



STAKEHOLDER REPORT 2020

Seeking joint solutions in Africa

G:ENESIS
UNLOCKING VALUE



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UNLOCKING VALUE IN AFRICA

Genesis Analytics is a global African firm that has worked in more than 84 countries across the world.
Our roots are firmly in Africa, having worked in 42 countries on the continent.

Our purpose as a firm is to unlock value through seeking solutions with our clients. The foundation of our distinctive delivery is our **mastery of technical skills, deep knowledge of sectors and understanding of the content in which decisions are made** that we have developed through our work in the area between the market and the state.

Established in 1998, Genesis is headquartered in Joburg with corporate offices in Abidjan, Nairobi, Lagos and London. We also have representation in India, the UAE and Canada so we can work closely with our clients and partners in finding scalable solutions that will work in the real world.



Our clients include all levels of government, regulators, corporates, banks, development finance institutions, law firms, development agencies, foundations, NGOs as well as regional and international organisations.



WE HAVE EXPERTISE IN



Africa's Youth



Economic Impact Assessment



Behavioural Solutions



Financial Services Strategy



Monitoring, Evaluation & Learning



Competition & Regulatory Economics



Health



Shared Value & Corporate Impact



Digital Economy



Human Development

For a quick view, click on the links

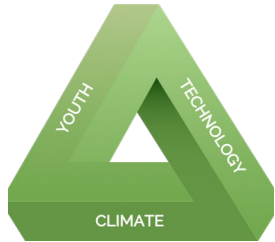


Some of our best work has been through leveraging our complementary areas of expertise to find fresh solutions.





The critical questions of this century have increased our focus on the triangle of forces that are shaping Africa's future.



These are:

- The growth of the youth population across Africa,
- The new technology that is disrupting the way people work and
- The consequences of changing weather patterns.

Genesis actively engages in these areas to develop and implement workable joint solutions that address the challenges. Our new Jinja strategy sets the path for the firm to 2022. It has three components:



Global African: We are an African firm with deep roots in the continent, yet are globally active and competitive.

Genesis+: We develop agile teams using the best talent inside and outside the firm to provide rigour, creativity and lean execution. We deliver valuable outcomes in complex situations - not just provide clever inputs.

Joint Solutions: Where there is a gap, we look for partners in the field to work on joint solutions to significant challenges we face – be they digital inclusion, youth economic opportunities, public health challenges etc. We build networks for getting stuff done.

JOINT SOLUTIONING: The Genesis leadership group met in late 2019 at an all-day workshop in Johannesburg to discuss the Jinja strategy.

JINJA



This strategy with new tools builds on our progress of the past five years. Our **purpose to unlock value** remains central. Africa remains our principal (but not only) geographic focus. It takes forward the strategic priorities we set in 2019: Genesis as a Global African firm; the triangle of forces shaping Africa; the pathway to value; and excellence in project management. It is also consistent with our three values: **plus ultra**, **siyakhana** and **glass box**. It was interrogated at an all-day session of the 35-strong Genesis leadership group held in November 2019 and at a follow-up partner discussion, which resulted in a statement of intent for 2020/2021.



NEW AREAS OF WORK



We have a Human Development team based in the UK and South Africa.

The practice will help societies build social, intellectual and physical well-being, particularly among the most vulnerable. This purpose is central to our focus on Africa's youth.

It is led by Tomas Lievens, the former director of the Social Policy Programme at Oxford Policy Management. He has been joined by Kathryn Schneider, Tafara Ngwaru and Ed Dyson.



We embed our work in the insights produced by the human development movement that aims to counterbalance the focus on economic development, making the wellbeing of people a central objective.

Human-development research has generated exciting new insights in recent years. We combine these with our practical knowledge of mixed social-service delivery systems in African countries to design practical and workable solutions to the real-life challenges faced by our public and corporate clients.

All our solutions are co-developed with closely involved stakeholders.



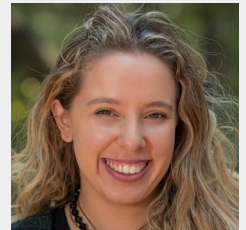
We have a cross-practice Digital Economy team that focuses on the solutions that the new technology provides.

The Genesis Centre of Digital Excellence (CODE) was launched to accelerate our digital transformation and offers our partners digital solutions and service offerings. This has been boosted during the COVID pandemic by the increased appetite for digital solutions across the board.

We work with the private and public sectors to evaluate the efficiency of digital infrastructure, and with regulators and policymakers to shape the governance of digital infrastructure to enable digital inclusion.

We work with a range of partners in identifying tech-enabled economic opportunities for improving productivity, competition, job creation and inclusion, and the enabling environment required for these opportunities to scale.

We work with international donor agencies and public sector organisations in identifying the digital skills required to support the changing nature of work in the Fourth Industrial Revolution, and the labour market regulation that best supports this.



CODE STAFF

Mark Schoeman

Korstiaan

Wappenaar

Emma Ruiters

The Genesis CODE has three functions:

Innovating

digital solutions & service offerings



Mainstreaming

digital across the firm

Transforming

Genesis's operations





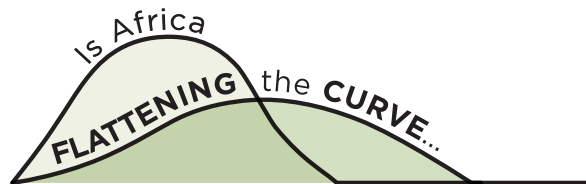
A NEW WORLD

In 2020 the whole world changed drastically due to the COVID pandemic.

