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CLEAR-AA 2022 Annual Report

CLEAR-AA

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2022



ANNUAL REPORT

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UNIVERSITY OF THE WITWATERSRAND JOHANNESBURG

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Centers for Learning on Evaluation and Results
ANGLOPHONE AFRICA

Foreword
Prof. Jason Cohen



Professor Jason Cohen
Dean, Faculty of Commerce,
Law and Management
Chair of the CLEAR-AA Advisory Board
University of the Witwatersrand

Over the past two years CLEAR-AA has focused its efforts on a country-led, country-owned approach to building National Evaluation Systems. The approach is pivotal as it advocates for the inclusion of country governments and citizens in the design of M&E systems.

This co-creation has proven vital in strengthening the adoption of National Evaluation Systems.

One such partnership has been with United Nations Childrens' Fund, UNICEF East and Southern Africa Regional Office (ESARO) where outcomes included the development of national evaluation plans and M&E capacity assessments and training based on the needs of the country, while consolidating and extending the established groundwork in the country.

Similarly, CLEAR-AA continued to make strides in parliaments' use of evidence. CLEAR-AA's work with the National Assembly of Zambia (NAZ) is a prime example of how the Center is strengthening capacity to use evidence, especially in oversight roles. The Center has developed a peer-learning masterclass series on evidence use in parliaments, which targets M&E and research staff in various parliamentary units.

CLEAR-AA's collaborative approach extends to its capacity-building functions. In the past year, the Center collaborated with DEval, the German Institute for Development Evaluation to train 40 participants from national and provincial government, civil society and international development practice on evaluation criteria. The Center also worked with the United Nations Network for Evaluation in Sub-Saharan Africa (UNNESSA) to develop a 5-week learnership programme with the aim of strengthening the capacities of trainers and ensuring sustainability of the initiative through a 'Training of Trainers' model.

Moreover, we continue to witness the year-on-year success of the Development Evaluation Training in Africa (DETA) course, which is accredited by the University of the Witwatersrand and contributes to evidence-informed decision-making by strengthening the capacities of M&E practitioners around the continent.

True to its Made in Africa Evaluation (MAE) agenda, the Center continues its work on learning and imparting knowledge transforming, indigenising and decolonising evaluation theory and practice. This has resulted in the publication of the Made in Africa Evaluation special issue of the African Evaluation Journal. This consisted of 13 peer-reviewed journal articles authored by CLEAR-AA staff, Wits School of Governance staff and other authors from across the African continent.

CLEAR-AA's resolute pursuit of innovative collaborations, its unique Global South focus, and advocating for the mainstreaming of indigenous evaluation knowledge into the global development discourse, represents transformation for evaluation not only to serve the compliance needs of the few, but the pursuit of a better life for the many.

I would like to commend CLEAR-AA for their diligent work in the Anglophone Africa region, for their sound and strategic approaches with respective M&E stakeholders, and for staying the course when it has been difficult, especially in the current unpredictable economic times. We also appreciate the financial and operational support of the Global Evaluation Initiative for enabling the Center to continue its important work of evaluation systems strengthening.

We remain positive and anticipate these continuous efforts will result in better governance and improved development outcomes on the African continent.

Director's Report
Dr Candice Morkel



Dr Candice Morkel
Director, CLEAR-AA

2022 felt like the year we began to return to a "new normal". We shifted from mostly online engagements to hybrid events, and in-person meetings became more commonplace. It is undeniable that much has changed in the way we do our work, and we experienced an urgency like never before to address the effects of global crises that continue to have ripple effects across the African continent.

Protracted conflicts across the continent, food insecurity, natural disasters and poverty appear as an unending loop of devastation exacerbated by the climate crisis, biodiversity loss, wars and other catastrophes. Addressing these challenges requires transformational efforts that are catalytic, sustainable, incremental and, ultimately, scalable. Each sector and each actor must bring its best self to the table of development impact and change.

CLEAR-AA has, therefore, deepened its focus on its primary mission to strengthen national Monitoring and Evaluation (M&E) systems, including building and developing individual capacities to build and institutionalise such systems, with the critical aspect of the integration of M&E in public policy-making processes front and centre of our work. Research on the key factors that contribute to building capable states has continuously shown that individual capacity building remains an important lever to building capability in states to enable them to strategically prioritise, plan, implement and evaluate policy for development impact.

