



HUMAN DEVELOPMENT

Capability Statement

Education

G:ENESIS
25 YEARS OF UNLOCKING VALUE

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1 About Genesis Analytics

We work for a world where everyone can develop to their full potential.

We are focused on expanding meaningful rights and opportunities for people who are marginalised. Part of a global African firm, we help governments, their global partners, and private and non-state clients to improve the delivery of key human development services while navigating these changes. To do so, we provide services in diagnostics; regulation, governance and oversight; strategy, planning and implementation; financing and budgeting; service delivery; and monitoring and evaluation.

We work in key human development areas: health and nutrition; youth, education and early childhood development; and social protection and social care. Rapid changes in demography, climate and technology are generating massive challenges and tremendous opportunities for human development. At the same time, Covid-19 has caused a severe shock to human development from which people and systems need to recover.



FIGURE 1: Countries in which we have worked

Genesis is one of the largest economics advisory firms based in Africa.



Our Values

Our values are an essential part of the way we work.

We produce strong, independent analysis that seeks to balance economic with social concerns; markets with society; public with private interests. Our ability to see the position of all sides is a stand-out strength.

Our purpose is to unlock value by working closely with our clients to find real, scalable solutions. The foundation of our distinctive delivery is technical skill and deep sector knowledge we have developed through our work with governments, aid organisations and the private sector.

All our work is guided by our core values:

SIYAKHANA

I am open and inclusive, and show **compassion** and respect.

We **build** each other.

Siyakhana means "We build each other" in Nguni languages.

GLASS BOX

My work and decisions can withstand **scrutiny**.

We act with **integrity**.

PLUS ULTRA

Rigour, **imagination** and courage – these set my work apart.

We push frontiers to **unlock value**.



Our Principles

Rights-based: At Genesis, a belief in the fundamental rights of all people to have access to crucial services is at the heart of what we do. Our work is informed by these rights-based principles, which require attention to be paid to the voices, experience and intrinsic rights of marginalised, vulnerable or underserved groups that include children and adolescents.

Equity-focused: Our work will be guided by the principle "leave no one behind". In taking a rights-based approach, we recognise the intrinsic rights of all people – regardless of gender, ethnicity, age, religion or disability status. For this reason, we constantly seek to understand and highlight disparities in people's trajectories and landscapes.

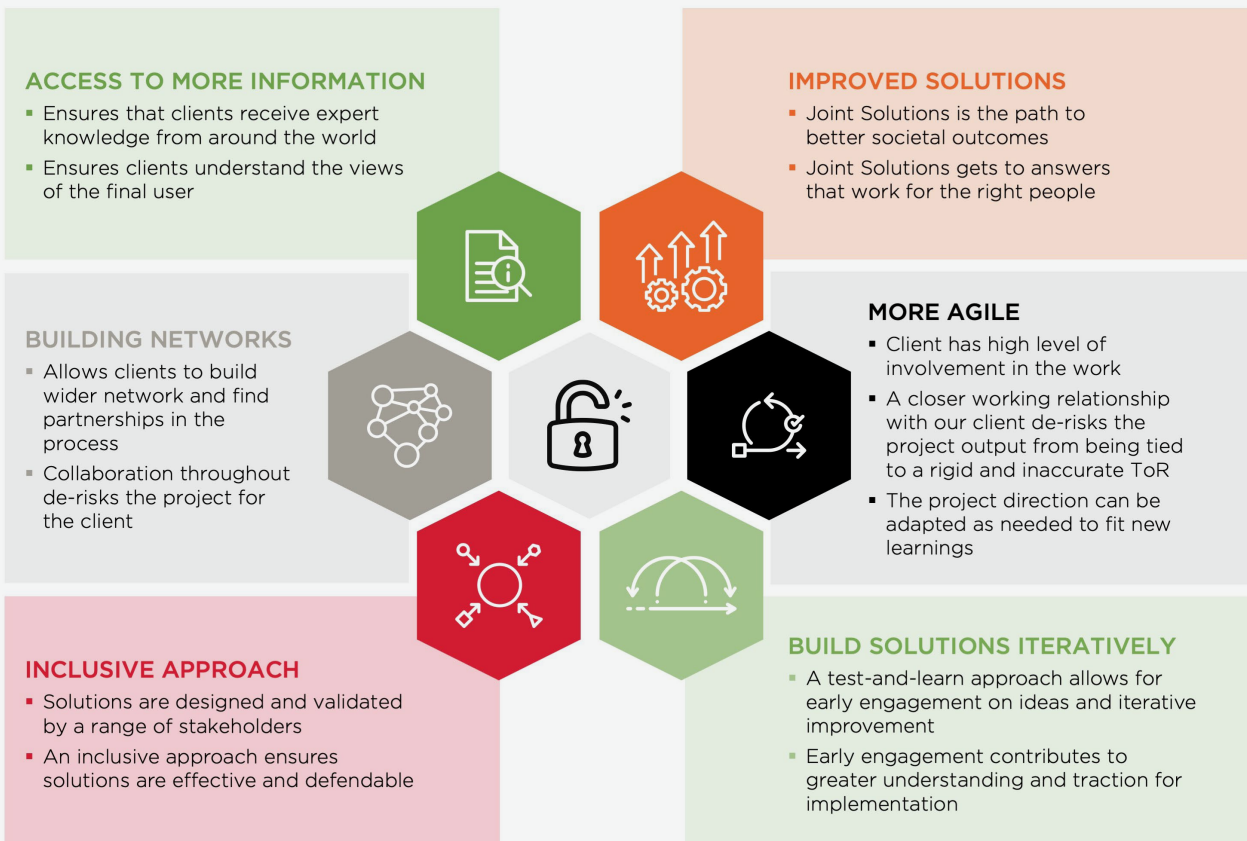
Utilisation-focused: Our work is based on the principle that it should be judged on its usefulness to its intended users. Therefore, as we plan and conduct our activities, the underlying priority is to enhance the likely utilisation of both the findings and of the process itself to inform decisions and improve performance.

