



HUMAN DEVELOPMENT

Better insights
Better solutions
Value unlocked for our clients

G:ENESIS
25 YEARS OF UNLOCKING VALUE

ABOUT GENESIS

More Info
on **GENESIS** 

| Genesis Analytics is a global African advisory firm.

Based in Johannesburg with offices in London, Nairobi, Lagos, Abidjan, Cape Town, Addis Ababa and Toronto, our team of **+150 consultants** advises companies, governments and donors around the world. Genesis has worked on almost **4,000 assignments** in **95 countries**, of which **43 are in Africa**. We are a global African firm.

We look at the African continent and “young” countries in the world as an opportunity for massive positive social, economic and environmental progress. **Our purpose as a firm is to unlock that latent value**, whether it is found in the private, social or public sector. We do this by combining multi-disciplinary skills and deep African experience.

We believe a triangle of forces is shaping our future.

These forces are

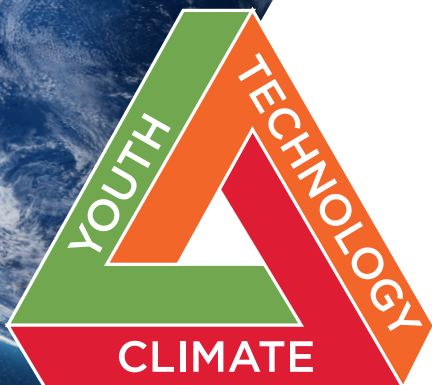
- The **youth** wave arising from Africa’s great demographic transition
- Opportunities from the global **technological** leap forward
- Managing and mitigating regional **climate** change

These three forces create tremendous opportunities – for countries, communities and companies. Rooted in Africa, we deploy an increasingly global team to identify and realise these opportunities. Our approach combines technical capability in pivotal disciplines and robust problem-solving with a deep understanding of context.




Our consultants are experts in

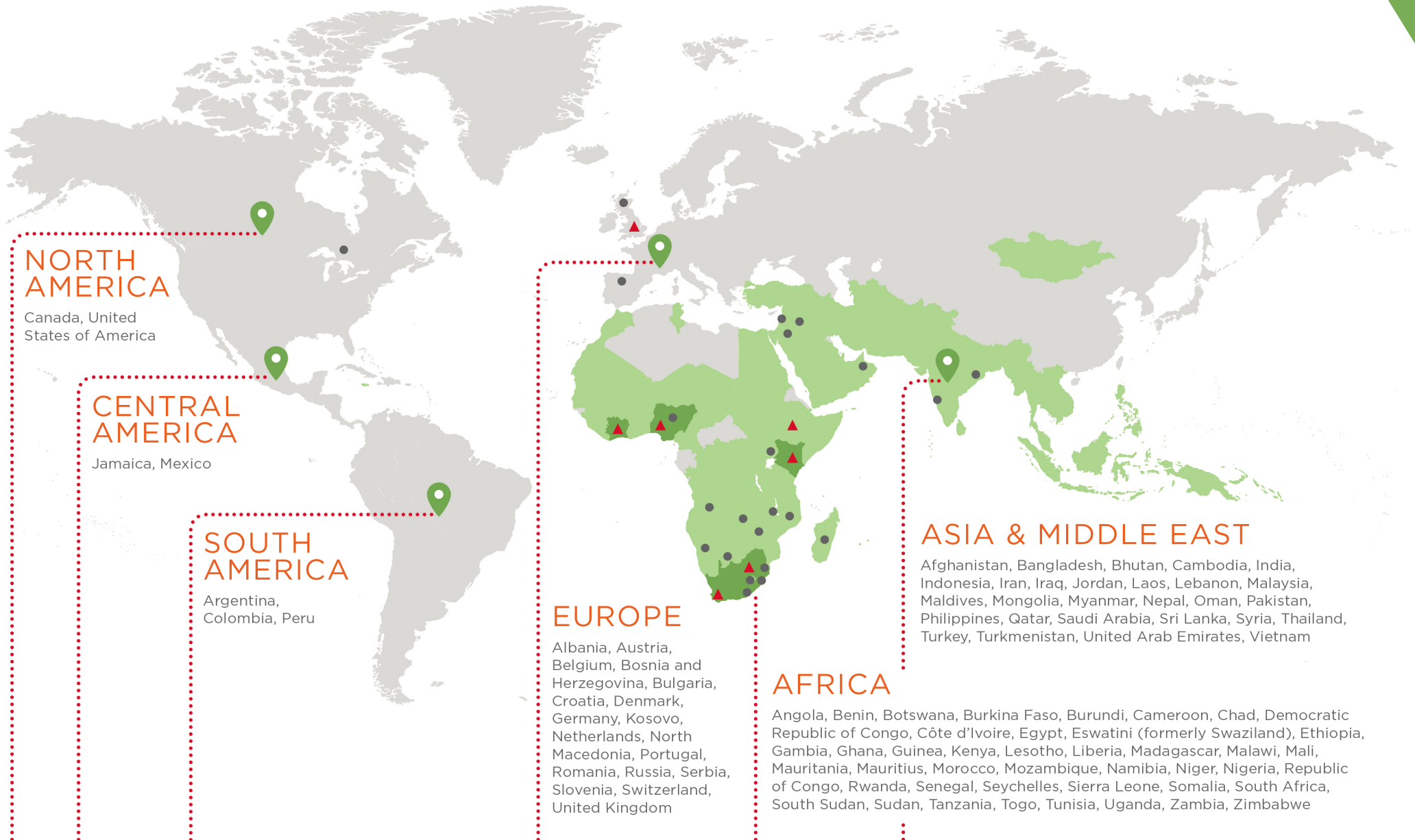
Monitoring, Evaluation and Learning |
Development Economics | Behavioural
Solutions | Economic Impact Assessment
| Economic Opportunity | Human
Development | Shared Value and
Impact | Public Health and Financing
| Digital Economy and Governance
| Financial Services Strategy |
Competition Economics and Regulation
| Climate Finance and Economics