We combine this work with our knowledge of the contingency variables that enhance the likelihood of evidence use, including strengthening the enabling, regulatory and policy environments in preparation for the widespread adoption of evidence use in policy making. Together with policy research and analysis, futures studies and other forms of evidence production, M&E has a specialised role in helping governments and their partners plot their course and to determine whether their actions are creating impact on the ground for citizens and, if not, how to use M&E data to course-correct.

Evidence from M&E also works beyond its instrumental use serving as an agent of change through its symbolic use. While decades of research on society and the economy have taught us what actions are required to create positive development impact, the hesitancy to effect such changes is often hindered by larger systemic challenges. Our layers of confirmatory evidence from evaluations, for example, help to strengthen the arguments for change, and create an activism for transformation that is an increasingly important part of evaluation.

Our work, therefore, reaches beyond the technical and instrumental – beyond matrices and indicators – and has the propensity to be an agent of change for a world that begins to shift the narrative from impending disaster and doom to prosperity and hope for people and the planet.

We would like to thank our partners who collaborate with us to be change agents for better policy making, planning and development impact through our work in M&E, including our primary partners, the Global Evaluation Initiative (GEI). In addition, we have worked extensively with UNICEF on strengthening national evaluation capacities and we continue to work with many others such as, Helvetas, 3IE, MasterCard Foundation, Ford Foundation, WFP, DEval, UNDP, IPDET, World Bank, VOPES, Universities, parliaments, governments and others towards this goal.

We look forward to continuing our collaborative work to address the existing capacity and enabling environment gaps, co-creating (together with governments and other partners) a world where Monitoring and Evaluation evidence is regarded as valuable, useful and impactful.



Evaluation Systems

One of the most significant partnerships that we have built to scale up our work on evaluation systems has been with UNICEF East and Southern Africa Regional Office (ESARO), with whom we have established the foundations of a strong national evaluation system together with government partners and UNICEF country offices. The mechanism through which we have done so is a Programme Cooperation Agreement (PCA) which brings several countries together under the aegis of a harmonised menu of country-led interventions that seek to provide a package of system-strengthening support.

This work has included, for example, the development of national evaluation plans, M&E capacity assessments and training, all of which are based on an assessment of needs together with the local partners and building on work already done in the country. Together with the Government of Botswana, CLEAR-AA co-created the National Evaluation Plan (NEP) through a partnership with the National Statistical Office (NSO). The NEP guides the undertaking of evaluations that are of national importance as aligned to the National Development Plan 11 (2017–2023). The significance of the plan, the first for the Government of Botswana, is the anticipated increase in the use of evidence from earmarked evaluations conducted across all sectors. In Namibia, the National Monitoring and Evaluation Policy was revised in response to solicited feedback from the first validation workshop conducted in late 2021. Similarly, a National Monitoring and Evaluation Policy and Implementation Plan was compiled in Lesotho. The process was led by the Ministry of Development Planning (MDP).

The evaluation systems work of the Center, therefore, continues to focus its attention on partnering with countries to contribute to strengthening the institutionalisation of evidence production and M&E use in order to support countries' own development objectives.

This sometimes includes assisting in the conducting of evaluations to support objectives, such as the evaluation of the Lesotho Vision 2020, which aimed to take stock of the achievements of the national development vision for the period 2000 to 2020. The results of the evaluation are expected to impact on the future Vision 2020 and medium-term plans for the Government of Lesotho, demonstrating the value and importance of institutionalising systematic evidence use for future planning and programming in the public sector.

The evaluation systems work of the Center, therefore, continues to focus its attention on partnering with countries to contribute to strengthening the institutionalisation of evidence production and use from monitoring and evaluation in order to support countries' own development objectives.

In 2023, we aim to build on this work by, for example, continuing our partnership with UNICEF to work with the Government of the Republic of Uganda to review the National Monitoring and Evaluation Policy, as well as develop a National Evaluation Plan and Agenda. Similarly, in Tanzania, we will work together with the UNICEF country office, government and local stakeholders to develop the National M&E Policy. The policy is expected to hasten the process of institutionalising, systematising and deepening a culture of planning, conducting and using monitoring and evaluation information across all the sectors.