We realise that our clients are increasingly faced with non-standard complexities in their work. These require a different way of thinking and approaches. Genesis implements a firm-wide approach called Joint Solutions. This approach crowds in high levels of client and stakeholder collaboration, using multi-disciplinary teams for diversity of thought, while remaining adaptable as the project evolves. It necessitates putting the “user” at the heart of design.

The use of Joints Solutions allows Genesis to:

- Work in closer partnership with our clients;
- Be flexible and adaptable, able to change course as needed
- Crowd-in a diversity of ideas, experiences, disciplines and skills;
- Put the user of solutions at the heart of research;
- Develop user-centric and evidence based solutions that work in the real world

Joint Solutions unlocks value for our clients and for society



Why choose Genesis Analytics?

We take a holistic approach to human capital development, working across multiple sectors to find the root causes of problems and pathways to solutions.

We work closely with our clients to make sure that our projects are focused on impact and outcomes.



Analytical Strength

While economics is core, we apply financial, strategic and evaluative tools to improve decisions and **UNLOCK VALUE**.

Our professionals are equipped, and indeed required, to wield our analytical tools with rigour, imagination - and courage.



Service in the Private and Public Sectors

The same teams service both the corporate and public sectors.

EXPERIENCE in the one, we believe, enriches our work in the other. We are often asked to work where the market meets the state.



Reputation for Ethics and Fairness

The zone where the state meets the market is crowded, so we work hard to earn and maintain a reputation for **RIGOUR, ETHICS AND FAIRNESS**.

What we do and say is taken seriously and when we err, we own up and act swiftly to recover lost ground.



Focusing on the decision and how it was made

We aim to **IMPROVE** a wide range of **DECISIONS**, ranging from a regulatory process in a multi-billion-dollar industry to the nutrition decisions of a young woman in rural Rwanda.

This is how we work with our clients to find solutions.

We are able to do this because:

We have a wealth of experience and deep technical expertise that allow us to work across sectors.

Our pool of in-house experts ensures we are able to assemble and efficiently manage multi-disciplinary teams. That means that we can bring the most innovative and useful tools to development projects, deploying a wide range of methods and approaches not limited to a specific sector.

We specialise in combining international and local expertise to get the best results.

As a reputable international firm, we are able to provide leading technical and analytical expertise. However, for projects to succeed, they need to be firmly rooted in the local context and appropriate for local implementers and beneficiaries. We use our wide network of in-house consultants, local firms, and individuals to realise the benefits of both local and international expertise.

We specialise in understanding the unique ecosystem of stakeholders, incentives and power structures of each project.

Our work and staff are firmly rooted in developing countries, enabling us to draw a wide range of context knowledge. We recognise the importance of being sensitive to local cultures in our work and aim to achieve project objectives while building and sustaining stakeholder engagement and support.

However, we don't believe 'international' should mean 'generic'. We approach each project as an opportunity to make a positive impact, and we work closely with our clients to provide the bespoke analysis and advice needed to achieve results in the real world.

We understand how to work in COVID-19 pandemic conditions and have successfully delivered projects throughout the pandemic.

The near universal pandemic restrictions have required adaptation and new ways of working. Our approach to projects, combining local and international expertise facilitated by excellent project management, has enabled us to adapt quickly and effectively.



Investing
in early
childhood
represents
a major
opportunity
to build
human capital
and realise
child rights

2 Our Experience

Our Work in Early Child Development

The first 1,000 days of life are instrumental to a child's life-long development, capabilities and behaviour. Yet, worldwide, 250 million children survive but do not reach their full potential owing to inadequate healthcare, nutrition, education, care and protection. Exposing infants to early childhood care and development interventions may produce improved health outcomes, increase future earning potential and reduce inequality within society.

We believe that for the countries where we work, with large young populations, investing in early childhood represents a major opportunity to build human capital and realise child rights. Within our work, we draw on research and experience to promote holistic and multi-sectoral ECD interventions.

In **Oman**, we are advising UNICEF and the Ministry of Social Development on the reopening of ECD centres in the wake of the COVID-19 pandemic.

In **Bosnia and Herzegovina**, we are conducting an investment case for the three entities: Federation of Bosnia and Herzegovina, the Republika Srpska, and Brcko district. As well as this we are conducting a feasibility study for the implementation of scale-up in two municipalities in BiH.

