, support the grantees with monitoring and evaluation requirements such as data collection instrument design, sampling, and indicator development, review grantees quarterly reports, baseline reports and final evaluation reports.

As Team Leader, Alyna participated in multiple global discussions, conferences and industry forums on FE and is one of the significant contributors, particularly with respect to research and results emerging from the field. She has recently contributed to the DFID/CITI CSFI Development Fellowship Working Group on "What can be done (including through the use of technology) to improve the financial capability of low and middle-income clients so that they can make more productive use of the financial services on offer” (February 2013).

**Summative Evaluation of EFInA’s Innovation Fund – Stanbic IBTC Esusu: Trader Project, EFInA**

**Senior Researcher, 2012**

The purpose of this evaluation was to evaluate the success of one of the first grants awarded by the EFInA’s Innovation Fund to Stanbic IBTC Bank PLC to enhance their agent model using the DAC standard criteria: effectiveness, efficiency, impact, relevance and sustainability against the mandate of the Innovation Fund. The output of the evaluation is to identify recommendations for improvement and future implementation, and also to reflect key learnings of the project for use by EFInA. The analysis identifies key strengths and weaknesses to inform the selection and implementation of future projects.

**SADC Finance & Investment Protocol Baseline Study, FinMark Trust**

**Project Manager, 2011 – 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.

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

**Project Manager, 2011- 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.

**Monitoring the SADC Committee of Ministers’ of Finance and Investment Dashboard, FinMark Trust**

**Project Manager, 2012- 2013**

In the follow-up to the FIP Baseline Study, Genesis Analytics was retained to complete a data collection exercise for Finmark Trust, to assess the status of regional financial integration in the SADC region. This included the designing an Excel-based data collection tool; completing visits to a number of SADC countries; and, analysing the trends emerging from the data.

**Implementation Evaluation of the Business Process Services Incentive Scheme Programme, DPME**

**Project Manager, 2012 – 2013**

Alyna is leading a team that is undertaking an implementation evaluation on behalf of the Department of Performance Management and Evaluation of the Office of the Presidency, of the Department of Trade and Industry’s revised Business Process Services incentive scheme. The purpose of the evaluation is to identify whether the programme is achieving its core mandate of job creation and increased foreign direct investment. The expectation is that this evaluation will methodically uncover whether the government funding is achieving its policy goals and expected results, and where it is not, identify the relevant constraints.

**Summative Evaluation of the Social Responsibility Programme, Department of Environmental Affairs**

**Project Manager, 2011**

The Social Responsibility Programme (SRP) of the Department of Environmental Affairs (DEA) focuses on the creation of temporary employment and skills development opportunities for the unemployed through the implementation of labour intensive projects in the environmental sector. Alyna was the Project Manager responsible for the planning and project administration and overall quality of the research approach and roll out. She developed the research instruments including the indicators and relevant data collection tools, and led the quantitative and qualitative analysis, research synthesis, report drafting and editing. Genesis applies market system principles to its work for other donors as a strong believer in its effectiveness to achieve sustainable development. The recommendations to the DEA emanating from the research articulated an M4P perspective and approach so that the SRP projects have a lasting and relevant impact on the communities and local economies in which they operate.

**Financial Sector Project, Chemonics/USAID**

**M&E Backstop, 2008 – 2010**

Mentoring and technical support to the M&E Specialist on the USAID/South Africa Financial Sector Project, an initiative aimed to increase access to finance for SMEs in South Africa through institutional capacity building and technical assistance. Also Research Leader of an assessment of the current market of small business support and development services in Gauteng Province.

**Whole School Evaluation Refinement Project, Department of Basic Education**

**Senior Researcher, 2008 – 2009**

Key member of the Whole School Evaluation Refinement project. The purpose of this assignment was to evaluate, critically analyse and refine the Whole School Evaluation (WSE) instruments. The Department of Education (DoE) uses this tool to gather information on all schools in South Africa with the intention to improve and support. The tool in its original state did not yield valuable information and as such Alyna was engaged to improve this tool for the benefit of the stakeholders in education provisioning and delivery across the country.