The work of M&E reaches beyond the technical and instrumental, beyond matrices and indicators. It can be an agent of change; for a world that begins to shift the narrative from impending disaster and doom, to hope and prosperity for people and the planet.





Strengthening Legislatures

The availability of existing research helps fast-track access to evidence for decision-making, and strengthens the role of legislatures in the national evaluation system.

In modern democracies, legislatures serve a vital purpose by serving citizens through three major roles; representation, law-making and executive oversight. These roles work together to ensure that elected government leaders focus on the achievement of national development goals. Legislatures also prioritise gender and inclusion and focus on the protection and inclusion of youth, climate change and fragility, conflict and violence. In CLEAR-AA's work with parliaments, its aim is to ensure that national evaluation systems embrace and integrate the work of legislatures into the broader M&E ecosystem. Ultimately, legislatures work hand in glove with the government in the evidence-use cycle.

In the year 2022 to date, CLEAR-AA undertook a technical peer review of the M&E Plan of the National Assembly of Zambia (NAZ). The review and related advisory services enabled the NAZ to effectively track and assess the results of their interventions. This work forms part of a broader initiative to work with the NAZ to strengthen their capacity to use evidence – particularly in its oversight role – and therefore builds on CLEAR-AA's collaboration on the use of the African Parliamentary Oversight Tool (African POT).

The POT is a digital application tool to help parliamentarians and their staff to rapidly access research and evidence on critical policy matters. This serves to avoid the unnecessary delays that are frequently associated with access to evidence for policy-making, including the need for original empirical research.

The availability of existing research helps fast-track access to evidence for decision-making and strengthens the role of legislatures in the national evaluation system.

A baseline survey conducted amongst Zambian Members of Parliament to determine the extent of their awareness of the African POT revealed that there is an appetite to expedite the integration of the digital tool within the e-Chamber system.

A five-module peer learning masterclass series on evidence use in parliaments was designed and presented by CLEAR-AA and its associates. The series targeted staff in the M&E, research and records units of parliaments. The success of the 2022 series prompted CLEAR-AA to scale up and target delivery to other African parliaments in 2023.

As representation of citizens is one of the key roles of parliaments, CLEAR-AA continues to focus its efforts on strengthening the voice of non-state actors in evidence-informed policymaking.

Capacity Strengthening

CLEAR-AA's Development Evaluation Training in Africa (DETA) course, accredited by the University of the Witwatersrand, contributes to evidence-informed decision making by strengthening the capacities of M&E practitioners throughout the African continent.

The 2022 edition of DETA commenced in March with a cohort of 21 participants from 6 African countries.

Wherever possible, CLEAR-AA adopts a collaborative approach in our capacity-building efforts and, to this effect, the Center collaborated with DEval (the German Institute for Development Evaluation) in 2022 to train 40 participants from national and provincial government, civil society and international development practice on evaluation criteria (including the OECD/DAC criteria). The inclusion of the Africa Evaluation Guidelines in this course was an important indication that the value of contextualised frameworks and principles to guide evaluation in the Global South is gaining momentum.

In another collaborative partnership, CLEAR-AA worked with United Nations Network for Evaluation in Eastern and Southern Africa (UNNEESA), a key network of evaluators at various UN Agencies, to develop and deliver a 5-week learnership programme that aims to strengthen the capacities of trainers and ensure sustainability of the initiative through a 'Training of Trainers' model.

Established in March 2020, UNNEESA functions as a voluntary network that brings together evaluation professionals from United Nations (UN) agencies serving the Eastern and Southern Africa regions at sub-regional, regional, continental and global levels.

The strategic aim of UNNEESA is to strengthen the evaluation function in the UN system in Eastern and Southern Africa, thereby enhancing the value of the evaluation work done by UNNEESA member agencies and the countries they serve. UNNEESA's evaluation capacity-development working group, one of three, has identified an opportunity to develop an annual learning programme on the topic of "Evaluation in the UN context".

Similarly, as part of the UNICEF Programme Cooperation Agreement, an intensive 5-day M&E training course was delivered to 14 junior professionals and senior management public officials from various ministries of the Government of Eswatini.