Morocco: With support from UNICEF through Genesis, the government developed a policy and plan to roll out early childhood education for 4 and 5-year-old children aiming for 100% coverage by 2027. Our costing study was both normative and actual. We underpinned this work with a fiscal space analysis to get a sense of the wider fiscal context in which education financing takes place.



Building the case for an investment in ECD in Burundi

About two out of three children below five years old in Burundi are at risk of not achieving their full potential due to delays in their early childhood development (ECD).

The national development policy has set the development of human capital as a priority to catalyse the economic and social growth of the nation up to 2027, and beyond. With this, Burundi recognised the opportunity to leverage the potential of its children, which represent a large proportion of its population.

For this to be achieved, enhanced and sustained prioritisation of ECD investments must be realised. However, the current spending in ECD in the country reflects underinvestment and low prioritisation. This is worsened by the additional and unprecedented pressure the COVID-19 pandemic has put on the fiscal space and the uncertainty in the level of donors' contributions.

To make the case for investments in ECD, evidence is needed to understand the impact these will generate in the Burundian context when spent in different multi-sectoral packages of interventions. The Human Development team partnered with UNICEF and the Government of Burundi to build the case for multi-sectoral ECD investments in the country and recommend the package of ECD interventions that is optimal to boost the development of its youngest generation and, thus, of the nation as a whole.

We generated economic evidence on the long-term potential impact of these investments in Burundi by developing an ECD investment case for the country, using a cost-benefit analysis. To build up this analysis we used a decision-analytic model based on a decision tree.

We took the analysis further by carrying out a fiscal-space analysis that identified the budgetary room available for the government to provide the required funding for these investments without undermining its fiscal sustainability and, finally, we recommend potential sources of funding. To produce context-rooted evidence that can drive decision-making, we used the best country-specific available evidence that we obtained through secondary as well primary-data collection. We engaged with relevant parties and stakeholders from the beginning of the study, allowing for co-creation of the study design and co-ownership of the results and recommendations.

The investment case will be used as a tool to attract optimal attention to multi-sectoral ECD investment needs and prioritise its funding through domestic and external investments. It will also serve as an external and internal advocacy tool to guide the development of an ECD policy and the systematic incorporation of these policies in the budget cycle.



Our work with youth and adolescents

The current generation of young people make up a quarter of the world's population. If provided with adequate support, this cohort of youth can play a leading role in driving progress in societies across the globe. However, investments in young people regularly fall short of their aspirations. 17% of 15-24-year-olds are not in education, employment or training (NEET), and of those who are employed, 40% are in vulnerable employment and 77% are in informal employment. More than 200 million adolescents of secondary school age are out of school and young people too often lack opportunities to participate in meaningful decision-making in their homes, schools, places of work, and broader communities. These systemic and interconnected challenges prevent young people from fulfilling their potential and becoming productive and engaged members of society.

We believe that urgent action is needed to build human capital, prepare young people to live engaged and productive lives, and to realise adolescent rights.

We combine our multi-sectoral expertise with technical rigour and work with public and private organisations to: **1)** diagnose and understand the multifaceted and context specific challenges faced by youth; **2)** improve the coverage, effectiveness, impact and ROI of youth-related policies, strategies and programmes; and **3)** develop innovative, context-specific solutions to youth challenges that will improve youth outcomes.

We have worked on programmes in youth skills development, employment, entrepreneurship, engagement and equity in **Angola, Botswana, Ghana, Jordan, Oman, Qatar, Rwanda, South Africa, Sudan and Zambia**.

In **Oman**, we provided advisory and research services in preparation of the Launch of Generation Unlimited (GenU) Oman, and developed a learning paper on the relevance of GenU in high-income countries.

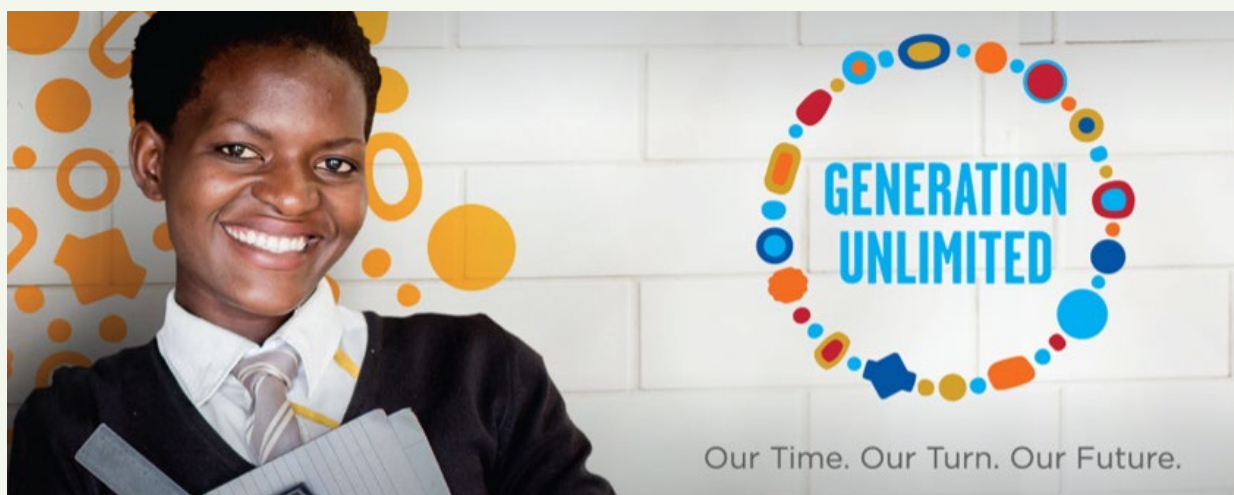
In **Zambia**, we are undertaking a landscape analysis of skills development and career education for employability programmes for adolescents and young people and developing a roadmap on the next steps for UNICEF Zambia.

