



DOCUMENT REFERENCE

Human Development

Capability Statement 2021

DATE

April 2021

CONTACT INFORMATION

Genesis Analytics (Pty) Ltd

Office 3, 50 Sixth Road, Hyde Park, **Johannesburg**

4th Floor, Silverstream House, 45 Fitzroy Street, Fitzrovia, **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 Décembre, **Abidjan**

AUTHORS

Genesis Analytics

CONTACT PERSON

Tomas Lievens, Partner

EMAIL tomasl@genesis-analytics.com

MOBILE +4477 856 27879

TELEPHONE +2711 994 7000

Tafara Ngwaru, Principal

EMAIL tafaran@genesis-analytics.com

MOBILE +2779 341 6703

TELEPHONE +2711 994 7000

www.genesis-analytics.com

Table of Contents

1	ABOUT GENESIS ANALYTICS	4
	A commitment to quality	7
	About the Human Development practice	9
2	OUR EXPERIENCE	10
	Our sector financing and sector performance work	10
	Our work with youth and adolescents	13
	Our work in education	14
	Our work in qualitative and quantitative research	15
3	THE TEAM	16
4	SOME OF OUR REFERENCES	23
	FIGURES & TABLES	
	Figure 1: Countries we have worked in	4
	Table 1: Experience using different research methods and applied economics approaches	23
	Table 2: Experience in primary and secondary data collection	29
	Table 3: Experience in costing and financing work	31

1 About Genesis Analytics

Genesis Analytics is a global firm that has worked in 89 countries across the world. Established in 1998, Genesis is headquartered in Johannesburg with offices in Nairobi, Lagos and London. We also have representation in Côte d'Ivoire, India, the UAE and Canada. Genesis has extensive experience working in the UNICEF regions of East and Southern Africa, West and Central Africa and the Middle East and North Africa. **Genesis is one of the largest economics advisory firms based in Africa.**



FIGURE 1: Countries we have worked in

We have over 100 staff and are widely recognised as a leading advisory firm to governments, organisations and companies in emerging markets on strategy, regulation, competition and development, with a focus on finance and economics. The company's purpose is to unlock value, and we use our analytical capabilities to help improve decision-making and, through better decisions, unlock substantial value for our clients and society.

We have over twenty years of experience working across 42 African countries and 89 countries globally, for a range of clients that include development finance institutions, international development agencies, governments, local and international corporations, NGOs and private foundations.

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

Genesis has a range of expertise across sectors that are the focus of development projects.

Economic Analysis and Assessment: Genesis Analytics was one of the first economics-based consultancy firms to be established in Africa and over the past 20 years we have built a reputation for combining rigorous and dependable analysis with practical and implementable advice.

Monitoring and Evaluation: Our Evaluation for Development Practice is one of Africa's leading Monitoring and Evaluation (M&E) teams in the development space. We help our clients define their program or investment vision, direct and structure funds, and link M&E to their strategic plan.

Health: Our Health practice specialises in finding solutions for developing countries, which are characterised by complex burdens of disease, relatively weak health systems, heavy reliance on donor funding and inequitable public and private sectors. Our health practice provides experts with decades of experience in the design, implementation, costing, evaluation of health programmes and strengthening of sustainable health systems.

Applied Behavioural Economics: Our behavioural scientists typically use their expertise to determine any behavioural barriers to a desired outcome and then design interventions accordingly. Behavioural interventions, though usually low-cost, can easily result in high-impact results. Our work delivers across the full impact pathway – from understanding behavioural barriers all the way to building capability to apply behavioural insights and interventions sustainably in any context.

Digital Economy and Solutions: Our work on the digital economy focusses on the human development potential presented by technology and innovation. The digital economy is especially important for youth development and securing the future of the developing world's large population of young people. Genesis has experience and expertise in developing national and sector digital strategies, research in digital work and inclusion, digital financial services, and digital programme evaluation.

Shared Value and Corporate Impact: Our dedicated Shared Value practice works with both the public and private sector to think beyond narrow shareholder value at all costs, to the creation of shared value, they can be potent drivers of inclusion, development, social progress and sustainability. Our team is uniquely cross-disciplinary, drawing on the fields of economics, development, business strategy, environmental economics, political science and law. We understand business and development. We understand business and government. We have the big-picture and specialised skills. We are robust and ethical. We are trusted by all stakeholders.



We **integrate insights from a multitude of disciplines and sectors** and break down complexity into manageable practical solutions without over-simplifying problems. We break down the allure of one-size-fits-all strategies by demonstrating the value that context-appropriate solutions can unlock. We apply this approach across everything we do - from strategy development, to programme design and implementation, to research, evaluation, costing and financing - unlocking value across the full value chain.

Our Values

At a time when many consulting firms have been shaken by failures of integrity, we take immense pride in our reputation for ethics, balance and fairness.

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'm open and inclusive and show compassion and respect. We build each other.



Plus Ultra

Rigour, imagination and courage – these set my work apart. We push frontiers to unlock value.



Glass Box

My work and decisions can withstand scrutiny. We act with integrity.

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 requires attention to be paid to the voices, experience and intrinsic rights of marginalised, vulnerable or underserved groups that include children and adolescents. Our experience shows us that research is an essential tool in upholding and advocating for human rights, providing evidence through which to guide policy and programmes, as well as hold powerful stakeholders to account.

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. We typically use a powerful combination of qualitative and quantitative evidence to draw attention to issues affecting those left behind, and strategies to mitigate this in future.

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. In other words, this approach ensures that we focus specifically on practicality and actionability of our findings, rather than producing knowledge in an abstract or general manner. We aim to create a body of evidence which will facilitate decision-making with the objective of maximising the relevance, responsive and impact of UNICEF's policy and programming, which ultimately will produce better child outcomes.