This training falls within the Center's country programme agenda and forms part of the suite of interventions available within the framework of the PCA. This 5-day M&E course was the first of many interventions that are expected to continue into the coming two-to-three-year period of the PCA.

Under this partnership agreement, several interventions have been identified to strengthen Eswatini's M&E capacity at individual, institutional and at systems levels.

In sustaining the momentum and interest in evaluations, the interventions are viewed as levers to strengthen evaluation and will likely include the following: curating an evaluation policy; co-creating evaluation tools and guidelines; establishing formal M&E courses; and working to renew the work of the Eswatini M&E Association.



Research and Learning

CLEAR-AA's Research and Learning strategy is focused on generating knowledge enabling us to learn about 'what works' in strengthening monitoring and evaluation systems. The approach is based on a virtuous cycle, with CLEAR-AA learning from its work with the objective of strengthening our implementation strategies. This purposeful re-examination also enables us to share what we have learnt with our partners and stakeholders.

In line with the Center's research strategy, CLEAR-AA produced a series of publications including a peer-reviewed book, a Journal Special Issue and peer-reviewed articles, and has conducted a commissioned research project. In 2022, CLEAR-AA published the second of the two-volume African Parliaments book on the state of evidence use in African parliaments. This book contributed 19 peer-reviewed chapters comprehensively highlighting the critical role of a systems focus on the need for improving evidence use in policy making in African parliaments.

The publication is a valuable contribution to African scholarship of M&E as it provides compelling insight into the experiences, challenges and progress African parliaments are making in advancing and embracing evidence-informed policy-making approaches.

In partnership with the DHET, Scopus and Elsevier accredited African Evaluation Journal (AEJ), the Center also published a Made in Africa Evaluation special issue of the AEJ, which consisted of 13 peer-reviewed journal articles by CLEAR-AA staff, staff from the Wits School of Governance and other authors from across the African continent.

The AEJ special issue is a significant piece of work in that its key argument is that while the origins of M&E in Africa stem from Western thought and practice, for effective contribution to development on the continent, the African M&E profession needs to be rooted in the African context, acknowledging the historical background, governance systems, inequalities and nuances of context and culture as well as the intersectionalities with race, power, class and gender that all play a role in shaping evaluation in Africa.

The AEJ special issue contributes to the limited available literature on Made in Africa Evaluation research.





In addition to the peer-reviewed book and the Made in Africa special issue, CLEAR-AA staff and its research associates published several journal articles on M&E, governance and development in general.

The articles generate new and noteworthy knowledge, which is valuable given the nascence of research on M&E on the African continent and the shifting thinking around international development in the Global South.