In **Angola**, we are developing a methodological tool that will enable other UNICEF country offices to conduct landscape analyses for Generation Unlimited.

17% of
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77% are
in informal employment



Conducting a Landscape Analysis and Country Investment Agenda for Generation Unlimited South Africa

South Africa is home to more than 10 million young people between the ages of 15 to 24, constituting approximately 19% of the total population.

While this youth bulge presents a historic opportunity for a demographic dividend in the country, the lives of youth are marked by significant challenges across multiple dimensions of poverty. These challenges; income poverty, low educational outcomes, poor physical, and mental health, and the lack of diverse and productive social networks, are both structural and intersectional, making youth in South Africa particularly vulnerable.

The COVID-19 pandemic poses an additional multi-dimensional challenge for young people in the country. Experts predict a “lockdown generation” facing disruptions to education, training, and on-the-job learning reduced employment prospects and an extended, more arduous transition into decent work. Young women face the additional burden of managing both paid work and unpaid care work due to school closures, and other vulnerable and marginalised youth, such as young people with disabilities, face additional hardships to access learning and decent work opportunities.

It is within this context that UNICEF is operationalising Generation Unlimited (GenU) in South Africa. GenU is a global multisector public-private partnership created to meet the urgent need for expanded education, training and employment opportunities for young people aged between 10–24. By bridging secondary-age education and training to employment and entrepreneurship, GenU will support in attracting investments, scaling innovations and co-creating solutions to allow every young person to access new learning and employment opportunities and thrive in the world of work, becoming productive problem solvers and engaged members of society

Using mixed methods research, we developed a Landscape Analysis of the local ecosystem for young people, including an analysis of the existing partnerships and initiatives, key progress and gaps, and opportunities for GenU to strengthen and scale activities. Thereafter, using the Landscape Analysis as input, and consulting stakeholders using collaborative co-creation techniques, we developed the Country Investment Agenda which provided a portfolio of scalable initiatives for the GenU partnership to implement and fund,

The Landscape Analysis and Country Investment Agenda will be used as foundational documents for the GenU partnership in South Africa.



Our work in education evaluations

Genesis Analytics' Evaluation for Development Practice is one of Africa's leading Monitoring and Evaluation (M&E) teams in the development space. The team specialises in conducting evaluations of development programmes, including impact evaluations, evaluations, mid-term evaluations, and final performance evaluations with the aim of providing reasoned and independent views of the progress achieved to date, as well as the identification of successes and challenges.

Additionally, Genesis conducts formative evaluations with the aim of providing strategic guidance and recommendations to improve the programme's alignment to achieve/realise the desired outcomes. Genesis is inherently invested in ensuring that evaluations are of a high quality, are useful and value-adding to the needs of all stakeholders, and that there is local ownership of the evaluation process and subsequent findings. Through working in close collaboration with programme implementers, we ensure that all recommendations are practical and grounded in the reality of the local and regional contexts. As such, our recommendations are implementable and inform improved programme impact.

An example of our recent work is evaluating the *School Readiness Initiative* ("Together for a good start in education") on behalf of the Roger Federer Foundation. The programme is focused on:

- Establishing joint responsibility for early learners among key stakeholders including members of government (national, regional and constituency level), parents, ECD educators, school development committees, and community members;
- Improving the quality of the learning environment for early learners to ensure that learning facilities for children are adequately resourced and are able to provide effective ECD services;
- Improving the capacity and abilities of educators in establishing play-based early learning, which also effectively monitors the development milestones of children.

This is a regional mid-term evaluation of the School Readiness Initiative. There are 6 countries of implementation **South Africa, Lesotho, Namibia, Zambia, Malawi and Zimbabwe**. The project evaluates four components: **a)** Improvement in the understanding/engagement within the ECD ecosystem, **b)** how innovative elements of the programme contribute to the programme objectives, **c)** how the programme has addressed the needs of stakeholders and beneficiaries, and **d)** an implementation and performance review of the combination of interventions.