A commitment to quality

Genesis has formal and informal quality assurance arrangements in place, on the back of which we have acquired a reputation for exceptional service and attention to detail which goes beyond the requirements of the brief and the expectations of our clients. *'Plus Ultra'* or *'Going Beyond'* is one of the core values of Genesis; this encapsulates commitment to quality and client satisfaction as an imperative in everything that is done. It is inculcated in Genesis' culture through a structured induction process which all staff undergo, and is embedded in our bi-annual performance management framework and consulting practice.

For Genesis, future work opportunities are a direct function of our professional reputation, which in turn is a function of the quality of previous work completed.

Safeguarding this reputation is thus the ultimate guarantor of the team's commitment to quality. The effective delivery of project work is essential for us to continue to succeed and to trade on our good reputation in the future. We pride ourselves on the quality of our deliverables and products provided to our clients.



We pride ourselves on the quality of our deliverables and products provided to our clients.

We realise that our clients are increasingly faced by non-standard complexities in their work. These are problems to which no existing techniques and approaches to solving them are effective and they require a different way of thinking and approaches. Genesis implements a firm-wide approach called Joint Solutions. This approach improves the quality of work by crowding in high levels of client and stakeholder collaboration, using multi-disciplinary teams for diversity of thought, remaining adaptable as the project evolves, and putting the “user” at the heart of design. Joint Solutions draws on the best of design thinking, people-centred design and agile methodologies. This approach is especially useful to solve complex problems in non-standard and multi-stakeholder environments.

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



We have used this, and other approaches to develop methodologies where traditional approaches to problem solving do not work, for example because they have shown to be ineffectual given the scale and scope of the challenge, or, the problem has evolved and there is need to rethink approaches.

About the Human Development Practice

 Our Human Development Practice focuses on innovative ways to finance universal coverage in areas such as nutrition, health, education, social protection, water and sanitation. This work is aimed at supporting practical discourse on how developing economies should prepare to forge new tech-enabled pathways towards inclusive growth. We have extensive experience conducting diagnostic studies and landscape analyses; conducting mixed methods research; and using data to generate actionable recommendations.

We take a holistic approach to Human 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.

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 ensure 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 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 believe that local knowledge and co-creation are not just valuable in principle but are essential for project success. We use our wide network of in-house consultants, local firms, and individuals to realise the benefits of both local and international expertise.

We understand that every project has its own unique ecosystem of stakeholders, institutions and driving forces. We specialise in understanding and incorporating these unique traits into projects quickly, efficiently, and effectively. 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.

We provide the institutional reliability of a global firm with the bespoke solutions of a trusted local partner. With over 20 years of experience with large international clients including UNICEF, the World Bank, UNAIDS, the Bill and Melinda Gates Foundation and The Global Fund. We are able to provide the excellent and proven project management, contract management and quality control of a reputable international firm. 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. We have refined our approach and have continued to deliver high-quality projects throughout the pandemic. We have adapted our analytical and research methodologies to compensate as far as possible for the pandemic limitations while still delivering robust results.

2 Our Experience

Our Service Offering for UNICEF

We work across all of UNICEF's strategic sectors, including: Nutrition, Health, Early Childhood Development, Education, Youth Development, Gender, Equity, Resilience, Service Delivery Systems, Water and Sanitation, Social Protection.

We understand that UNICEF projects, as far as possible, need to incorporate all of UNICEF's strategic goals, while not losing sight of the ultimate objective. We know from experience how to include pressing issues such as gender and disability across project objectives.

We specialise in the analytical tools supporting UNICEF programmes, such as Situational Analysis; Policy, Budget and Regulatory Assessment; Expenditure Reviews; Sector Mapping and Assessment; System Assessment; Gap Analysis; Impact Assessment; Behavioural Assessment; Strategy and Policy Development and Facilitation; Policy and Programme Costing; Investment Cases.

Reviewing the policy and regulatory environment related to secondary-age education, skills training, entrepreneurship, employment and civic engagement in South Africa.

Our sector financing and sector performance work



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-realize 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 prioritize 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, contextualizing the answer to the questions ‘what is the right thing to do?’

Prioritize the right (set of) interventions, contextualizing the answer to the questions ‘are we doing the right things?’

Design innovative ways of financing the ‘right’ interventions, contextualizing 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 specialize 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 contextualize 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 is 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, amongst 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.](#)

Health, nutrition, education and WASH financing

Achieving sustainable development hinges on the ability of the social sectors such as health and nutrition to provide cost effective services to national populations in an affordable and equitable manner. Financing is one of the key components that drive performance and the manner in which resources for health are raised, pooled and how services are purchased all contribute to health outcomes.

We provide policy reform diagnostic and analytic support across all the health financing functions and our areas of expertise include:

- Technical efficiency analysis, including use of stochastic frontier analytic techniques such as data envelopment analysis
- Social impact bond design
- Resource allocation modelling
- Performance based budgeting

Using an in-house team of health economists, public sector accountants and epidemiologists, complemented by our strong network of public health reform specialists and actuaries, we closely integrate our health financing work with sector performance approaches, to support national policy reform in public finance management, budget analyses, expenditure review and tracking & equity assessment using benefit incidence analysis.

Through a combination of the above-mentioned expertise and insight, as well as close collaboration with our clients, we aspire to define useful questions, extract and uncover relevant information, and develop insightful, actionable recommendations towards improvement. We are particularly sensitive to the context in which we work and ensure that our data management practices protect and support those with whom we are working. Ethical practices are a core drive towards achieving our purpose as a firm. We have designed a social impact bond for [adolescent youth programming in South Africa](#), modelled resource allocation formulae in health in Eswatini, and are currently conducting a [data envelopment analysis in Kenya](#).