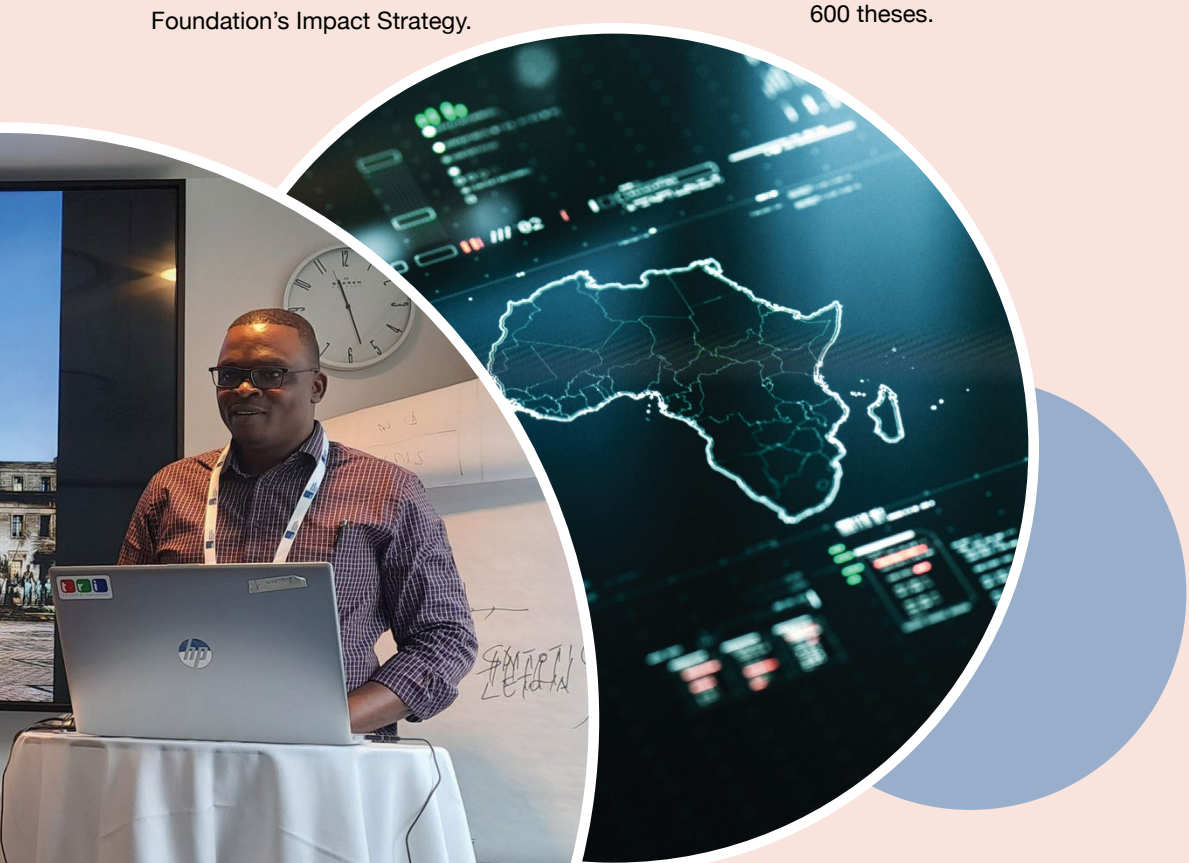
CLEAR-AA also partnered with the Mastercard Foundation to conduct a landscape scan and analysis study on Impact Capacity Development (ICD) in Africa. The research study investigated the existing supply and demand of entities with proven track records of supporting impact capacity building in Africa – entities that would be able to strengthen the capacity of the Foundation to achieve transformational change. The scan generated information on the relative capacity, strengths, and weaknesses of entities supplying MEL capacity development in Africa. It also identified key ICD needs, gaps, and opportunities which produced lessons and recommendations that will inform the execution of the Foundation's Impact Strategy.

In 2022, the Center updated the African Evaluation Database with new information.

The database was compiled in response to the rapid evolution of the evaluation sector in Africa, and an awareness that the continent's unique developmental context means that the profession and its trajectory of growth must respond accordingly.

The growing institutionalisation of M&E on the African continent has resulted in increased queries about what is currently being produced and published on African evaluation studies; who the 'emerging' African evaluators are; what their professional profiles and career trajectories are, and who they collaborate with in Africa and in the rest of the world.

These questions led the Center to develop the first version of the African Evaluation Database (AfrED) in 2015. In 2022, in partnership with CREST at Stellenbosch University, the database was expanded and updated with new information. The database currently has 1,149 evaluation-related articles, 4,157 evaluation reports and 600 theses.



The Center for Learning on Evaluation and Results – Anglophone Africa is intentional about collaboration and building partnerships with local, regional and international entities in the M&E field, to address the contemporary crises of our times. The Center's work is amplified through its implementation partnership with the Global Evaluation Initiative as well as other multilateral and bilateral institutions and governments with whom we continue to push the boundaries of transforming and strengthening evaluation systems for development impact.

Young and Emerging Evaluator Programme

The Emerging Evaluator (EE) Programme is an initiative to support emerging professionals in the Monitoring and Evaluation sector in Southern Africa. The WFP Southern Africa Regional Bureau in Johannesburg (WFP RBJ) together with CLEAR-AA developed a customised programme that provided EEs with opportunities to develop technical evaluation skills, through exposure to real-life evaluation work and learning opportunities. The programme was launched during the gLOCAL online webinar series in 2021.

The programme provided 6 selected EEs with the opportunity to be part of the Evaluation Systems, Strengthening Legislatures, Capacity Strengthening and Research and Learning programmes as well as WFP.