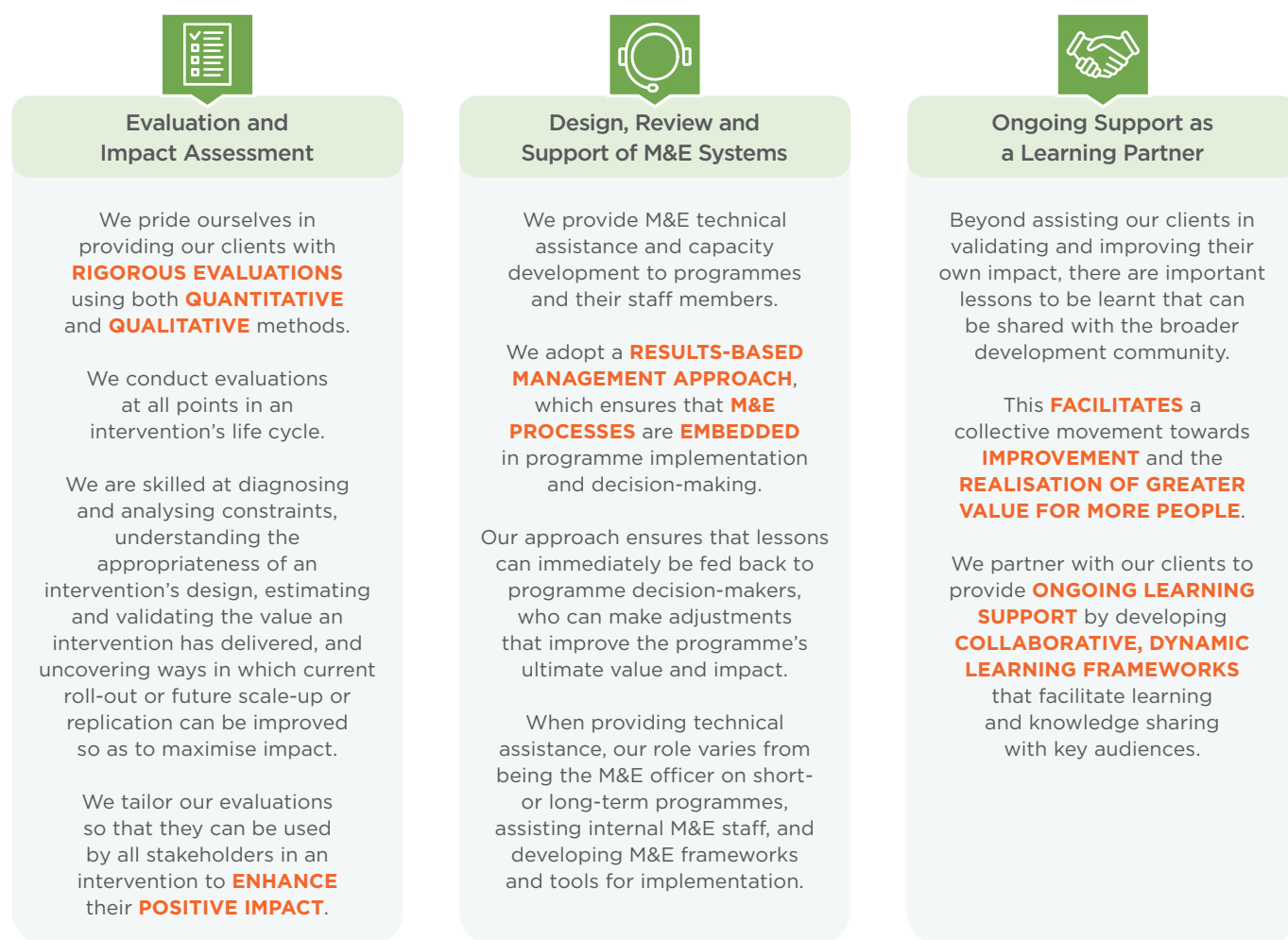


FIGURE 2: Services our evaluation team offers

Our evaluations adopt principles of different approaches, including theory-based evaluation, participatory evaluation, most significant change, and appreciative inquiry, and have employed qualitative and quantitative data collection methods. Our team uses internationally accredited evaluation frameworks such as OECD Development Assistance Committee (DAC) criteria when conducting our evaluations.

We have extensive experience in the design and execution of the following methodologies:

- Theories of change
- Value for money assessments
- Monitoring systems, including developing indicators, indices, and data collection tools
- Data collection, including in-depth interviews, key informant interviews (KIIs), focus group discussions (FGDs) with beneficiaries and providers of services, desktop research, mobile data collection and surveys.
- Qualitative data analysis, for example using ATLAS.ti and Dedoose.
- Quantitative data analysis using descriptive and inferential statistical analysis, and on platforms such as Stata.

We have done a large amount of evaluation work in the education sector including:

Design and launch of a pay for success programme for Demand Led Skills in South Africa

Funder: Michael and Susan Dell Foundation

Year(s): 2021/22

Description of Project: Genesis was contracted by the Michael and Susan Dell Foundation, in partnership with the NSF, DHET and the Presidency, to refine the pilot of a pay-for-performance (PfP) mechanism that is intended to place 4,500 unemployed youths in jobs in the digital and ICT sectors. This pilot is then intended to be scaled to other growth sectors. In addition, the project established the main barriers to entry for youth in the GBS & ICT sectors respectively.

We refined the RFP of the PfP mechanism, specifically through the establishment of a rate card, eligibility criteria, and detailed assessment criteria. These were largely informed through desktop research, consultations with diverse industry players, as well as the deployment of a survey that established cost benchmarks for recruiting, training and placing youth into employment in the GBS & ICT sectors. The main output was a report that summarised where most demand was situated in the market, key considerations for the pilot, as well as provided the NSF with technological solutions to assist in streamlining the PfP pilot when it is actually implemented.