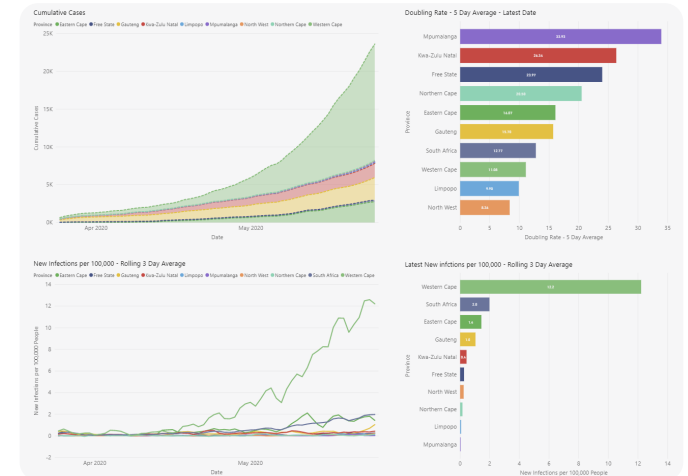
Our chair, Stephan Malherbe, released a statement on behalf of the firm that the **coronavirus will have a disproportionately negative effect on already disadvantaged and marginalised populations.**

“Like many of you, we shall use all the tools at our disposal to find ways to protect the vulnerable societies in our countries of operation. There is much that we can do. And the task to develop strong countries, societies and companies does not stop. All of us working in these critical fields need to make sure that we continue to do so during these times.”

In response we developed two free data intelligence tools related to the COVID crisis that help decision makers, and anyone else who is interested, to understand how the crisis is unfolding and where actions may be required.

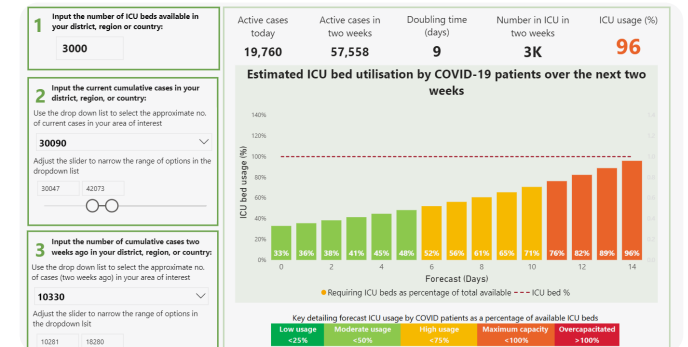


An [Interactive Dashboard](#) reporting on the spread of the virus, its fatality rate, and the response in testing across Africa.



CALCULATING THE HEALTHCARE RISK

A [Quick Tool](#) for estimating the strain on the healthcare system by forecasting the ICU beds that will be required over the next two weeks.



[Read the full statement here](#)



THE NEW WAY OF WORKING

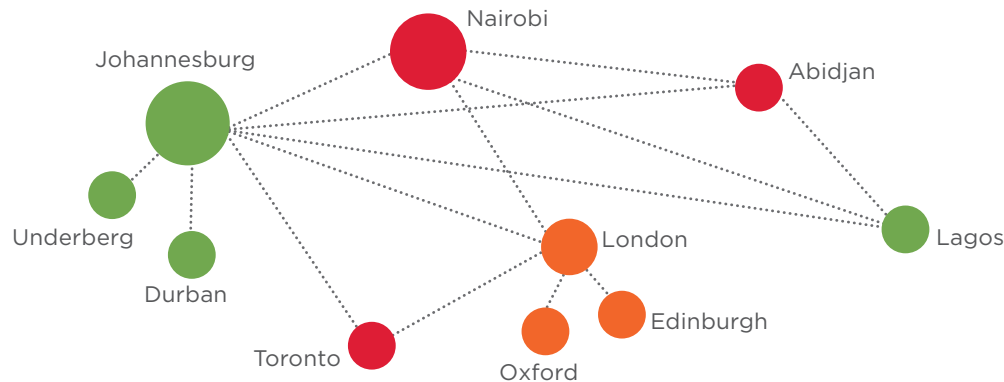
A work in progress since 1998

Genesis now operates across 10 locations in five countries.

Our teams are not determined by their geographic location and projects often have colleagues working together from multiple locations.

Given the broad geographic distribution of our staff around the world, conducting virtual meetings and managing teams using digital platforms have, for some time, been part of the way we work. Not only are we able to work virtually internally, but we regularly work with clients based in geographies beyond our offices, such as the Mastercard Foundation, Gates Foundation, DFID, USAID, ILO, UNICEF and Rockefeller Foundation.

Although these engagements have often not had face-to-face meetings, we have always been able to work together and produce work that unlocks value.



We have always been able to work **TOGETHER** and produce work that **UNLOCKS VALUE**



COVID-19 has accelerated our move to a virtual workplace

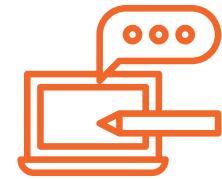
Working in remote teams is not new to us and over the past two years we upgraded our virtual facilities to further integrate our teams across locations. However, COVID-19 has undoubtedly accelerated our move to a virtual workplace. The lockdowns have pushed us further to take all activities online:

From



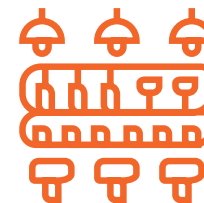
Virtual staff meeting of over 100 people

To



Giving expert testimony on Zoom over the pricing of piped gas

To



Holding virtual pub-quizzes and socials

To



Running virtual focus group discussions with entrepreneurs in Kosovo, Macedonia and Tanzania





**More than working remotely.
Moving to co-creation and joint solutions.**

The new way of working is more than working remotely.

Moving to co-creation and joint solutions.



Genesis is committed to the use of joint solutions tools in our work to get a diversity of voices to provide input to a solution, increasing the credibility of the output.



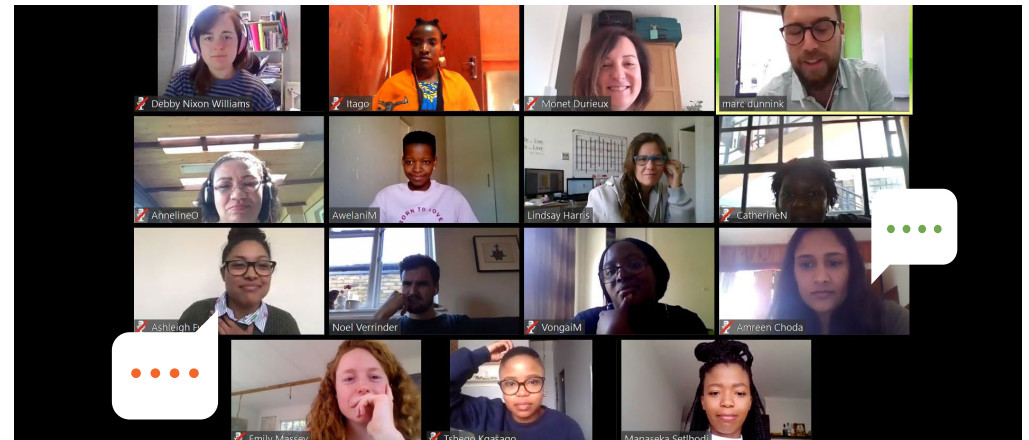
We have maintained our commitment to regular, proactive, open engagement with our clients over the years and will continue in this manner as we deliver remotely. This is aimed at building a partnership-based approach to assignments, identifying and pre-empting any challenges before they become insurmountable.