Our work with youth and adolescents


Youth opportunity and demographic transition

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 that 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 realize 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 in Generation Unlimited projects for UNICEF in Rwanda, South Africa, Oman and Qatar.



17% of
15-24-year-olds are not in education, employment or training (NEET)

40%
are in vulnerable employment

77% are
in informal employment



Our Work in Education



Early Childhood Development

The first 1000 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. Research reveals exposing infants to early childhood care and development interventions may produce improved health outcomes, increase future earning potential and reduce inequality within society (UNICEF 2016; Gertler *et al.* 2014).

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 realize child rights.

Within our work, we draw on research and experience to promote holistic and multi-sectoral ECD interventions. Our portfolio of work in this sector is rapidly expanding.

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 Burundi, we are developing a cost-benefit analysis and investment case for boosting early childhood development for UNICEF. We promote ECD investments as essential for female empowerment and labour market participation.

We draw on research and experience to promote holistic and multi-sectoral ECD interventions.

Our work in qualitative and quantitative research

We are well-versed in international quantitative and qualitative data collection and analysis standards and practices, and our rigorous approach to data collection and analysis ensures quality.

Our experience has provided us with the ability to determine the most appropriate and systematic methods to gather, analyse, and synthesise relevant qualitative and quantitative evidence accurately and efficiently.

We combine this with the knowledge and experience of working with local communities in our work ensuring that methodological best practices are appropriately selected and suitably applied in context.

We strive to act appropriately in cross-cultural roles with sensitivity and high levels of respect through the use of participatory engagement methods that are responsive and tailored to the needs of the local communities and will ensure that this is reflected in the work we do.

Genesis also understands that gender and equity considerations should be central to the design and implementation of any work.

Genesis has extensive experience conducting research assignments using primary and secondary data collection as well as designing research methodologies. Some of the work we have done in designing research methodologies includes the following:

We conducted a baseline study of the Information and Communications Technologies for Development (ICT4D) ecosystem relative to DIAL's results framework and theory of change. Genesis used a mixed methods approach for the study, and collected primary data using an online survey and key informant interviews with these stakeholder groups. Primary data were then triangulated against secondary data collected through an extensive literature review as well as data provided by DIAL.

Genesis Analytics has been appointed by the South Africa Medical Research Council, together with a consortium of partners that include Wits Health Consortium, the Bertha Centre for Innovation and UK-based SIB specialists, Social Finance, to provide technical support to the Social Impact Bond (SIB) process, from the design of the SIB to investor mobilisation and co-creation of the project and its target results.

Genesis was contracted to conduct an ex-post evaluation of AFD's sixth line of credit to Development Bank of South Africa. The credit line was dedicated to supporting structurally weak municipalities' management and service delivery. The purpose of the evaluation was to formulate a reasoned and independent view of the sixth credit line, and to inform the potential renewable of an MoU between AFD and DBSA. The evaluation was conducted in line with the OECD DAC criteria for development effectiveness, with the inclusion of AFD's additionality as a criteria.

3 The Team

Tomas Lievens
Managing Partner



Tomas is the managing partner of the Human Development Practice. Tomas is an experienced social policy economist with over 20 years' experience in nutrition, education, health and WASH financing, health insurance, as well as education and health labour markets. Much of his work focuses on public social systems and expenditure performance with a special interest in equity in financing and outcomes. He is the Partner in charge of the Human Development Practice at Genesis Analytics.

Tomas has extensive experience with UNICEF and is heavily involved in youth and child-focussed initiatives. Tomas leads the Genesis team that has been commissioned by UNICEF in Rwanda to develop the Country Investment Agenda for GenU Rwanda and to support the Ministry of Youth and Culture for its launch. He is the long-standing Director of UNICEF Global Learning Programme for Public Finance Management for Children (PF4C) and is the Director of the Global LTA PF4C on behalf of Oxford Policy Management. He brings to bear his experience with UNICEF's mandate of furthering child rights as specified in the CRC, his experience with UNICEF's operational processes and ways of working, and UNICEF's particular approach to youth opportunity.

Tomas has carried out several expenditure reviews including tracking surveys; performance, efficiency and costing studies; equity and benefit incidence analyses often to inform health and education financing strategies. He has worked extensively on fiscal questions, domestic resource mobilisation and sustainable financing of sector strategies.

Up until 2019, he was Director of the Social Policy Programme at OPM where he managed a group of 75 consultants across the human development sectors (nutrition, education, health, social protection and poverty, child protection and social care services and water). Prior to that, Tomas was previously an Advisor for the International Labour Organisation (ILO) in Africa, Economics Advisor to the Belgian Minister for International Development and consulted with Philippe Naert, Dean of INSEAD Business School. He holds Master degrees in Engineering from the University of Leuven in Belgium and in Economics from the University of Nottingham in the UK.



Tafara Ngwaru (Ph.D)
Principal

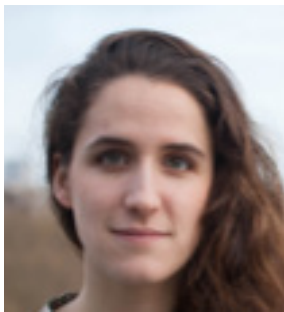
Tafara is a principal consultant in the Human Development Practice. Tafara is a senior social sector economist with 12 years of experience specialising in the use of applied financing and economics approaches to provide diagnostic and analytic support for policy implementation. His work is focused on improving sector performance and he has wide ranging experience in economic, financial and programme evaluation techniques, health financing assessments, financing strategy development and sector efficiency and effectiveness assessments gained through years of working as a development economist.