Mid-Term Evaluation of 10 Thousand Jobs (10KJ) Pay 4 Performance and Social Impact Bond Initiative

Funder: Allan Gray Orbis Foundation Endowment

Year(s): 2019/20

In response to the unemployment crisis in South Africa, the 10 KJ (10,000 jobs) initiative was set up by the Allan Gray Orbis Foundation Endowment in partnership with 10 established and reputable organisations to directly address unemployment through various processes and methods.

Genesis conducted a mid-term evaluation with the aim of assessing if the 10KJ initiative has contributed to the improved outcomes of partner organisations; and ultimately contributed to addressing unemployment among target beneficiaries.

One particular grantee was Harambee Youth Employment Accelerator, a labour-market change agent. AGOFE provided funding to pilot the Inclusive Youth Employment Pay for Performance (P4P) platform through the establishment of the Social Impact Bond (SIB) in April 2018. The SIB, Bonds4Jobs, allows funders to pay for results only when a beneficiary, who is trained, is placed in a job with the P4P model's partners. Within the P4P model, Harambee innovated two solutions: Bonds4Jobs and Harambee's Simulation Academy. One component of this SIB was a partnership to provide ICT-related training to beneficiaries.

Tutuwa Learning Partner (Impact Bond)

Funder: Standard Bank Tutuwa Foundation

Year(s): 2016/17

Description of Project: As part of a MEL partnership for the Standard Bank's Tutuwa Community Foundation, a foundation whose primary focus on "Youth" as a target group concentrates most of its resources on working with young people from their earliest years to their schooling and post-schooling years, Genesis's overall role was to support the dissemination of research findings, impact evaluations and knowledge in ECD, Schooling and Work Opportunities for Youth, and overall review of the portfolio.

Description of Actual Services Provided by Your Staff within the assignment: One of the portfolio grantees was the Impact Bond Innovation Fund (IBIF), a social impact bond, that aimed to deliver early childhood development (ECD) outcomes in the Western Cape province in South Africa. IBIF was one of the first SIBs to be launched in the developing world, and one of only a handful globally that focused on early childhood development (ECD). While the SIB had an outcome monitor, Genesis was involved in integrating the results into the portfolio level findings.

Mid-term review of Forum for African Women Educationalists (FAWE) Mastercard Foundation Scholars Programme

Funder: Forum for African Women Educationalists

Year(s): 2019/20

The Forum for African Women Educationalists (FAWE) is a pan-African non-governmental organisation working in 33 African countries to empower girls and women through gender-responsive education. In 2013, FAWE partnered with Mastercard Foundation in a ten-year programme to support 2000 scholars through secondary school – 1,200 girls in Rwanda, and 600 girls and 200 boys in Ethiopia. FAWE appointed Genesis to conduct a mid-term review of the programme.

Midterm Review and Reflections Research of the MasterCard Foundation Scholars Project in Malawi

Funder: CAMFED, on behalf of Mastercard Foundation

Year(s): 2021

CAMFED International has appointed Genesis to conduct a midterm review and reflections research of the MasterCard Foundation Scholars Project in Malawi. The Scholars Project seeks to empower girls and young women from disadvantaged rural communities through education, transitions to work, entrepreneurship or further studies. Specifically, the project facilitates access to high performing secondary schools, it provides financial and psychosocial support, training on life, business, financial and leadership skills as well as sexual and reproductive health. Further, the project also provides mentoring support and career guidance to help scholars in making informed decisions as it relates to their career aspirations.

The purpose of the midterm review is to assess the project implementation and outcomes to date, unpack key lessons and provide actionable recommendations to inform project implementation for the remainder of the project.



Our work in innovative education financing

Economic evaluations and investment cases for social sector investments

Investing in social sectors such as health, education, nutrition, and water and sanitation, means investing in human development, social well-being and wealth. However, available domestic and external financial resources are scarce, especially nowadays under the current (and post-) COVID-19 pandemic. The pandemic has set unprecedented pressure on fiscal space, increased uncertainty around the availability of donor funding and reduced the ability of households to pay for health, risking to lose and sustain hard-to-realise achievements from the last decades. To guarantee appropriate levels of investment in social sectors are sustained and taking place, and to deal with scarcity in the current circumstances, is more necessary than ever to prioritise funding towards the “right” interventions. By doing so, governments and funding partners can use their financial resources where they provide the greatest value, improving allocative efficiency in the system.

We believe it is possible for low- and middle-income countries to expand their public systems while ensuring they achieve the best out of their new and current investments for the society as a whole. Therefore, we contribute to this vision by producing the rigorous and context-specific economic evidence they need to make sound decisions and drive change towards efficient growing social systems.

In a nutshell, we generate evidence to:

Make the case for investing in different social sectors interventions, contextualising the answer to the questions “what is the right thing to do?”

Prioritise the right (set of) interventions, contextualising the answer to the questions “are we doing the right things?”

Design innovative ways of financing the “right” interventions, contextualising the answer to the questions “how do we achieve the right level of investments to finance the right interventions?”