We have experience running dialogues and design workshops as one of a suite of joint solutions tools in our methodology toolkit. These workshops are designed to bring together a diversity of stakeholders with the technical expertise to help identify opportunities, engage in problem solving, or design solutions.



WE WERE READY: Our Evaluation for Development practice started meeting online before the pandemic as a way to connect staffers in Joburg, Nairobi, London and Underberg. After the lockdown was declared, it was a smooth transition for everyone to be online.





VALUES AND CULTURE

Genesis Analytics supports the values of human dignity, equality and freedom as detailed in our Values and Code of Ethics

There are three core values:

Siyakhana*



I am **OPEN** and
INCLUSIVE, and
show **COMPASSION**
and **RESPECT**.

.....
We BUILD
each other.

I love coming to work. The people I work with make work a pleasure

I treat, speak and think about the people around me with compassion and respect

*Siyakhana means "we build each other" in isiZulu

Glass Box



My **WORK**
and **DECISIONS**
can withstand
scrutiny.

.....
We ACT
with integrity.

Take ownership of your responsibilities

Being rigorous may take time but the rewards can be longer lasting

Scrutiny is a 'harsh' word, but it is meant to be. It sends a powerful message

Plus Ultra



RIGOUR,
IMAGINATION and
COURAGE – these
set my work apart.

.....
We PUSH frontiers
to unlock value.

Even Buzz Lightyear went to "infinity and beyond"

Faster and further to the next horizon

I spend time at the beginning of each project thinking: is there a new and better way of doing this?

This lays the foundation for a culture within the company where transformation is the responsibility of all Genesis staff and is entrenched in our management practices



SIYAKHANA



What does this mean...

- Did I build the people around me today?
- Was I open and inclusive today?
- Do I respect diversity and the people around me?
- Do I help Genesis become a better place?
- Do I leave a positive impression on all those with whom I interact?
- Am I someone who personally makes a difference?

GLASS BOX



What does this mean...

- Everything I do – my work, my decisions – can all be independently scrutinised.
- That scrutiny would show that my work was ethical and done with integrity and honesty.
- Glass box is a test you apply to the work you have done.
- Would we be able to hold our heads up high?

PLUS ULTRA



What does this mean...

- Going beyond is what we do. I don't settle for the obvious solution.
- I care about the work I do because it pushes boundaries.
- Plus Ultra is an attitude. There are no traffic jams along the extra mile.

It's about having the brightest young minds with the unique insights they bring.



OUR CODE OF ETHICS

The work we do

- My work tries to improve social outcomes. Where my work actively harms these, I stop doing it.
- I will not write a lie. I don't fit the truth to the client.
- I credit others for their ideas.
- I try to live and work sustainably.

My work tries to improve social outcomes

Dealing with clients

- I make sure all team members are ethically comfortable with the work.
- I promise only what I can deliver, and deliver what I promise.
- I strive for financial success, but don't charge dishonestly.

Working together to make a difference

Working together

- I treat, speak and think about people around me with fairness and kindness.
- I give colleagues space to honour their aspirations and commitments outside of work.
- I cherish our diversity and respect the beliefs of others.

Conflicts of interest

- I keep confidential information confidential.
- I seek to avoid conflicts of interest between our clients, or between our practices. When in doubt, I ask.
- I abide by the laws of the communities in which I operate.

I can be trusted with information

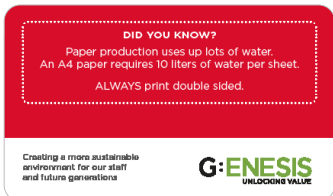


WE CARE ABOUT THE ENVIRONMENT

Genesis is committed to reducing our carbon footprint and finding innovative ways to reduce any negative impact we may have in the office and when work takes us away from the office. Below are some of our initiatives over the past two years to achieve our sustainability goals.



We buy local fresh milk in glass bottles to reduce our plastic footprint - saving the planet one glass bottle at a time.



We don't waste: Printing awareness campaigns are run continuously. Double-sided printing is the default setting on all computers.

We re-use and upcycle: As part of our office renovations in 2018, Genesis ensured that we re-used rather than bought new. This was the brief given to the interior designers who did the revamp. The company, which is also based in our office park, used local suppliers close by. Almost all our furniture was re-used. We bought no new chairs or sofas.

A chandelier was commissioned from a local supplier as part of the renovations. It was made out of recycled truck air filters. The materials are sourced from micro recyclers, whose overloaded trolleys are a common sight on South African streets.



We invest to save: We invested in LED lighting throughout the Johannesburg office. We conducted a detailed analysis to work out the kW saving per year. Even though it cost a large upfront capital investment, the change amounted to a huge 4 826kWh saving per year.



We make it a way of life: Standard practice to turn off projectors and lights when leaving meeting rooms.

Lights are turned off at the end of every day by the last person to leave the office.

Open windows rather than run air-cons. But when air-cons are on, all windows and doors are closed.

We ran an office-wide campaign to re-use mugs and glasses to reduce dishwasher runs, with a publicly displayed chart to track these.

Cycles per day



We buy sustainably: Genesis buys coffee from Bean There coffee company. Bean There is South Africa's first roaster of certified Fairtrade coffee and strives to make a sustainable difference in the lives of African coffee producers.

Direct fair trade means producers receive a fair payment for their coffee through equal engagement regardless of market fluctuations. This ensures community development, empowerment and sustainability.



Try eat vegan and have meatless Mondays: Offer vegetarian options at all meals and have meatless Mondays. We have seen a growing number of staff move to opting for vegan-only meals.