The greatest opportunities lie where these forces intersect. Genesis is working with partners across the globe to turn the triangle of forces into concrete opportunities that will provide solutions and unlock value for our clients.



GENESIS HAS WORKED IN 96 COUNTRIES GLOBALLY

Where we have worked 
Where we have offices 
Where we have staff 



ABOUT OUR HUMAN DEVELOPMENT PRACTICE

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.

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.

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.

OUR AREAS OF EXPERTISE



Youth, Education & Early Childhood Development

Improving outcomes for infants, children and young people



Social Protection & Social Care

Helping vulnerable populations manage risks and shocks



Health, Nutrition & Wash

Improving health and nutrition outcomes and systems



OUR AREAS OF SERVICE EXPERTISE



1

Diagnostics

Helping to understand human development challenges and opportunities



2

Financing, Costing & Budgeting

Helping clients spend enough and spend well on human development



3

Strategy, Planning & Implementation

Improving strategy, planning, and putting strategies and plans into action



4

Service Delivery

Improving the quality and coverage of human development services



5

Regulation, Governance & Oversight

Optimising the performance of human development service providers and support systems



6

Monitoring & Evaluation

Supporting learning, accountability and communication in human development

JOINT SOLUTIONS UNLOCKS VALUE FOR OUR CLIENTS AND SOCIETY

Access to more information

- Ensures that clients receive expert knowledge from around the world
 - Ensures clients understand the views of the final user



Improved Solutions

- Joint Solutions is the path to better societal outcomes
- Joint Solutions gets to answers that work for the right people



Building Networks

- Allows clients to build wider network and find partnerships in the process
- Collaboration throughout de-risks the project for the client



More Agile

- Client has high level of involvement in the work
- A closer working relationship with our client de-risks the project output from being tied to a rigid and inaccurate ToR
- The project direction can be adapted as needed to fit new learnings



Inclusive Approach

- Solutions are designed and validated by a range of stakeholders
- An inclusive approach ensures solutions are effective and defensible



Build Solutions Iteratively

- A test-and-learn approach allows for early engagement on ideas and iterative improvement
- Early engagement contributes to greater understanding and traction for implementation



YOUTH, EDUCATION & EARLY CHILDHOOD DEVELOPMENT



Half the population in Africa is below the age of 20.