Tafara has worked on various assignments including in public expenditure tracking (in health, social protection and WASH), health system efficiency analysis, economic assessment including frontier analysis and the design and evaluation of performance-based funding mechanisms. Some of his recent work includes leading a team conducting an investment case for nutrition in Lesotho, and providing thought partnership for the Gates Foundation on identifying levers and entry points to strengthening health financing functions in LMICs. He also leads the Genesis team that was contracted by UNICEF in South Africa to carry out a strategic landscape analysis of the local ecosystem for young people; develop of a Country Investment Agenda for GenU in South Africa and develop key operational framework for GenU in the country. He is a lead investigator for the assignment and ensures, with the project manager, that the work is delivered to terms of reference, to quality, on time and within budget and support the team on an ongoing basis with the design and the implementation.

Prior to joining Genesis Analytics, Tafara worked in various roles for Oxford Policy Management, including as the South Africa office Country Manager, where he was responsible for delivering on the corporate regional strategy. He holds a D.Phil. in Economics from the University of Cape Town and is a peer reviewer for Economic Research South Africa.

Julia Hug

Manager



Julia is a senior consultant focusing on improving public service delivery. Julia is particularly interested in applying rigorous methods – both quantitative and qualitative – to a wide range of public policy challenges and research areas, such as the cross-cutting nature of social policy programming and its overlap and synergies with other key policy areas. Julia has experience across all stages of the project cycle including problem diagnosis, intervention design, implementation, monitoring and evaluation.

Julia has experience in Nigeria, Tanzania, Ghana, the Democratic Republic of Congo, Cameroon, Pakistan, Indonesia, Lebanon, Uganda, Kenya, Tunisia, the United Kingdom, France and Yemen and, holds an MPA in Public and Economic Policy and a BSc in Environmental Policy and Economics from the London School of Economics.

Tshegofatso Kgasago

Senior Associate



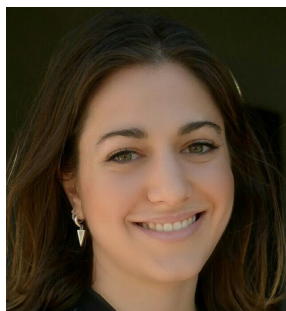
She has extensive experience managing and conducting programme evaluations and research in the youth economic opportunities sector. This has facilitated an understanding of the African Youth Wave, alternative education and skilling as well as youth transitions to work. Tshegofatso also presented at the 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.

Dr. Lucia Corball

Associate



Lucia is a public health economist and a medical doctor by training. She holds qualifications in both: medicine, having practised as resident doctor in endocrinology and metabolism at Cordoba Hospital; and health financing, having completed a master's degree in Health Economics, Policy and Law from Erasmus University in Rotterdam.

Lucia has a strong quantitative background and has worked in various research and analytic roles including as a data analyst intern at the Amsterdam Institute for Global Health and Development and as a graduate research assistant at the Institute for Medical Technology Assessment (iMTA). At iMTA, Lucia collaborated in different stages of the economic evaluation of new drugs and technologies for different projects for the EU. For her master's thesis she performed cross-country and cross-time comparisons utilising Demographic and Health Surveys (cross sectoral datasets from DHS Program) and STATA to measure the trend in inequality of delivery care services utilisation in two countries in the west pacific region.

As a result of her interest in health system strengthening, Lucia has participated in a health financing project deployed by well-known NGOs in Kenya. Recently, she joined Genesis Analytics based in Kenya where she is working on a number of health financing projects and economic evaluations for clients such as UNICEF and the Bill and Melinda Gates Foundation.

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-focussed projects at the firm, including UNICEF-commissioned projects in Rwanda and South Africa.

Prior to 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 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
Analyst



Katie is an Analyst for the Human Development practice at Genesis Analytics. She is a recent graduate from the London School of Economics with a Masters' 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 Masters' dissertation utilized 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 their 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.

Genesis Analytics has broad inhouse expertise spanning health, behavioural economics, evaluation and the digital economy. Some of the experts we work with include the following:

Sarah Magni
Health



Sarah Magni is a partner in the Health Practice. She has over 15 years of work experience in public health and is an experienced researcher who also specialises in behavioural sciences. Sarah is interested in HIV prevention, sexual and reproductive health and the application of behavioural sciences to improve health outcomes.

Sarah has a bachelor's in Physiotherapy, a postgraduate diploma in Management and a master's in Medicine from the University of the Witwatersrand.

Kerry Mangold
Health



Kerry Mangold is a programme director of the South to South Learning Network, a Gates Foundation project of which Genesis Analytics is the implementing party.

Kerry's technical expertise is focused on HIV, sexual and reproductive health and rights, and key and vulnerable populations. Kerry has an academic background in business, science and arts with wide-ranging experience and exposure in the field of public health in South Africa and Southern Africa.

Kerry holds a master's in Anthropology from the University of the Witwatersrand, an honours in Microbiology from Rhodes and a postgraduate diploma in Management (Business Administration) from Wits Business School.

Carl Schütte

Health



Carl is an associate principal in the Health practice. Carl has carried out several public financial management systems reviews and assessments for government departments, and has a deep understanding of government financial management systems. He has developed complex models for the Global Fund for budgeting and costs estimation for use by practitioners. More recently Carl focused on work to support countries preparing for transition from external funding and building sustainable health responses.

Carl is a chartered accountant. After completing his articles, he worked as an activity-based costing specialist at management consultancy Deloitte.