Our work is rooted in the Value for Money principles.

Therefore, we specialise in the design and development of:

Economic evaluations, including cost-benefit, cost-effectiveness, and cost-utility analysis. We are experts in decision analysis; therefore, our approaches make use of decision-analytic models, most often decision trees or Markov models, which we accompany with easy to digest results and recommendations.

Efficiency assessments of social systems financing, which we perform using a variety of methods including data envelopment analysis

Equity and sustainability are cross-cutting principles that we incorporate in all our analysis, and the pillars on which our recommendations are built on.

With the reliability of an international firm, we ensure high standards when it comes to scientific and technical rigor, but we do not provide “generic” approaches. Our top-notch technical expertise combined with our deep first-hand knowledge of the contexts where questions are being asked allows us to contextualise the tools and methods we use and provide different answers to similar questions being asked in different contexts. As a result, we produce context-rooted evidence that is able to drive policy-makers’ decisions with realistic budgets and/or financing options.

Some of our experience includes investment cases in ECD and Nutrition in **Burundi**, **Lesotho** and **Uganda** for UNICEF.

Costing

Ensuring value for money and the financial sustainability of social sector interventions are critical in ensuring the realisation of child rights and the development of human capital. In a period of constrained fiscal space as a result of the COVID-19 pandemic and the ongoing diminution of donor funding, we provide a suite of tools to ensure that policy makers are equipped to ensure their resources are used to achieve maximum impact.

One such tool we draw upon is costing, which provides policy makers with the ability to recognise what is possible with the finances available to them. We help them decide which costing methods are most appropriate to inform their planning process, whether it's a programme experience approach or an ingredients-based approach. Costing exercises also provide the backbone of other economic analyses that we offer, such as cost-benefit and cost-effectiveness analyses, thus providing a basis upon which value for money and return on investment can be considered.

Importantly, we always consider the context in which the decision-makers find themselves and use our interdisciplinary understanding of the decision context to ensure the costing is fit for purpose, not just fit for the tool. With this in mind, we have successfully conducted costings for interventions focusing on nutrition in **Uganda** and **Lesotho**, early childhood education in **Morocco**, and children with disabilities in **Oman**.

Fiscal space analysis

COVID-19 will tighten fiscal space for public spending for years to come. The precise impact of the 2020 economic crisis on a national public budget is the result of the interplay between the structure and openness of the economy, pre-COVID macro fiscal performance and access to emergency balance of payment support in 2020, among others. Decision-makers in Africa and the Middle East face a range of difficult fiscal policy choices based on the unique fiscal situation their country finds itself in. We carry out fiscal space analyses using financial programming frameworks to forecast fiscal revenues and expenditure levels using a handful of transparent and collaboratively defined hypotheses. Our analyses are based on data mutually agreed between ministries of finance and the IMF and provide decision-makers with new insights in the relationship between today's policy options and future levels of public expenditure for health, education and social protection, to put them in the best possible position to preserve human capital stocks.

We have completed fiscal space analyses in **Oman** and **Tunisia** and currently working on the same in **Kenya** and **Burundi**.

Cost-Benefit Analysis of ECD in Burundi

Funder: UNICEF

Year(s): 2021

Description of Project: The Human Development Practice partnered with UNICEF and the Government of Burundi to build the case for multi-sectoral ECD investments in the country and recommend the package of ECD interventions that is optimal to boost the development of its youngest generation and, thus, of the nation as a whole.

Genesis generated economic evidence on the long-term potential impact of these investments in Burundi by developing an ECD investment case for the country, using a cost-benefit analysis. To build up this analysis we made use of a decision-analytic model based on a decision tree. We took the analysis further by carrying out a fiscal space analysis which identified the budgetary room available for the government to provide the required funding for these investments without undermining its fiscal sustainability, and finally, we recommend potential sources of funding. To produce context-rooted evidence that can actually drive decision-making, we made use of the best country-specific available evidence that we obtain through secondary as well primary data collection. Furthermore, we actively engage with relevant parties and stakeholders from the very beginning of the study, allowing for co-creation of the study design and co-ownership of the results and recommendations.

The investment case will be used as a tool to attract optimal attention to multi-sectoral ECD investment needs and prioritise its funding through domestic and external investments; and it will serve as an external and internal advocacy tool to guide the development of an ECD policy and the systematic incorporation of these policies in the budget cycle.

Public budget and expenditure analysis focused on children, gender equality and the SDGs in Tunisia

Funder: UNICEF

Year(s): 2021

Tunisia recognises that human capital and social inclusion are fundamental pillars to achieve the SDGs by 2030 and to boost its social and economic growth. However, currently Tunisia is off-track to meet some of the child-critical SDGs and there is a risk that there will not be sufficient budgetary room to finance the required investments in the future, especially in the post-COVID-19 context. Therefore, there is a need to generate evidence about the current levels of child-, gender- and SDGs-sensitive spending, and to use these insights to advocate for policy decisions that improve the adequacy equity, effectiveness and efficiency of future spending, throughout the budget cycle.

3 The Team

Ian Macauslan

Partner



Ian is a partner in the Human Development practice. He joined Genesis in 2021 and has worked in Africa, the Middle East and Asia to improve human development outcomes.