South Africa: Education Management Information System 4% Sample Survey

Data Quality Auditor of Data Management Systems of the South African Department of Education Electronic Management Information System (EMIS) 4% sample survey.

**SMME Business Development Support Services, USAID/South Africa Financial Sector Project**

**Researcher, 2008**

Assessment of the current market of small business support and development services in Gauteng Province.

**Development of the M&E Framework for seda**

**M&E Specialist, 2010**

Development of the monitoring and evaluation framework for the Department of Trade and Industry’s Small Enterprise Development Agency to assist the institution to monitor and evaluate the efficiency, effectiveness and impact of the various interventions over the midterm expenditure timeframes (MTEF).

**LANGUAGE PROFICIENCY**

|  |  |  |  |
| --- | --- | --- | --- |
| **Language** | **Speak** | **Read** | **Write** |
| English | Excellent | Excellent | Excellent |
| French | Good | Excellent | Good |

Education

MA, Rural Development, University of Sussex, Brighton, England, (including formal course work in Monitoring & Evaluation) [2004]

BA, Economics, Queen’s University, Kingston, Ontario, Canada [2002]

Bachelor of Physical and Health Education, Queen’s University, Kingston, Ontario, Canada [2002]

**OTHER TraINING**

Theory Based Evaluation, SAMEA Conference, presented by Dr. Donna Podems (course material prepared by Prof. Patricia Rogers), Johannesburg, September 2013.

Emerging Practices in Development Evaluations, Online course facilitated by EvalPartners, UNICEF and the International Organisation for Cooperation in Evaluation (2013/14).

Policy Evaluation, Introduction to Program Design: A Theory-Driven Approach, Developmental Evaluation, Claremont Evaluation Center, School of Social Science, Policy & Evaluation, Claremont Graduate University, August 2013.

Donor Committee for Enterprise Development (DCED) Measurement Standard, Results Measurement, Hans Posthumus Consultancy, Johannesburg, April 2012.

Managing and measuring for better results in market development programmes (M4P), The Springfield Centre, March 2011.

Successful Assessment Methods and Measurement in Evaluation (SAMMIE), Ohio State University Extension Course. 2010.

Protecting Human Research Participants. National Institute of Health (NIH) Office of Extramural Research. July 2010.

Real World Evaluation: Practical Tips for Doing Evaluations as well as possible in spite of Budget, Time, Data and Political Constraints, SAMEA Conference, presented by Jim Rugh, Independent Evaluation Consultant. Johannesburg, August 2009.

Mixed Methods Approaches to Evaluation, SAMEA Conference, presented by Jennifer Greene, Johannesburg, August 2009.

Participatory Approaches in Rural Development, presented by Green Living Movement, Lusaka, Zambia, July 2001.

**MEMBERSHIPS, PUBLICATIONS aND awards**

**Publications:**

**Impact evaluation of Support Programme for Industry Innovation (SPII), DPME-** Industry and Innovation. Impact evaluation for the period 2000/01 – 2012/13 be conducted. [http://evaluations.dpme.gov.za/sites/EvaluationsHome/Evaluations/Forms/Evaluations](http://evaluations.dpme.gov.za/sites/EvaluationsHome/Evaluations/Forms/Evaluations0Vw)

**Financial Education Toolkit** – Unabridged, FinMark Trust, July 2013 <http://www.finmark.org.za/publication/financial-education-toolkit-unabridged/>

**Educating For Financial Inclusion In Sub-Saharan Africa:** Financial Education Fund, DFID, 2012, <http://www.financialeducationfund.com/storage/files/Summary_Document_FINAL(elec)-18-5-2012.pdf>

**Striving for Regional Integration:** Baseline Study on the Implementation of the SADC Protocol on Finance and Investment, FinMark Trust, 2012, <http://www.finmark.org.za/wp-content/uploads/pubs/Broch_FIP0312.pdf>

**Taking Stock Financial Education Initiatives for the Poor A Report**, The MasterCard Foundation, Microfinance Opportunities, and Genesis Analytics, ‘Global Study on Financial Education: Report’, 2010, <http://www.mastercardfdn.org/pdfs/TakingStockFinancial.pdf>