We travel less: We do a lot of virtual meetings through Zoom and Google, reducing the need to travel or commute.



GENESIS IS A SIGNATORY TO THE UN GLOBAL COMPACT AND SECTION ON THE ENVIRONMENT

Genesis became a signatory to the United Nations (UN) Global Compact in 2018. The compact is a voluntary initiative that encourages firms to commit to shaping a sustainable future.

Through the initiative, we have committed to work continuously towards the implementation of the Ten Principles of the UN Global Compact with respect to human rights, labour, environment and anti-corruption. As a responsible business, we continue to align our strategies and operations with these universal principles. Driven by our purpose to unlock value that is measurable, we are also committed to engaging in partnerships that advance the broader UN Sustainable Development Goals (SDGs).

As a signatory we understand that accountability matters and we have for the past two years submitted our annual Communication on Progress (COP) reporting on our efforts to operate responsibly at all times and support society meaningfully. We also share this information with our stakeholders. In our recently submitted annual **COP**, in February 2020, we detailed our efforts in relation to human rights, labour, environmental and anti-corruption principles.

We are also committed to complying with all relevant legislation and approved codes of good practice locally, nationally and internationally in relation to these principles.

[Download the report here](#)





GENESIS IN THE NEWS

Genesis does ground-breaking work that often ends up in the media. This is a selection of our work that has been covered in the media.



Bridging the digital divide is crucial in the battle against Covid-19



The conundrum of regulating digital business



Cloud-computing solutions can help significantly to reduce banking costs in Africa



A data-first mindset will arm Africa against the pandemic

TECH

SOUTH AFRICA in the DIGITAL AGE

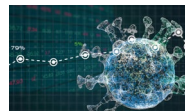
Is this a blueprint for mass job creation in South Africa?

How South Africa's tech industry can create 500 000 jobs in 10 years

How can we get more young people working?

Some glimmer of hope for SA's tech aspirations

NEWS



COVID-19 pandemic: We must plan using models, act on actual data



Are we asking the right questions about unlocking the SA economy?



Africa's individual COVID-19 epidemics require unique responses



Airbnb in South Africa: the numbers



Regulation blocks cloud opportunity for African FSPs



NHI pilot projects reveal deep problems



Amendments may impact independence of competition authorities



New law proposes to raise drinking age to 21. Will it work?



Media predatory-pricing ruling brings clarity to competition law



Debt relief bill would leave over-indebted worse off, says government commissioned study



For a quick view, click on the links





TRANSFORMATION JOURNEY

“Our transformation vision stresses four things: openness, inclusion, compassion and respect.

Saying them is easy, but making them true for every individual we come across is a deeply personal project that lasts a lifetime.” *Stephan Malherbe*



In 2017 Genesis adopted a revised Transformation Vision that underpins our commitment to diversity and inclusion and serves as a beacon to guide our business decisions and behaviours.

Genesis Transformation Vision

- We aim to reflect the diversity of the societies in which we operate.
- We aspire to be open, inclusive, compassionate and respectful.
- Different perspectives and approaches help us to unlock value.

Transformation at Genesis is driven by the Transformation and Employment Equity Committee (TEEC) whose role it is to guide the transformation journey within the firm.

To create a transformation vision, we need to look long term. It's an aspirational description of what we would like to achieve over time. A vision is ambitious. It is short and focused. No gumpf, no fluff, no fancy footwork. It's what we're trying to achieve. In our vision we aim to reflect the diversity of the societies in which we operate. It's not written as if it has happened yet, it's an ongoing process we need to work on.

We aspire to be open, inclusive, compassionate and respectful. Aspire, because every day we need to work on being open to new ideas and encourage everyone to participate without restrictions. We need to be inclusive, mindful of differences and understand their value. This also means recognising that isolation of social groups can be exclusive, regardless of how informal.

Show compassion through care and understanding. It's putting yourself in other's shoes for perspective, empathy and gratitude. Because we respect each other and are humbled by differences in background, tradition, outlook and experience.

These different perspectives and approaches help us to unlock value. Which is our purpose, why we are here and what our transformation vision must help us achieve.



CONVERSATIONS THAT MATTER

Genesis launched a series of
“Conversations that Matter”.

The firm-wide brown bag discussions is an initiative aimed at generating **meaningful conversations** on topics that form a pivotal part of the **political, economic and social landscape of the African continent**, featuring external subject matter experts.

Conversations about...

Are you
racially literate?

Why does
race matter?

2019 elections...
why vote?

Addressing transformation
in the workplace

How do you navigate racial
politics in the workplace?



Featured Guests

Lovelyn Nwadeyi, an established socio-economic and political voice in South Africa, and Sizwe Mpofu-Walsh, author, scholar, lyricist and media innovator.





Following “Conversations that Matter”, Genesis developed a definition for **Belonging the G:Way**

Genesis staff were given the opportunity to define what “**Belonging**” means to them through an anonymous 3 question survey.

1. How would you define belonging at Genesis?

Feeling understood, acknowledged, and accepted for my skills, unique characteristics, and personal vulnerabilities/challenges.

2. What would make you feel like you don't belong at Genesis?

*Exclusivity of opinions (only some people's opinions matter), not feeling like I can **participate openly in discussions**, not being asked to contribute etc.*

3. I feel like I belong at Genesis:

Yes

No

.....

These responses were important inputs into the 6 Pillars of Belonging...



Of the **52** people surveyed, the majority, **74%** felt they belong.



LIVING THE G: WAY

2017/
2018



The Transformation Committee conducted a number of surveys in 2017 and 2018 that aimed to build an understanding of staff experiences of **Inclusion and Acceptance**.

This proved to be a watershed moment in building a **strong employee-led Genesis culture** that ultimately started important conversations of how practices and the firm at large engage with each other.



2019



The momentum of the previous surveys and our new definition of belonging led to us refining the survey and launching a new **Culture Survey** late 2019.

The findings from the survey revealed a deeper appreciation and affinity for developing a unified culture under the banner of “**One-firm**”.

The survey results also spurred practice-level engagements that sought to better understand the firm **micro-cultures of each practice area that in turn aggregate to the overarching firm culture**.