We are committed to helping these young people, and their peers in the Middle East, develop to their full potential and make a positive contribution to their communities and societies. We work to improve education, care and support from the critical first 1,000 days of life, through k-12 education, up to young adults' entry into the world of work.

We are particularly focused on expanding opportunities for children and young people who lack choice and opportunity. We work with governments, their partners in development, and private and non-state actors to improve the reach and quality of education, care, and support services. We help clients to take opportunities and deal with challenges presented by changes in demography, climate, technology and the shock of COVID-19.

Our behavioural solutions team lifts school attendance by 14%

We partnered with the Fun Learning for Youth (FLY) programme in Johannesburg to improve its attendance and attainment rates. FLY aims to move high school learners out of poverty by improving their maths and life skills with extracurricular lessons and mentorship.

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Unpacking gig opportunities for unemployed Kenyan youth

We partnered with Mercy Corps Youth Impact Labs to do a study that unpacks the potential of the gig economy to solve Kenya's unemployment challenge. Our report is significant in that limited research on the size and impact of Kenya's gig economy has stifled investment in its development and that of evidence-based policy responses.

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Assisting a low-fee independent school to articulate its impact

Moho Mhlaba Schools is a low-fee independent primary school in Khayelitsha, South Africa, with a vision of providing safe, affordable, quality education to girls in the community in which they live. We conducted a programmatic assessment of the school, updated the school's theory of change, and established an impact framework to help Molo Mhlaba build an investment case for the school's future donors. The assessment included a detailed appraisal of Molo Mhlaba's pedagogical approach to schooling.

 [READ MORE](#)

Evaluating project to empower 2,000 learners in Rwanda and Ethiopia

We conducted a mid-term review of an education programme run by the Forum for African Women Educationalists and the Mastercard Foundation. The programme supports 2,000 learners, mainly girls, in Rwanda and Ethiopia through secondary school. It also supports a group of Rwandan students through university.

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Reimagining higher education in South Africa

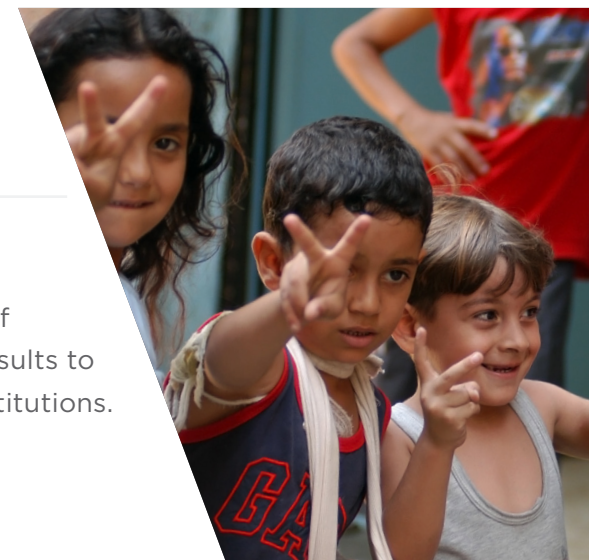
With the Motsepe Foundation and BSG, Genesis convened the Reimagining Higher Education initiative to identify concrete EdTech solutions to overcome critical constraints in South Africa's higher education system. The aim was to double the number of disadvantaged black students over the next decade who get a university qualification and become economically active.

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Sexual and reproductive services will improve health of SA's youth

We supported the Department of Basic Education to investigate the understanding, accessibility and acceptability of providing sexual and reproductive health services to boys and girls attending school in South Africa. We used the results to workshop models of service delivery with NGOs, donor groups, broader government departments and academic institutions.

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SOCIAL PROTECTION & SOCIAL CARE

Managing risks, such as the risk of ill health, poor rains or losing a job, forces many vulnerable people in Africa and the Middle East to put themselves in difficult situations. We are committed to helping people manage risks and deal with shocks.