Steve Cohen

Health



Steve Cohen is a principal in the Health practice, focusing on health finance and economic analysis. He has more than 20 years' consulting experience in health and development, focused on public health finance, costing and economic analysis, and budget support to national and sub-national government programmes in a number of countries in Africa.

He is a chartered management accountant and has a master's in Environment and Development.

Julia Standish White

Behavioural Economics



Julia Standish-White is an associate in the Health practice. She has experience embedding behavioural insights and effecting behavioural change across various industries - including banking, education, e-commerce and public health. Her work has spanned various channels and behavioural objectives, ranging from redesigning communications to increasing uptake of financial products to developing a mobile health platform's content to increase treatment adherence for men living with HIV in South Africa.

Julia did a master's in Evidence-based Social Intervention and Policy Evaluation at the University of Oxford identifying cost-effective methods for retaining HIV-positive adolescents in care in South Africa. She also has an honours in Psychology and a bachelor's in Psychology and Xhosa Communication, all from the University of Cape Town.

Korstiaan Wapenaar

Centre of Digital Excellence



Korstiaan has completed a number of national digital economy strategies, which aim to leverage technology to solve the most critical developmental challenges facing Africa. He has a keen interest in data ecosystems, digital infrastructure and the open economy. He also combines his technical and strategic expertise to design and implement transformational products and services.

Korstiaan holds a master's in Commerce (Economics) from the University of the Witwatersrand. He also has an honours in Economics from the University of Cape Town and a bachelor's in Politics, Philosophy and Economics from Rhodes University.

Mishkah Jakoet

Evaluation



Mishkah Jakoet is a partner in the Evaluation for Development practice. She is an evaluation specialist and has conducted evaluations of interventions that target job creation, youth empowerment, enterprise development, education, smallholder farmer support, health systems strengthening, tax reform, regional financial integration, microfinance, inter alia.

She holds a master's in Economics at the University of Cape Town (South Africa). She has also completed a number of specialist M&E courses and the Springfield Centre's Making Markets Work course.

Marcela Tarazona

Climate Finance



Dr Marcela Tarazona is the partner of the Climate Finance practice. She is a climate and disaster risk economist with 20 years' experience spanning climate and disaster risk finance, green growth, public finance, insurance, shock responsive social protection, energy, transport, adaptation, monitoring evaluation and learning, research uptake, capacity development and policy engagement.

Marcela is fluent in English, French and Spanish and holds a PhD Economics from Toulouse School of Economics and an MBA from the London School of Economics.

4 Some of our References

These projects emphasize our experience in using different research methods and applied economic approaches, including investment cases in health and nutrition. They also include work where it was crucial to develop entirely new methods to alleviate a development challenge as traditional methods would not work or achieve the objective quickly enough.

TABLE 1: Experience using different research methods and applied economics approaches

Year	Title, Scope and Activities of Project	Client Contact Details
2020	<p><i>The impact of COVID-safe return to work (South Africa)</i></p> <p>Through the Public-Private Growth Initiative (PPGI), our work supported a concerted process for South Africa's key sectors and Government to understand the state of and risks to sectors, to lay the groundwork for sector return-to-work which is medically responsible, and for formulating pathways for full sector recovery post the COVID-19 epidemic.</p> <p>In this second phase the focus was looking at how sectors and businesses could safely return to work and reopen their businesses in order to resume the economy and provide livelihoods for South Africans. The objective was to develop industry protocols, and support the monitoring and reporting of these sectors.</p> <p>Genesis provided rapid, high-value advisory to the South African Presidency in terms of approaches to transitioning between COVID-19 national alert levels. The focus on returning to work and reopening the economy was translated into the return2work.co.za website headed by Harambee where sectors and businesses could access tools and a clear roadmap of how to safely reopen their business. The Genesis team used a blend of behavioural science and understanding of government regulation and policies through a public health and occupational health and safety lens to advise on layout, recommendations, and updates to the website and so realise value for South African businesses.</p>	<p>Harambee</p> <p>Mr. Evan Jones COO evan@harambee.co.za</p>

Year	Title, Scope and Activities of Project	Client Contact Details
2020 - 2021	<p><i>Health financing advocacy (Family planning financing)</i></p> <p>In health, persistent and emergent challenges continue to bear, including leadership, governance and coordination challenges affecting fragmentation of funding; adequacy of funding, at sector and sub-sector level; priority setting, which influences cost effectiveness of expenditure; efficiency of spend including equity of funding sources, availability, access and use of quality data for decision making, and, sustainability and predictability of funding into the future. These require intervention at different levels, including through advocacy.</p> <p>At the heart of advocacy work is the need to focus global, regional and national attention on the key issues, magnifying the voice of disadvantaged population groups and maximising impact. We believe that to do these three effectively require analytically robust evidence, presented in the most compelling manner to change agents.</p> <p>Through applying a suite of diagnostic and analytic approaches couched firmly within the policy context that enabled cross country and cross-sector performance assessment, and technical and allocative efficiency assessment using advanced non-parametric techniques such as data envelopment analysis, we are supporting the generation of evidence to identify the main topics for advocacy, support advocacy strategies through alignment of their messaging and that of existing sector strategies and position all of this within the national and global stakeholder advocacy efforts.</p>	<p><i>Bill and Melinda Gates Foundation</i></p> <p>Katherine Tan Katherine.Tan@gatesfoundation.org</p>
2021	<p><i>Development of Investment Case for Nutrition-Stunting Reduction in Lesotho (UNICEF)</i></p> <p>Lesotho has high levels of malnutrition. We will assist UNICEF and the Gov't to define and understand the level of investment required to finance high-impact, low-cost packages of interventions and the consequent economic benefit Lesotho will get if the investment is made.</p> <p>We are developing an investment case for nutrition that is aligned with the country priorities and pursued objectives. For this we will carry out a detailed costing of the activities proposed in each high-impact nutrition intervention and we will carry out later on a cost-benefit and cost-of-inaction analysis to show the value of investing. Furthermore, we assist the government on how the funding requirements can be met.</p> <p>The tools and outputs we deliver to the client will help them to raise funding and prioritize nutrition investments.</p>	<p><i>Oxford Policy Management LTD.</i></p> <p>Meg Chappell Meg.chappell@opmlco.uk</p>