The objective of the programme is gradually coming to fruition, with 3 of the 6 EEs securing full-time jobs at CLEAR-AA as M&E officers thereby showing the value of the programme's contribution to employability. There is a continuous strategic coherence between the priorities of WFP and CLEAR-AA regarding the establishment of a cadre of evaluators in the region. The significant contribution made by the EEs to the work at CLEAR-AA and WFP has led to the extension of the programme with 3 other EEs under the EE Consolidation Work Immersion Programme, which started in December 2022 for another 12-month period.

As a learning organisation, CLEAR-AA also focuses on generating, acquiring and sharing knowledge, while at the same time utilising that knowledge to modify its conduct to reflect and develop new insights. This includes facilitating and managing information systems. The Center is making strides in this aspect of its work by making knowledge and information available via open access repositories, databases and other digital tools.

Through interacting with different institutions, CLEAR-AA is able to contribute towards strengthening M&E capacity, particularly at individual and institutional levels. These interventions contribute towards strengthening decision-making systems in achieving better performance and developmental outcomes in line with the Center's Theory of Change.

In 2022, CLEAR-AA began a new and exciting collaborative project to co-create an M&E thesaurus for use by M&E practitioners in Africa. The objective was to strengthen and consolidate its knowledge base by compiling a codified M&E vocabulary. This was prompted by the realisation that there is frequently a lack of consensus on or ambiguity surrounding the applicability, use and meaning of key terms and concepts in practice and in literature, with terms being applied differently in varying contexts in various organisations.

The thesaurus will contain emerging and common Monitoring and Evaluation (M&E) terms used in the field based on current discourses, in the African context and globally, on ECD, gender and equity, Made in Africa, climate change and the environment and technology-driven M&E.

The project will facilitate a collaborative co-creation effort with the African M&E community including students, emerging evaluators, development professionals and evaluators. It will also promote accessibility of standardised definitions of M&E terms in a central repository.







Local & Global Outreach



CLEAR-AA successfully hosted its second biennial Africa Evaluation Indaba from 22 to 24 November 2022.

The Indaba's opening session featured opening remarks from the University's Vice Chancellor Prof. Zeblon Vilakazi and featured six webinars.

The webinar topics included: Gender Mainstreaming in Evaluation; Made in Africa Evaluations; Footprint Evaluation; and Reflections on the Bellagio Conference: A decade later.

SESSIONS INCLUDED:

- The Made in Africa Evaluations Bellagio Gathering – 10 Years On
- Strengthening Evidence Use in Parliamentary Contexts
- Footprint Evaluation and the Climate Crisis in Africa
- Promoting Gender Mainstreaming in M&E Policies in Africa

gLOCAL EVALUATION WEEK 2022

gLOCAL 2022

During the 2022 gLOCAL week, held from 30 May to 2 June, under the theme "EvalEvolve: The evolution of M&E in the 21st century", the Anglophone Africa region recorded more than 1 000 attendees at virtual events, 26 events, 20 organisers and 7 host countries including South Africa, Kenya, Nigeria, Uganda, Zambia, Ethiopia and Malawi. Partnering sectors included academia, NGOs and private and government entities.

Most of the registered participants were a positive indication of efforts to ensure that in the African evaluation profession, practices and discourse are gender inclusive, transformative, representative and responsive.

The 3 countries that hosted the most events in 2022 were the same as the previous year (and in the same order), namely South Africa, Kenya and Nigeria.

8th Biennial SAMEA Conference 2022

The South African Monitoring and Evaluation Association hosted its 8th biennial conference on 21 and 22 September 2022. CLEAR-AA, as a key partner to SAMEA (including having had past and current staff and associates serve on the Board) participated and delivered several presentations on various M&E topics.

The theme of the conference was, "Transforming monitoring and evaluation for an inclusive and sustainable world" and organised around the following topics: M&E to address systemic crisis and promote a just transition; Made in Africa evaluation; M&E evidence for adaptive management, monitoring and data management; tech-enabled M&E; M&E capacity building; and emerging evaluators.



European Evaluation Society Conference 2022



Four of the Center's staff members presented at the European Evaluation Society (EES) 2022 Conference.

The theme was: "Evaluation at a watershed: actions and shifting paradigms for challenging times". The presentations focused on responsible data governance in Africa, Made in Africa Evaluation and national evaluation systems.