We help governments, their partners and non-state actors understand the risks that affect their populations, including both “fat tail” risks such as COVID-19, conflict, or catastrophic climate change, as well as risks associated with being young or old and those related to disease, the economy, accidents and crime.

We help clients build social protection and social care systems and programmes that are adequately financed, are targeted equitably, allocate budgets wisely and efficiently, make good use of technologies, and are adaptive and responsive to shocks and opportunities.

Analysis of fiscal space Oman needs to maintain social welfare

How can Oman maintain universal access to health and education in a tight fiscal space when the size of the state is significantly reduced? We partnered with Oxford Policy Management (UK) and The Firm (Oman) to tackle this puzzle.

 [READ MORE](#)

Ensuring the greatest impact of COVID-19 relief funds in SA

The Solidarity Fund was set up to support a range of initiatives that addressed the COVID-19 crisis in South Africa. The Bill & Melinda Gates Foundation contracted Genesis to provide technical support for the fund to ensure that investments made by the fund had the greatest possible impact. These initiatives included a food voucher system and support for organisations tackling gender-based violence.

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Assessing impact of family planning programme for Kenyan girls

Genesis conducted a rapid impact assessment of the Choice for Change (C4C) family planning programme in Kenya. C4C aims to increase the choice of contraceptive methods for adolescent girls there. In addition to data analysis, we developed data visuals and infographics to disseminate the findings and sustain the work of C4C.

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Innovative funding for project to address teenage pregnancy

Reducing unintended pregnancies and HIV infections in girls are among the aims of a South African Medical Research Council initiative. It is funded by a social impact bond (SIB) whereby a social investor provides working capital and is only repaid if successful outcomes are achieved. We were part of a consortium that provided technical support for the SIB process – from the design of the SIB to investor mobilisation and co-creation of the project and its target results.

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Addressing food security in a global pandemic

We advised the Solidarity Fund on how it could support a sustainable food production intervention to the most vulnerable households in South Africa, where livelihoods had been aggravated by COVID-19. With the support of the Bill & Melinda Gates Foundation, we designed a R120-million agricultural inputs voucher targeting smallholder farmers in rural South Africa. This digital voucher enables them to continue vegetable production for their own consumption, even when food value chains are disrupted as was the case with COVID-19.

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Early flood forecasting system for Incomati Basin

The Incomati River Basin spans South Africa, Swaziland and Mozambique. As part of the Climate Resilient Infrastructure Development Facility, Genesis was engaged for three years to support holistic flood mitigation there as the financial and economic adviser on the project. We evaluated various flood mitigation responses and recommended a way to proceed with the choice and financing of the infrastructure. Our work was integral to establishing the need for an early warning flood forecasting system and its requirements for financial sustainability.

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HEALTH, NUTRITION & WASH



Good health and good nutrition are essential for people to develop to their full potential. Both are major barriers to human development in Africa.

Working with our health practice, we are committed to improving the financing of healthcare, and to supporting good nutrition and WaSH. We help governments, their partners, and private and non-state actors to provide better nutrition, WaSH and healthcare services, with a particular focus on young and marginalised populations.

Counting the health costs of VAT on soap in Madagascar

The cost of soap in Madagascar is an obstacle to handwashing which in turn has health implications. While scrapping VAT on soap would lower its price, this would also reduce fiscal space. Using a cost-benefit analysis, we generated economic evidence on the short- and long-term potential impact by applying the measure compared with the current situation. We also provided insight on how variations in the design of the intervention would impact the results.

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Supporting Uganda to prioritise cost-effective investments in nutrition

Undernutrition is the underlying cause of a third of all deaths in children under five years old. In this context, Uganda is developing a multi-sectoral national nutrition policy and action plan covering the period 2019 to 2025. Genesis is supporting UNICEF and the Ugandan government in developing an investment case to guide stakeholders on where to focus limited resources. We are also costing the plan according to different roll-out scenarios that depend on varying levels of resources.