Year	Title, Scope and Activities of Project	Client Contact Details
2016	<p><i>Health Landscape Study</i></p> <p>Genesis Analytics has been retained by Helmsley Charitable Trust (HCT) to conduct a landscape study to review the state of health and healthcare in Ethiopia, Ghana, Burkina Faso and Zambia.</p> <p>This landscape study will inform HCT's future grant-making strategy in pursuit of their overarching objective to make a significant impact on the health of vulnerable children in these countries. The objectives of this study are to:</p> <ul style="list-style-type: none"> (1) Identify the health needs of vulnerable children; (2) Explore the policy and donor landscape pertaining to health interventions; (3) Assess the extent to which available health interventions meet the needs of vulnerable children; (4) Identify any areas of unmet need; and (5) Identify areas that present immediate opportunities for HCT investment. <p>The landscape study will be conducted as a hybrid diagnostic/ design evaluation. We will use the approach of a diagnostic evaluation to explore the state of health in each country and, once complete, we will select a limited number of interventions for which to conduct the design evaluation, which is used to assess the programme theory of change and to investigate whether a programme is likely to work.</p>	<p><i>The Leona M. and Harry B. Helmsley Charitable Trust</i></p> <p>Mr. John Ettinger CEO</p>
2019 - 2020	<p><i>Morocco PF4C</i></p> <p>The government of Morocco has placed human development at the centre of its national development plan. The Ministry of Economy and Finance and UNICEF have commissioned Genesis Analytics in partnership with Oxford Policy Management to organise training for officials from those budget departments that are concerned with public expenditures on children, such as the Ministries of Education, Health, Youth and Sport, Social Developments amongst others.</p> <p>The training is organised over 2 days - three times. While the content is driven by the needs of the participants it is expected to include fiscal space, public finance systems including budget cycle, programme-based budgeting, medium term expenditure framework, social expenditure performance, child budgeting and expenditure analysis.</p>	<p><i>Oxford Policy Management LTD.</i></p> <p>Meg Chappell Meg.chappell@opmlco.uk</p>

Year	Title, Scope and Activities of Project	Client Contact Details
2020 - 2021	<p><i>Cost-Benefit Analysis of Early Childhood Development (ECD) in Burundi</i></p> <p>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.</p> <p>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 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.</p> <p>To produce context-rooted evidence which can actually drive decision-making, we made use of the best country-specific available evidence which 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.</p> <p>The investment case will be used as a tool to attract optimal attention to multi-sectoral ECD investment needs and prioritize 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.</p>	<p>UNICEF</p> <p>Nathalie Meyer nmeyer@unicef.org</p>

Year	Title, Scope and Activities of Project	Client Contact Details
2020	<p><i>Development of investment case for multi-sectoral Actions in Uganda for the Uganda National Nutrition Plan (UNAP II)</i></p> <p>Development of investment case for multi-sectoral Actions in Uganda for the Uganda National Nutrition Plan (UNAP II)</p> <p>Undernutrition imposes a staggering cost worldwide in both human and economic terms. Undernutrition leads to increased risk of mortality and is the underlying cause of one third of all deaths in children under 5 years of age. Equally, undernourished women are at greater risk of dying from pregnancy complications and have a higher risk of delivering low birth weight babies who in turn are at higher risk of physical and cognitive impairments and nutrition-related chronic diseases. While the global prevalence of children that are stunted has decreased since 1990, the rate of decline has varied across regions with Africa as the only region that has seen an increase in the number of children stunted. Recognising the importance to urgently improve nutrition outcomes, the Government of Uganda is in the process of developing a Multi-Sectoral National Nutrition Policy with an associated Action Plan, the Uganda Nutrition Action Plan - UNAP II, both covering the period 2019-2025. The Action plan is built around nutrition-specific, nutrition-sensitive and institutional and governance related activities.</p> <p>Although a multi-sectoral policy and action plan is being developed, there will not be enough fiscal space to put the plan into practice as intended from the start; the scope of the plan, with 88 separate activity areas, exceeds budgetary room available across the public budget and partners. At the same time, the return of investment (in whichever way measured) is not the same for all the activities comprised in UNAP II. Furthermore, the scope of the plan, with 88 separate activity areas, exceeds budgetary room available across the public budget and partners.</p> <p>For this reason, the Human Development Practice has been appointed to support UNICEF and the Government of Uganda to develop an investment case so as to provide stakeholders with the necessary guidance on where to focus limited resources. We are using treatment effects that have been established in peer reviewed journals in combination with Uganda specific unit costs of nutrition interventions. Alongside the investment case, Genesis is also costing UNAP II according to different roll out scenarios which depend on varying levels of resources.</p>	<p>UNICEF</p> <p>Jon Blasco Supply & Logistics Manager jblasco@unicef.org</p>