2020
and
beyond

The culture survey will continue to serve as the foundation of the Transformation Committee activities and ensure a collaborative and unified Genesis culture for years to come.





BELONGING AT GENESIS

Belonging is...

Value

A space where people are valued for their skills and contribution: being deliberate about purpose, being in the right place, with the right ability and being appreciated for that

Respect

A space that respects and acknowledges the basic human dignity of all groups - nationality, race, gender and sexual preference

Safety

A space that is physically safe and promotes an environment in which people are free to be themselves and have a voice



And it is not...

Discrimination

A space where individuals are arbitrarily treated differently

Extreme Assimilation

A space in which people of different groups are unable to be sufficiently authentic and comfortable within the company

Exclusion

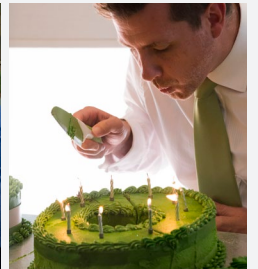
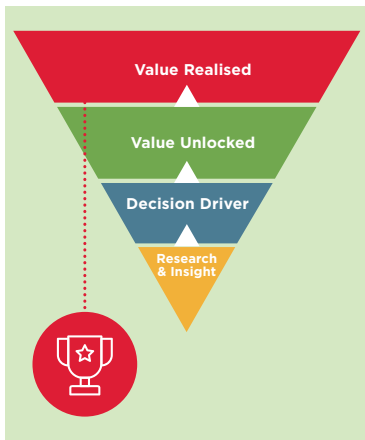
A space where there are arbitrary restrictions and limitations





G: LIFE THE FIRM

An annual highlight is the Value Unlocked competition where we showcase the best work done by the firm – the work that has unlocked the most value for our clients. In the spirit of healthy competition, we compete across six categories and the staff get to vote who the winners are.



2018 was a watershed year at Genesis as we celebrated the 20th anniversary of the firm.

To celebrate the **↓ 20th events** were held for staff and for alumni in Joburg and Nairobi. On the day we kicked off a celebration in the office for staff and took a photo of the staff present at the event.

The main event in Joburg was a cocktail party for staff and alumni. We were honoured to be addressed by one of our Financial Services Strategy alumna, Trudi Makhaya, who is now the economic adviser to President Cyril Ramaphosa. We were proud to showcase our newly renovated offices on the occasion.

The party then moved on to Nairobi where we celebrated with staff and clients.





**G: LIFE
ABIDJAN**



Genesis established a representative office in Abidjan as a tangible commitment to our clients in Francophone Africa and the African Development Bank (AfDB) in particular, which has its headquarters in Abidjan.

Tascha Terblanche made the move to Abidjan in 2019 to make it happen. Since opening the office we have won work in the Democratic Republic of Congo, Guinea, Senegal, Cameroon, Madagascar and a project with the African Development Bank to design its Private Sector Development Strategy, and review its small-business development strategy.

In February 2020, we moved into offices in the Africa Works co-working space in Zone 4. This coincided with Thierno Amaro Diao joining in Abidjan. The Africa Works space is the first of its kind in Abidjan and provides a trendy and comfortable work environment for our team in Abidjan.



Tascha and Thierno in the co-working space



Celebrating after a presentation to the AfDB with Richard Ketley



Abidjan from the towering AfDB headquarters building



Prior to the lockdown the Joburg office had a number of regular events

The monthly tea to celebrate birthdays and announce arrivals and departures. And on the rare occasion, give a big cheque to a staff member who tipped off HR on a good candidate.

The firm tries to keep active – the Johannesburg office takes part in a local action netball league and other practices maintain their zen through impromptu yoga sessions. The really energetic join the team that runs the annual JP Morgan challenge.

At the end of busy periods teams take time to unwind and connect. We also celebrate births and anniversaries. Practices take it in turn to host braais on a Friday afternoon.

Genesis has regular blood drives at the firm as a way of serving our community.

The daily major event at Genesis is lunch. Deliciously cooked by Gertrude, it gives us time to catch up with our colleagues.

The year ends with a party. We ended 2019 on a twirl with an Arabian Nights-themed function.



Baby Shower, Teas and Other Celebrations



Lunches

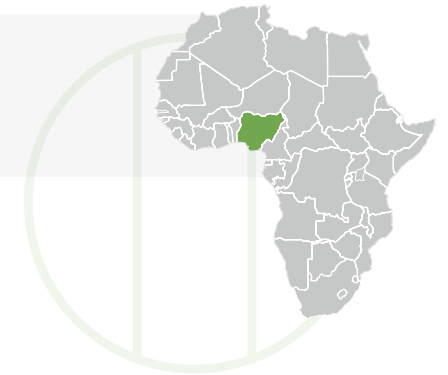
At the end of busy periods teams take time to unwind and connect



Yoga, Netball, JP Morgan Race to keep us fit



Year End

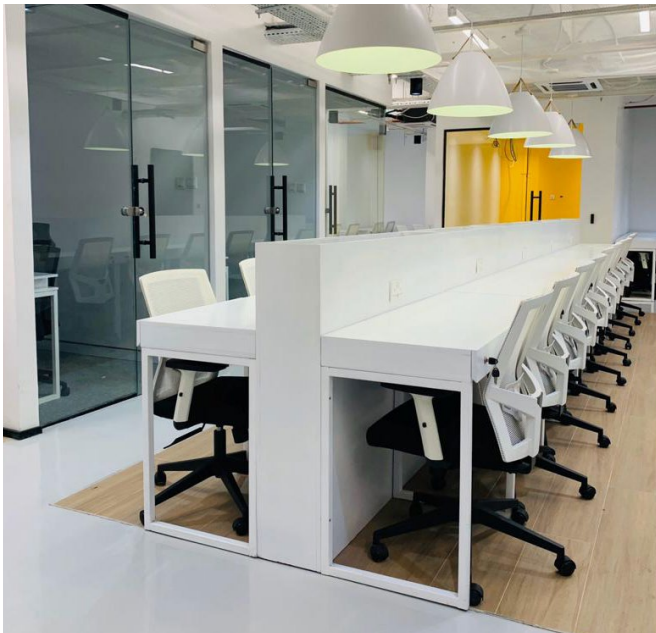


Our presence in Nigeria affirms our commitment to support our clients and stakeholders in the West Africa region.