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Supporting health financing reform in Africa with ALM

The African Leadership Meeting (ALM) is spearheading the development of tools and mobilising African governments to increase domestic investments in health. Our role in these high-impact initiatives includes the creation of a reporting tool that follows step-by-step progress in health financing. We are also part of efforts to develop regional health financing hubs that help countries to manage reform processes.

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Analysis opens tap to gender equality in African sanitation delivery

With JG Afrika, we conducted a needs assessment and landscape analysis to pinpoint how the Bill & Melinda Gates Foundation could best support its African-based urban sanitation partners with technical assistance that resulted in targeted and sustainable gender mainstreaming. This research informed recommendations aimed at strengthening gender-responsive urban sanitation delivery.

 [READ MORE](#)

Assessing performance of family planning financing

Genesis conducted family planning performance assessments for the Bill & Melinda Gates Foundation to identify key improvement areas in family-planning financing in India, Kenya and Nigeria. We created a tool that supports alignment between the foundation's health and family planning financing strategies. Our work assists policy makers and development partners to improve coordination of family planning financing.

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1 SERVICE EXPERTISE CREDENTIALS DIAGNOSTICS



Diagnosing expenditure performance through health financing analysis

We assessed the performance of six countries' health financing systems to understand performance and identify entry points for improvement. Contracted by the Bill & Melinda Gates Foundation, our work was global with a focus on Kenya, Nigeria, Ethiopia, Burkina Faso, India and Pakistan. Using a suite of health financing and analytical approaches, benchmarking, regression and trend analysis, we supported the creation of country health financing dashboards.

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Diagnostic of Young Africa Works strategy in Malawi

We were commissioned by the Mastercard Foundation to conduct a diagnostic of Malawi in 2019 to help guide its country office strategy. The first phase entailed getting a better understanding of the policy and economic environment. We then conducted a deep dive into the demand-side dynamics of labour and enterprise development. We also analysed the skills and job linkages in the country.

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Looking for ways to improve AGYW programming in Africa

Adolescent girls and young women (AGYW) have been hardest hit by the AIDS epidemic. Genesis has been contracted by the Bill & Melinda Gates Foundation and is working with the Population Council to synthesise and contextualise evidence to guide eight African countries in managing and implementing comprehensive AGYW HIV prevention responses.

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Impact of COVID-19 on fiscal space for HIV in three countries

To assess the magnitude of the impact of the COVID-19 pandemic on health and HIV expenditure, we carried out fiscal-space analyses in the Democratic Republic of Congo, Jamaica and Lesotho on behalf of UNAIDS. The aim was to inform the policy positions that UNAIDS should take to minimise the impact on the HIV response.

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2 SERVICE EXPERTISE CREDENTIALS FINANCING, COSTING & BUDGETING



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). However, the current spending in ECD in Burundi reflects underinvestment and low prioritisation. Our Human Development team partnered with UNICEF and the government of Burundi to build the case for multi-sectoral ECD investments in the country and to recommend the package of ECD interventions that is optimal to boost the development of its youngest generation and, accordingly, of the nation as a whole.

 [READ MORE](#)



Supporting health financing advocacy with evidence-driven strategies

Our expertise in health financing advocacy was applied in a global project focusing on Burkina Faso, Ethiopia, India, Kenya and Nigeria. We used a suite of diagnostic and analytical approaches to determine the adequacy, efficiency, cost-effectiveness and equity of financing for different disease and programmatic areas to identify the priorities for policy intervention.

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Improving the accurate costing of HIV programmes in Africa

We have undertaken a number of learning activities that will improve the ability of Kenya, South Africa, Tanzania and Uganda to accurately cost their HIV programmes using national data systems and to interpret existing cost data. This will enable more effective planning, budgeting and ongoing decision making.

 [READ MORE](#)

Assessing performance of family planning financing

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 [READ MORE](#)

3 SERVICE EXPERTISE CREDENTIALS

STRATEGY, PLANNING & IMPLEMENTATION



Genesis supports Uganda with strategy to capitalise on 4IR to drive growth

We are providing technical support to Uganda's Presidential Taskforce on the fourth industrial revolution to formulate a national 4IR strategy. Genesis conducted a comprehensive scoping of 4IR opportunities in Uganda to identify the areas of 4IR application that hold the greatest potential to deliver the country's Vision 2040 of becoming a middle-income country.