Year	Title, Scope and Activities of Project	Client Contact Details
	<p>Three separate baseline scenarios are also considered, which account for the undetermined level of welfare loss suffered as a result of the COVID-19 pandemic.</p> <p>The focus of this work is not on the production of evidence alone, but also, and importantly, on the use of this high-quality evidence to support decision making which ensures that the available resources are targeted at the most cost-effective components of the Uganda Nutrition Action Plan.</p>	
2020 - 2021	<p><i>BMGF Health Financing Africa Leadership Meeting Tracker</i></p> <p>Progress in health outcomes in Africa depends on increasing sustainable resource mobilisation. In 2019, the African Union and the Government of the Republic of Rwanda launched a landmark commitment to health financing reform through the Africa Leadership Meeting – Investing in Health. The ALM is tasked with developing tools and mobilising African governments to increase domestic investments in health.</p> <p>The ALM has designed a number of high-impact initiatives to spearhead health financing reform on the continent, which the Human Development team has been supporting. Drawing on the team’s extensive knowledge and experience working within health financing, we provided lead technical, analytical and secretarial inputs to the creation of a Health Financing Tracker, which is a process- and action-orientated reporting tool. It tracks step-by-step progress in health financing within countries of the African Union across four parameters - more money for health, more health for the money, efficiency and effectiveness, and equity.</p>	<p><i>The Bill & Melinda Gates Foundation</i></p> <p>Shannon Larsen Programme Officer, Global Dvp & Finance Shannon.larsen@ gatesfoundation.org</p>

These assignments emphasize our capability in primary and secondary data collection, including using digital methods to collect data from remote and government officials.

TABLE 2: Experience in primary and secondary data collection

Year	Title, Scope and Outcome of Project	Client Contact Details
2020 - 2021	<p><i>Generation Unlimited Rwanda, South Africa, Oman, Qatar</i></p> <p>Young people today face many economic, social and cultural challenges. The types of skills needed in the labour market are changing. Technological changes are making many jobs vulnerable to automation, a large portion of job creation is driven by entrepreneurs and small businesses, while education systems are outdated and fragmented. These challenges are more acute for youth in disadvantaged communities, and those who lack opportunities because of their gender, race, sexuality, disability or ethnic background.</p> <p>Founded in 2018, Generation Unlimited aims to transform education, employment and entrepreneurial outcomes for young people around the world at a global and local level, by joining together partners from business and governments with the reach and network of the United Nations.</p> <p>Genesis has partnered 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. This shared multi-partner agenda includes solutions to the challenges faced by youth and will transform education, employment and entrepreneurial outcomes for young people.</p> <p>Through this work, we have successfully conducted key informant interviews with government official remotely and facilitated online focus group discussions with the youth.</p>	

Year	Title, Scope and Outcome of Project	Client Contact Details
2017	<p><i>Assessment of the current ICT4D landscape relative to Digital Impact Alliance (DIAL) theory of change</i></p> <p>The Digital Impact Alliance, which is housed in the United Nations Foundation, contracted Genesis to conduct a baseline study of the Information and Communications Technologies for Development (ICT4D) ecosystem relative to DIAL's results framework and theory of change.</p> <p>The study targeted a diverse range of stakeholder groups in the ICT4D ecosystem, including technology specialists, funders, governments, as well as non-governmental organizations and implementers.</p> <p>Genesis used a mixed methods approach for the study, and collected primary data using an online survey and key informant interviews with these stakeholder groups. Primary data were then triangulated against secondary data collected through an extensive literature review as well as data provided by DIAL. Findings from this study have been used to inform DIAL's strategy as well as in advocacy with key industry actors.</p>	<p><i>United Nations Foundation</i></p> <p>Barbara Willett Director of Investment Evaluation bwillett@digitalimpactalliance.org</p>

TABLE 3: Experience in costing and financing work

Year	Title, Scope and Outcome of Project	Client Contact Details
2020 - ongoing	<p><i>Health financing assessment and scorecards for the Gates Foundation</i></p> <p>A lowly performing health financing function compromises the performance of the entire health system, as the manner in which health services are financed is a strong driver of health outcomes. However, many countries and the development partners that support them do not always have a clear view of how the financing system is performing, leading to poor health outcomes. Even where performance is shown to be poor, remedial steps and entry points are often less clear.</p> <p>Our client needed to identify health financing challenges driving poor system performance and the entry points in addressing these. Through a holistic analytical assessment of financing performance across the ‘value chain’ of services provision from health inputs to outcomes, we assessed the performance of six countries’ health financing systems to understand performance and identify entry points for improvement. Our analysis focused on:</p> <ul style="list-style-type: none"> • revenue raising and resources mobilisation performance • allocation of resources and the extent to which it was fair • public finance management performance and the extent to which it supported the policy decisions by ensuring full budget execution • purchasing decisions and how these were linked to performance, and; • the efficiency and effectiveness of the health system as a whole <p>Using a suite of health financing and analytical approaches, benchmarking, regression and trend analysis we supported the creation of country health financing dashboards that presented a country scorecard of overall health system and financing performance, a resource flow summary illustrating how finances flowed through the system and an opportunity sizing assessment that highlighted the specific gains to be made over a medium term if the identified entry points were improved to target levels.</p> <p>Our work has been used by the client to refine their strategic focus in Health Financing in LMICS, potentially accelerating progress towards Universal Health Coverage.</p>	<p><i>The Bill & Melinda Gates Foundation</i></p> <p>Shannon Larsen Programme Officer, Global Dvp & Finance Shannon.larsen@gatesfoundation.org</p>