Tochukwu Egesi joined the Nigeria office in December 2019 to support our clients in the region.

In line with our efforts to unlock value in the region with a joint solution approach with our clients and stakeholders, we are operating a part of the Centre of Digital Excellence from Lagos.

In 2020, we supported the Nigerian government in responding to the COVID-19 crisis through the use of digitally disseminated nudges to teach the populace how to avoid COVID-19.



The co-working office space in Maryland, Lagos



View of Victoria Island, Lagos, the commercial centre of Nigeria



Tochukwu Egesi is a digital specialist in the Financial Services Strategy practice

The Lagos office is situated on the last floor of a mall along the major road connecting the Lagos island with the Lagos mainland. This keeps us in a lively environment and connected to the bustling city of Lagos. After work activities are definitely worth looking forward to as there are several recreational activities going on at the same time in Lagos.



Genesis established an office in London in 2017.

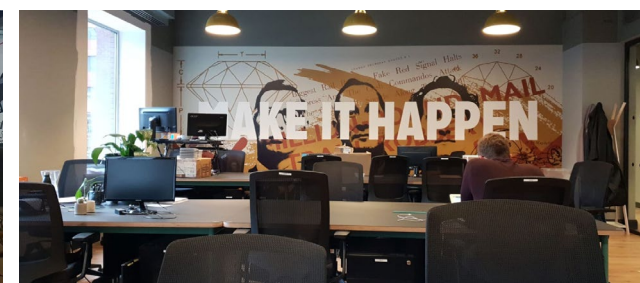
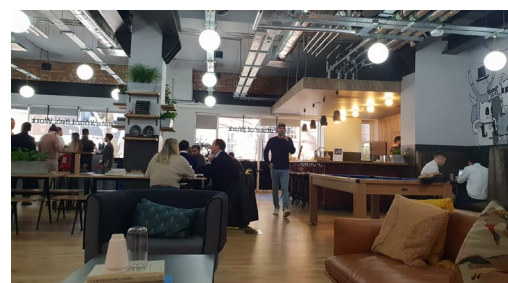
Having a UK presence strengthens our ability to understand our partners' and clients' decision-making contexts, ensuring that we are able to support them in their efforts to unlock value in Africa.

In 2018, Genesis moved to a co-working space in Holborn, which continues to host our UK-based employees. The London office has grown in the last two years and now hosts seven staff members who span three practice areas.

Genesis has officially been registered as a UK business since July 2019.



COLLABORATION: Colleagues from FSS and E4D from Joburg, Nairobi and London in the UK capital for a client engagement



THE LONDON TEAM: Colleagues across three practices catch up over coffee

The co-working office space in Chancery Lane



G: LIFE NAIROBI



The Kenyan office opened in September 2015 to expand our footprint in East Africa.

Since 2018 we have grown to serve the East African region in nearly all practices in Genesis.

We have grown from 8 to 12 employees in the current office at West Park Suites, Parklands. We now have three managers and one senior associate across two practices, and provide work space for many colleagues from other practices who are working on projects in the region.



THE TEAM: The East Africa team at the event that marked our 20th anniversary and the official opening of the Nairobi office



Our current office location



E4D working on the CEED project



The FSS crew in 2018



Nairobi staff speaking at conferences and events in Nairobi





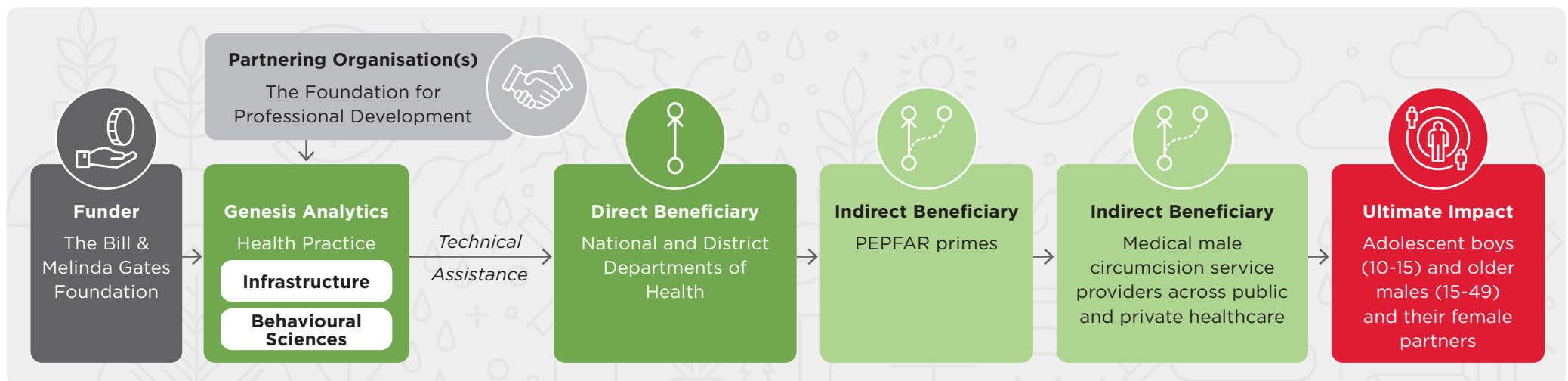
IMPLEMENTING LARGE-SCALE PROGRAMMES

Genesis has recently taken on two long-term implementation projects. We are using our technical skills across six practices as we seek solutions to water scarcity and HIV prevention



MEDICAL MALE CIRCUMCISION SCALE AND SUSTAINABILITY TO AVERT NEW HIV INFECTIONS (MMC SUSTAIN)