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Early warning systems to stop Mozambique floods

We assessed the costs and benefits of an early warning flood forecasting system in the Limpopo River basin which is shared between Botswana, South Africa, Zimbabwe and Mozambique. Our pilot version increases warning times by weeks and will enable downstream communities to take effective action before flooding occurs.

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4 SERVICE EXPERTISE CREDENTIALS

SERVICE DELIVERY



Technical Advisory to National Treasury's Jobs Fund

The National Treasury Jobs Fund aims to create 150,000 jobs using innovative models that prioritise systemic solutions. We were appointed as technical advisors to provide support for investment strategy, governance, monitoring and evaluation, and general operations. Our M&E role included developing the Jobs Fund theory of change, monitoring its logframe and supporting fund-level reporting.

 [READ MORE](#)

Sustainable financing for SA School Health Programme

The Integrated School Health Programme (ISHP) in South Africa has underperformed for years. The German Development Co-operation appointed Genesis to support the South African government in strengthening the costing, budgeting and financing arrangements for the programme and in mobilising additional financial resources for the effective delivery of the ISHP.

 [READ MORE](#)

Creating better opportunities for young people with 4IR

Young people from disadvantaged communities face acute challenges in accessing education and employment, especially in the wake of the COVID-19 pandemic. In response, Generation Unlimited has joined together partners from business and governments with the reach and network of the United Nations. We have worked with UNICEF in Rwanda, South Africa, Oman and Qatar to conduct a foundational landscape analysis that informs the development of the country investment agenda in each country.

 [READ MORE](#)

5 SERVICE EXPERTISE CREDENTIALS **REGULATION, GOVERNANCE & OVERSIGHT**

Supporting safe reopening of ECD centres in Oman

We have developed guidelines for the safe reopening of early childhood development centres in Oman in the wake of the COVID-19 pandemic in order to limit the impact on this crucial stage in the lifecycle for infants. Our work for this UNICEF project has involved detailed analysis of ECD programming, epidemiological trends, as well as international best practice to produce standard operating procedures and operational guidelines for ECD centres to use during the pandemic.

 [READ MORE](#)

Unlocking competition in digital finance in Africa and Asia

Genesis was commissioned to study impediments to more effective competition in mobile money markets in four markets – India, Bangladesh, Kenya and Nigeria. The purpose of the study was to provide the client with insights into potential regulatory or market-based solutions to identified problems; and how these might be promoted to improve competitive outcomes for consumers of digital financial services.

 [READ MORE](#)

Cloud-based solutions could reduce banking costs in Africa

Genesis and Orange Business Services, with the support of the Bill & Melinda Gates Foundation, published a research report that explores the potential for cloud computing to reduce the cost of technology for banks. It examines the banking landscape in Africa, introduces key concepts of cloud banking technology, and discusses the role that regulatory frameworks (across different African countries) play in either supporting or discouraging adoption of this technology.

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6 SERVICE EXPERTISE CREDENTIALS MONITORING & EVALUATION



Impact of in-school classes for budding entrepreneurs

The startUP&go programme aims to foster a culture of entrepreneurship by supplementing the curriculum resources for use in the classroom. Genesis conducted an impact evaluation targeting learners who had completed three years of the programme. This will inform roll-out of the programme to more schools.

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Rockefeller looks to new digital skills for Africa's youth

The Digital Jobs Africa (DJA) initiative was launched in 2013 to catalyse new, sustainable employment opportunities and skills training for African youth, with a focus on the ICT sector. In order to influence change in business practices, the initiative needs to identify and showcase the benefits of impact sourcing to increase commitment to this among new corporate partners. Genesis was contracted in 2016 to fulfil this objective as the monitoring and evaluation partner for the DJA.

 [READ MORE](#)

Assessment of youth employment project in Bosnia, Herzegovina

The MarketMakers project focuses on the creation of decent job opportunities for young people in Bosnia and Herzegovina using a market systems approach in the tourism, food processing and ICT sectors. We were contracted to conduct a value assessment of the project's monitoring and results measurement system.