Year	Title, Scope and Outcome of Project	Client Contact Details
2020 - ongoing	<p><i>Fiscal space for social sectors in the Sultanate of Oman</i></p> <p>The Sultanate of Oman made exceptional progress in human capital development in a period of only 50 years. These impressive achievements are the results of a deliberate and large public investment in the social sectors, enabled by the significant revenue streams derived from oil and gas. With the persistently low oil price of 2020 and the broader impacts of the Covid-19 pandemic, Oman is now facing a serious fiscal challenge and a perceived need to accelerate economic diversification away from hydrocarbon dependence. The need to restore fiscal balance while providing incentives for economic change is encapsulated in the recently published Medium Term Fiscal Plan (MTFP) under the Tawazun programme. Fiscal space is expected to remain tight for years to come and the role of the State evolving from a generous provider of social welfare for all to one which oversees a dynamic economy with a minimal role for the State: the target is to reduce public expenditure as a share of GDP to one of the lowest in the OECD by 2040.</p> <p>The policy puzzle this project tries to resolve is how, under circumstances of tight fiscal space and while significantly reducing the size of the state, can universal access to health and education be maintained? In partnership with Oxford Policy Management (UK) and The Firm (Oman) we carried out a range of studies from macro fiscal analyses, over assessments of the potential financing from Islamic funding, institutionalised corporate social responsibility, privatisation and public private partnerships, all resulting in a comprehensive fiscal space analysis, projecting expenditures for health and education to 2040. This analysis provided Omani decision makers with new insights in the relationship between today's policy options and future levels of public expenditure for health and education.</p>	

Year	Title, Scope and Outcome of Project	Client Contact Details
2020 - 2021	<p>ABC Learning Agenda</p> <p>The purpose of this investment is to improve countries' ability to accurately cost their HIV programs using national data systems, and interpret existing cost data, thereby enabling more effective planning, budgeting and ongoing decision-making.</p> <p>This research made available accurate HIV program costs, which can then be used to inform routine annual planning and ongoing management for improved efficiencies. A better understanding of costs will inform future funding requirements from donor sources, (like the Global Fund (GF) and PEPFAR) and from domestic sources and support in-county planning and decision making.</p> <p>Outcomes of project include:</p> <ul style="list-style-type: none"> (1) Landscaping related costing and resource tracking efforts. (2) Triangulation across methods (3) Uses and Users (4) Sustainability 	<p>The Bill & Melinda Gates Foundation</p> <p>Kate Harris Senior Program Officer - HIV Economics Kate.Harris@gatesfoundation.org</p>
2018 - 2019	<p>Develop Social Impact Bond for AGYW in RSA (SIB)</p> <p>The South African Medical Research council, in collaboration with SANAC, HSRC and the Global Fund, is developing a Social Impact Bond (SIB), along with a research portfolio, to focus on achieving lasting outcomes, rather than focusing on prevention program inputs or outputs. Current programmes for HIV prevention in general and those for young women in particular lack the metrics and systems for performance-based results. A SIB is an innovation in financing socially complex programmes that are difficult for governments to address.</p> <p>Genesis has been contracted to provide costing and financial modelling technical services to the SIB programme</p>	<p>Wits Health Consortium (WHC)</p> <p>Mr. Anthony Kinghorn</p>

Year	Title, Scope and Outcome of Project	Client Contact Details
2018 - 2020	<p><i>Regional study on TB out-of-pocket expenditure in Lesotho, Malawi, Mozambique and Zambia</i></p> <p>Genesis Analytics has been contracted by ECSA-HC to conduct a regional study in Lesotho, Malawi, Mozambique and Zambia under the Southern Africa TB and Health Systems Support Project which is funded by the World Bank.</p> <p>The study quantified the out-of-pocket expenditure (OOPE) incurred by TB patients for accessing health services, including their direct and indirect costs, and will assess drivers of OOPE and the extent to which spending is catastrophic. The results will inform the design of social and financial protection interventions to reduce the barriers for accessing TB services.</p> <p>Genesis is the regional coordinating partner for the study and is designed the protocol and tools, quality assuring training and fieldwork in each country, conducting quantitative data analysis, and developing conclusions and recommendations.</p>	<i>East, Central and Southern African Health Community</i>

Year	Title, Scope and Outcome of Project	Client Contact Details
2017	<p><i>Costing and sustainable financing of the Ethiopia National Strategic Plan for HIV (2020)</i></p> <p>Genesis was contracted to develop the financial resource needs estimates for the NSP for HIV 2021-2025, and support the Government of Ethiopia in analysing and developing strategies for the sustainable financing of the HIV program, which included funding landscape analysis and modelling to optimize interventions in line with projected scenarios for available domestic and external funding. Genesis undertook to following:</p> <ul style="list-style-type: none"> • Costing HIV and Health Systems Interventions • Detailed analysis of the funding landscape, economic situation and expenditure trends for health and HIV in Ethiopia and developing projected funding scenarios for HIV. • Cross-walking budget and expenditure categories from government external partner sources • Analysis of the latest NHA and NASA outputs. • Development of NSP implementation scenarios based on projected funding from different partners under different assumptions. • Supported the Federal HIV/ AIDS Prevention and Control Office in investigating opportunities to improve Value for Money across the VfM dimensions, and synthesise the approach in the NSP finance chapter • Facilitate stakeholder input in to the updated investment case and write relevant sections of the report • Supported the Government of Ethiopia in developing a funding request to the Global Fund, that included a detailed analysis of resource needs, funding, gaps and sustainability. <p>Country officials often prefer ingredients based micro costing of services, based on operational data and plans, to published unit costs from less relevant settings.</p> <p>Goals modelling or other optimisation methods are extremely valuable in informing country dialogue and driving target setting and resource allocation decisions in resource constrained settings.</p>	<p><i>UNAIDS, sub-contracted to Oxford Policy Management</i></p> <p>Dr Achamyeleh Alebachew Ethiopia FHAPCO dacham2002@yahoo.com</p>