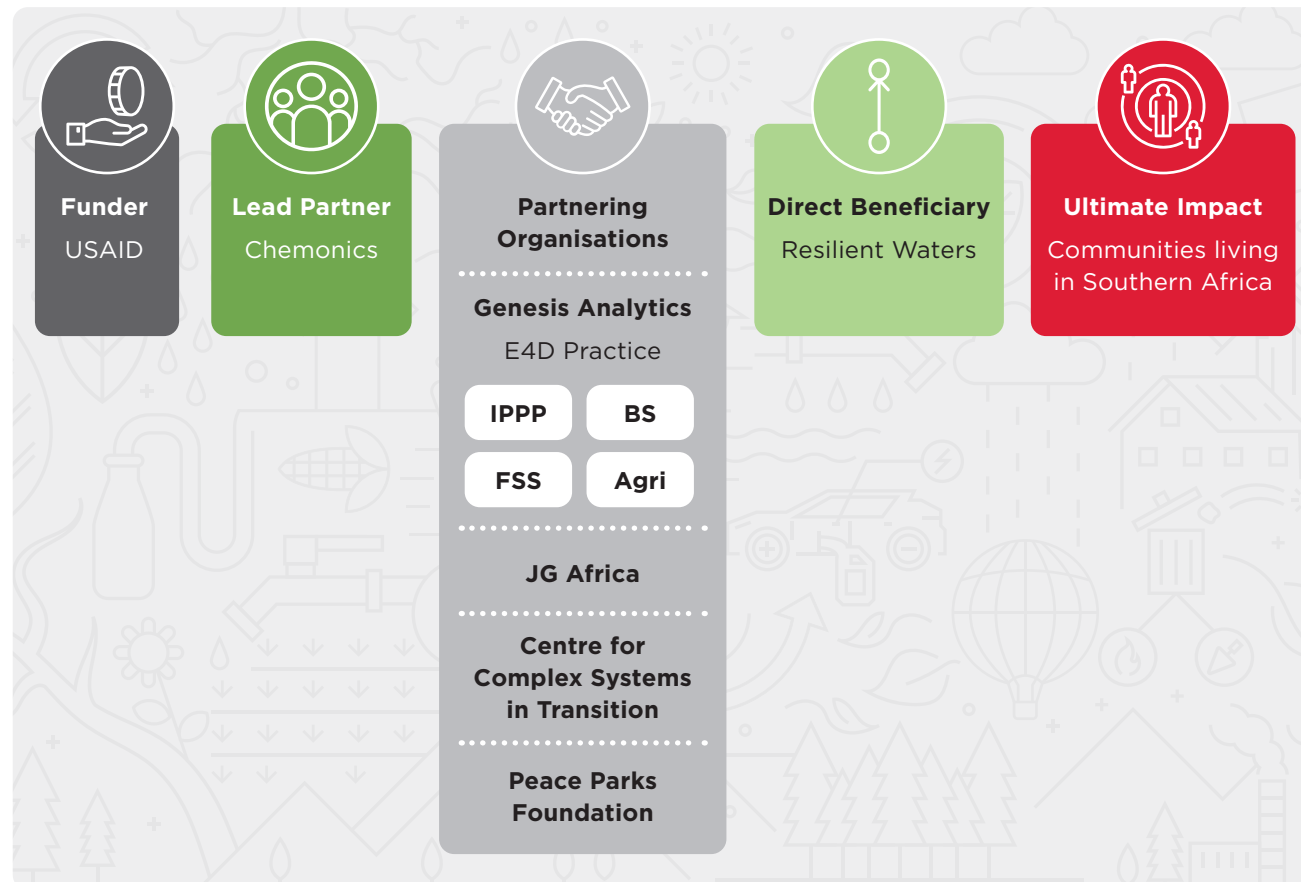
The MMC SUSTAIN project provides technical assistance to the South African National Department of Health with the aim of increasing the number of medical male circumcisions and preventing the spread of HIV. This three-year programme is funded by the Bill & Melinda Gates Foundation. We have partnered with the Foundation of Professional Development to ensure that our technical assistance reaches provincial and district levels of health. While the Genesis Health Practice leads this programme, it pulls on the expertise from our Infrastructure and Behavioural teams to deliver solutions that are user-centred.





RESILIENT WATERS PROJECT (RWP)

RWP improves management of transboundary natural resources for increased access to safe drinking water and sanitation services in the Okavango and Limpopo river basins. This five-year programme is funded by USAID and led by Chemonics. Genesis has a long-term monitoring, evaluation and learning role, provides financing technical assistance for conservation development and is on of a number of partner organisations that contribute to the RWP Strategic Advisory Group. This project combines the efforts of the Evaluation for Development (E4D), Agribusiness, Infrastructure (IPPP), Behavioural Sciences (BS) and Financial Services Strategy (FSS) practices.





BEING AN EMPLOYER OF CHOICE

PRACTICE AREAS

We established two new practice areas - Human Development and CODE (Centre of Digital Excellence) - in the past two years. This brings the number of technical practice areas to nine.



Behavioural Solutions



Competition and Regulation (CRE)



CODE (Digital)



Evaluation for Development (E4D)



Financial Services Strategy (FSS)



Groups Services (GS)
provides support across all the technical areas and geographies.



Health



Human Development (HD)



Infrastructure and Public, Private Partnership (IPPP)



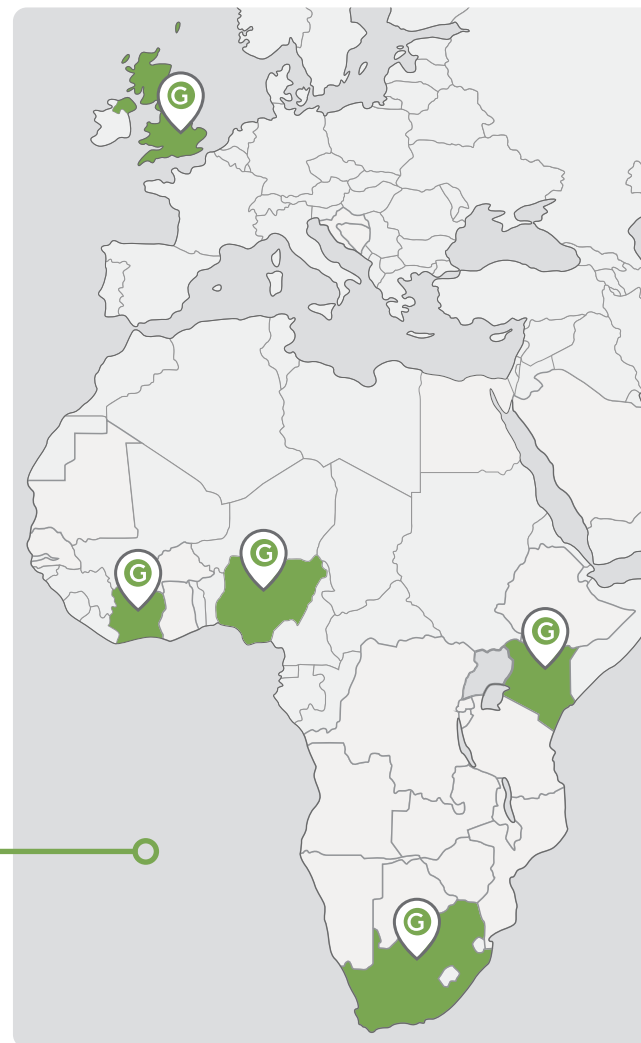
Shared Value and Impact (SVI)