 [READ MORE](#)

Evaluating project to empower 2,000 learners through school

Girls and young women in 33 African countries are the focus of the Forum for African Women Educationalists (FAWE). As part of this initiative, more than 2,000 learners in Rwanda and Ethiopia are supported by the 10-year FAWE-Mastercard Foundation Scholars Programme. Genesis conducted a mid-term review of the programme, compiled a set of recommendations and extracted key lessons.

 [READ MORE](#)

Assessing tech-enabled solutions to global youth unemployment

We were commissioned by Mercy Corps to conduct a rapid impact assessment of its Youth Impact Labs (YIL) programme. YIL was a three-year programme in Kenya, Tanzania and Uganda that sought to identify and test creative, technology-enabled solutions to tackling global youth unemployment by accelerating job creation.

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Harambee mid-term evaluation

Harambee is an organisation that addresses knowledge and skills gaps among unemployed young people in South Africa and aims to link them to entry-level job opportunities. We were contracted to investigate the drivers and determinants of its success, how much it cost and how Harambee could continue to fulfil its goal. The findings were used to inform Harambee's expansion into new sectors in partnership with the government.

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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 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.

OUR TEAM



TOMAS LIEVENS
Managing Partner



IAN MACAUSLAN
Partner



TAFARA NGWARU
Principal



TOM PUGH
Principal



OSCAR KADENGE
Manager



TSHEGOFATSO WALKER
Manager



KATIE BULLMAN
Senior Associate



AMELIA DAVY
Senior Associate



ED DYSON
Senior Associate



TATENDA ZINGONI
Senior Associate



KENYA ADDISON
Associate



AARON BERMANGE
Associate



CHIKA EHIRIM
Associate



SAMANTHA JELLEY
Associate



BUHLE MAGWAZA
Associate



HANNAH ROWET
Associate



MICHAELA HO
Analyst



DENNIS ALIGA
Analyst



ELLIE CHESHIRE
Analyst



LAYAN EL KHATIB
Analyst



MORATEGI KALE
Analyst



LOVENESS KEKANA
Analyst



MAJDOULENE KERISH
Analyst



LEKOETSE MAHAO
Analyst



REN MAINA
Analyst



NANA AGYEMAN
Analyst



KATHERINE TREDINNICK
Analyst



KATHRYN SCHNEIDER
Associate Manager



SIBONIWE GCINGCA
Project Accountant



ANNIE OLIVER
Practice Coordinator

Our post-graduate qualifications include

- PhD in Economics
- MA in Chemistry
- MA in Development Economics and Policy
- MA in Development Finance
- MA in Development Studies
- MA in Economics
- MA in Education
- MA in Engineering
- MA in Evidence-Based Social Intervention and Policy Evaluation
- MA Geoinformatics
- MA in Globalisation, Business and Development
- MA in Health Economics
- MA in International Development and Humanitarian Emergencies
- MA in Learning, Cognition and Development
- MA in Nutrition for Global Health
- MA in Philosophy
- MA in Public Administration and Management
- MA in Public Policy
- Honours in Applied Development Economics
- Honours in Commerce
- Honours in Development Economics
- Honours in Economics
- Honours in Financial Analysis and Portfolio Management
- Honours International Relations
- Honours in Social Sciences
- Diploma in PDM
- Graduate Certificate in Infant/Early Childhood Interdisciplinary Studies



Genesis Analytics

Office 3, 50 Sixth Road, Hyde Park, **Johannesburg** | WeWork, Fox Court, 14 Grays Inn Road, **London**
3rd Floor, Maryland Mall, 350 Ikorodu Road, Maryland, **Lagos** | 4th Floor, West Park Suites, Ojijo Road, Parklands, **Nairobi**
26 Thornhill Avenue, M6S 4C5, **Toronto** | Africa Works, Immeuble Le7, Rue du 7 Decembre, **Abidjan**

Contact tomasl@genesis-analytics.com

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