National Evaluation Conference 2022

During the National Evaluation Conference (NEC) organised by the United Nations Development Programme (UNDP) and the Global Evaluation Initiative (GEI) in Turin, Italy, the Center provided a training course on the Monitoring and Evaluation Systems Analysis (MESA) tool: A Step Toward a Resilient National M&E Ecosystem.

This is a tool to assist in determining the state of monitoring and evaluation at a country level prior to implementing interventions. CLEAR-AA staff also participated as members of several panels, including 'The Status of National Evaluation Systems' and 'Challenges and Opportunities in Institutionalising National Evaluation Systems'.





APNODE AGM 2022

CLEAR-AA's partnership with the African Parliamentarians Network on Development Evaluation (APNODE) helped the Network enhance collaboration with different African parliamentarians, and to build MPs' capacities to use evaluation tools for decision-making.

In August 2022 CLEAR-AA, as co-secretariat with the CLEAR francophone Africa Center, supported the 7th Annual General Meeting in Rabat, Morocco, hosted by the Moroccan House of Councillors.

Themed "Effective parliamentary public engagement for inclusive development", the AGM reflected on the Network's milestones, challenges and opportunities over the past seven years, while rethinking how it positions itself as it forges ahead toward 2030 in a rapidly changing post-COVID-19 environment. CLEAR-AA also chaired two high-level panel discussions, namely, "8 Years to Realise the SDGs: Reimagining African Parliaments' Strategic Imperatives" and "Institutionalizing evaluation as a Governance Tool: What role must parliaments play to realise this goal?"

IPDET 2022



CLEAR-AA continues to partner with the International Programme on Development Evaluation Training. Its staff and associates teach on the core programme, in addition to facilitating an advanced workshop on national evaluation systems.

IPDET is a collaborative effort between three partners: The Center for Continuing Education (ZUW) at the University of Bern, Switzerland; the Center for Evaluation (CEval) in Saarbrücken, Germany; the Independent Evaluation Group of the World Bank (IEG); and the Global Evaluation Initiative (GEI). CLEAR-AA's partnership with IPDET is aimed at strengthening the consortium of implementing partners of the Global Evaluation Initiative (GEI).

Financial Statement

University of Witwatersrand CLEAR-AA
Annual Financial Statement
For the period January to December 2022

Statement of Comprehensive Income	**2022**	**2021**
Revenue	**21 287 799**	**22 467 812**
Grant Income (WB)	9 882 410	10 710 139
Swedish Sida	-	1 343 250
Other Income	11 405 389	10 414 423
Operational Expenses	**4 028 644**	**9 666 414**
Academic Expenses	515	413 675
Audit Fees	73 943	101 126
Bursaries and Awards	16 264	35 820
Books, Journals and Electronic	34 606	62 059
Communication	152 044	152 150
Conference Attendance Fees	153 458	506 319
Consultancy Outsource	929 378	5 477 187
IT Expenditure	1 894	27 340
Marketing and Advertising	145 572	163 037
Printing and Stationery	23 544	1 811
Repairs and Maintenance		
Staff Training and Development	23 000	55 200
Sundry Expenditure	1 222 701	1 685 091
Transfers made		-134 255
Travelling and Accommodation	1 166 102	974 348
Vehicle Expense	27 304	18 887
Finance Costs	1 094	3 070
Capital expenditure	57 225	123 547
Salaries and Benefits	**14 513 796**	**11 468 929**
Academic Salaries	1 387 266	1 370 831
Support Staff Salaries	13 126 530	10 098 098
Total Expenses	**18 542 440**	**21 135 343**
Net Surplus/(Deficit)	**4 547 867**	**3 549 290**
Surplus/(Deficit) as at Dec 2022/2021	2 745 359	1 332 469
Adjusted opening balance	1 802 508	2 216 821
Prior year surplus/(Deficit)	3 549 290	5 048 450
Less: Adjustments from 2022/2021	-	1 233 330

Note: The Centre's Financial Statements have been prepared on the cash basis of accounting, which is a comprehensive basis of accounting other than generally accepted accounting principles. Under the cash basis of accounting, revenue is recognised when paid rather than when earned, and expenses and purchases of assets are recognised when paid rather than when the obligation is incurred. Accordingly, the accompanying financial statements are not intended to present the financial position and statement of activities in conformity with GAAP.



Staff Reflections

Click here to view video

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