He has worked with governments, non-government organisations, development partners and foundations to improve social services to marginalised groups, particularly those in education and social protection. He supports human development clients to deliver improved outcomes through better strategies, people and organisational performances, crisis management, use of technology, and monitoring, evaluation, research and learning.

Ian has focused on improving assessment systems, teacher training and the role of the private sector in education. He has done so with appropriate use evidence for strategy and delivery in social sectors, through access to social services by displaced populations, the role of politics in the social sectors, and organisational and system-wide adaptations to crises, including Covid-19.

Before joining Genesis, Ian was an education adviser for the British Foreign, Commonwealth and Development Office in Myanmar, helping the embassy adapt its overall strategy and education programmes to Covid-19 and the military coup. He previously spent 13 years at Oxford Policy Management, where he led the education team for seven years.

Ian has a master's in Development Studies from the Institute of Development Studies and a bachelor's in Politics, Philosophy and Economics from Balliol College, Oxford. He publishes and presents extensively on human development.

Tom Pugh
Principal



Tom is a principal in the Human Development practice. He is based in the UK office but with expertise that spans Africa and the Middle East with a particular focus on education in South Africa. Beginning as a primary school teacher in Rosebank, Johannesburg Tom has taken on multiple roles including working for JET Educational Services, project managing a large section of the Gauteng Primary Literacy and Mathematics Strategy and, most recently, leading on the systemic review of Limpopo Provincial Education Department focusing on alignment and strategy at the Provincial and District levels.

Tom has also spent considerable time working with government on complex technical assistance programmes, including recently writing the Lebanese remote learning and 5 Year Plan. Before that his experience has taken in both public and private education- he led on instructional quality at Bridge International Academies in East Africa at a time when they were on an ambitious growth strategy, opening 50 new schools each term.

Tom has a master's in Chemistry from the University of Oxford, a Post-Graduate Certificate in Education (PGCE) from Roehampton University (UK) and a master's in Education from the University of Witwatersrand, South Africa. He is a primary school teacher, having achieved his qualified teacher status in England from the General Teaching Council in 2007.

Tshegofatso Kgasago
Senior Associate



Tshegofatso has extensive experience managing and conducting programme evaluations and research in the youth economic opportunities sector. This has facilitated an understanding of the African Youth Wave, alternative education and skilling as well as youth transitions to work. Tshegofatso also presented at the Global Youth Economic Opportunities Summit in 2019 and co-authored the Solutions for Youth Employment (S4YE) report on digital jobs for youth. The report provides operational recommendations for the design and implementation of gender-inclusive digital jobs interventions for youth.

She is skilled in designing monitoring and results measurement frameworks and qualitative and quantitative data collection and data analysis techniques. Tshegofatso has advised a variety of public and private sector clients including UNICEF, The Mastercard Foundation, The Rockefeller Foundation, The Department of Trade and Industry, The Jobs Fund and The Social Housing Regulatory Authority.

Tshegofatso graduated from Wits University with a BCom Honours degree, where her honours dissertation won the HB Rigwema Award, and a Postgraduate Diploma in Management at Wits Business School. She is currently enrolled to complete her Master of Arts Degree in Development Studies at Wits University.

Ed Dyson

Associate



Edward works within the Human Development Practice at Genesis Analytics and focuses on innovative ways to improve economic opportunities for young people. He has worked on several youth-focused projects at the firm, including UNICEF-commissioned projects in Rwanda and South Africa.

Before joining Genesis, Edward cultivated his interest in youth opportunities during his time as programme leader of the Ashinaga Africa Initiative, a higher education scholarship and leadership development programme based in Uganda. He has also worked for the Liberal Democrats in the UK where he developed and managed the youth wing of the party. Furthermore, he gained research experience from the Open Development and Education research institute of Cambridge University, where he focused on digital technology, “open” educational resources and teacher training in developing countries.

Edward holds an MPhil in Development Studies from the University of Cambridge, where he received a distinction and was awarded first place for the Africa paper. He also holds a Bachelor’s in Political Economy from the University of Birmingham.

Katie Bullman

Associate



Katie is an associate for the Human Development practice at Genesis Analytics. She is a recent graduate from the London School of Economics with a Master’s degree in Development Studies (African Specialism). She has specific research interests in child rights, youth development, and the financing of social services, with a focus on the politics of reform, particularly in Africa and the Middle East.

Her Master’s dissertation utilised a qualitative, multi-method approach to investigate the political economy of health financing reforms in Tanzania and Kenya. She has also conducted an extensive report into the sexual and reproductive health status of adolescent migrant girls from Venezuela in two border states of Colombia. Further, a recent work entitled “Why Has Land Been Such a Longstanding Focus of Kenyan Politics?” was accepted for publication in the *Knowles Review of Economic History* in 2020.

She has further professional experience working in the development sector. This included spending seven months at Action Against Hunger in its UK headquarters, as well as undertaking voluntary work in Colombia and Malaysia. Currently, she is participating in a number of projects focused on the development of human capital and basic rights, including for UNICEF, UNAIDs, the Bill and Melinda Gates Foundation, and the African Union.



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