	South Africa	UK	Kenya	Cote D'Ivoire	Nigeria
PARTNERS	11	1			
PRINCIPALS	6	1			
MANAGERS	9	3	3	1	
SENIOR ASSOCIATES	11	1	1		
ASSOCIATES	12		2		
ANALYSTS	22	1	3	1	1
SUPPORT STAFF	29		3		
TOTAL	100	7	12	2	1



Geographies

Genesis Analytics has broadened its global reach with a presence in the following five locations:



7 STAFF IN THE UK

3 in HD
3 in E4D
1 in Health

2 STAFF IN COTE D'IVOIRE

2 in FSS

1 STAFF IN NIGERIA

1 in FSS

12 STAFF IN KENYA

4 in E4D
5 in FSS
3 in GS

100 STAFF IN SOUTH AFRICA

4 in ABE
13 in E4D
5 in SVI
17 in FSS
3 in CODE
13 in CRE
3 in IPPP
19 in Health
1 in HD
22 in GS



PROMOTIONS

In the last two years we have had the following promotions in terms of long-term career progression:

6 **Analysts** have progressed to the level of **Senior Associate**

6 **Analysts** have progressed to the level of **Manager**

2 **Managers** have progressed to the level of **Partner**



TWO NEW PARTNERS: Bavani Naidoo (top) was made a partner in FSS and Sarah Magni (bottom) a partner in Health.



CURRENT GLOBAL DEMOGRAPHICS



76 Female



46 Male

VALUE PROPOSITION IN CHANGING TIMES

Transition to Virtual Working

Early in March 2020 the World Health Organisation declared the outbreak of COVID-19 a global pandemic. Offices in all geographies were closed and within a week everyone transitioned to the virtual world of work. IT systems were ramped up and sufficient data provided to all employees to facilitate the new normal of working from home.

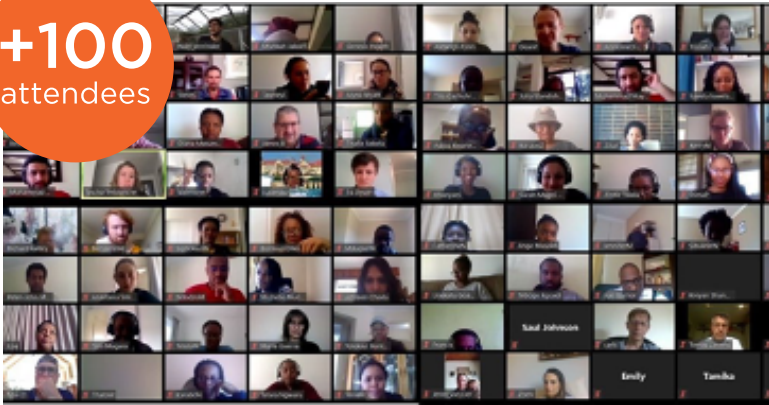
Continuing to meet our client deliverables has remained top priority throughout this period. Travelling to clients defined the way of work at Genesis. This changed abruptly in March 2020 with global borders shut down. True to form, Genesis has continued to unlock value for clients by creating a portal of virtual and online tools that can be used to ensure that work continues despite the prohibition on travel. This ability to adapt and be innovative has allowed Genesis to continue to deliver on client projects and to include smarter, more efficient and cost-effective methods of working on proposals. For more information, refer to the section in this report on “**New Ways of Working**”.

Meetings moved to



Google Meet

+100
attendees



The first completely virtual staff meeting was held in May 2020, as was the first virtual tea and cake, and the E4D strategy day. Other innovative virtual social gatherings have included a baby shower and Pictionary.

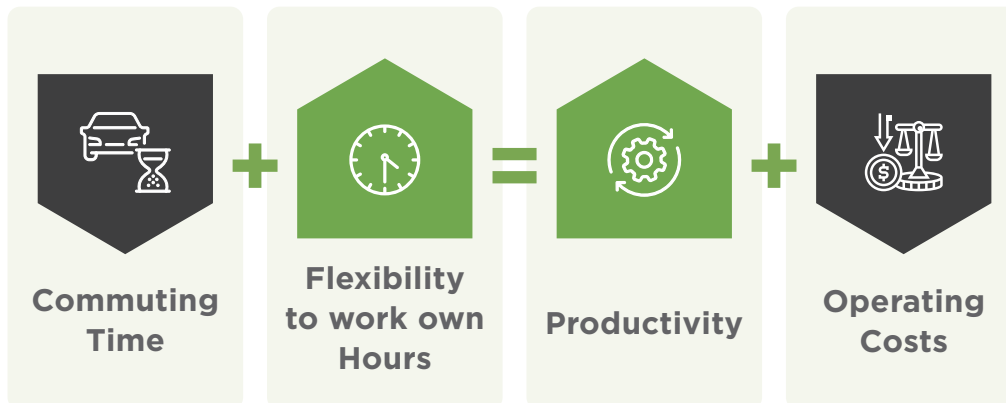
While innovation has been at the forefront of the new way of working, we do realise that this has created undue stress for some colleagues. Access to anonymous counselling was made available.

Flexibility

As part of maintaining contact with all colleagues while confined to working at home, Genesis conducted a survey to determine how everyone was acclimatising to virtual work.

82% of the 83 respondents felt their productivity had increased by between 10% and 30% - mainly due to decreased commuting time and the flexibility of working within their lifestyles.

Based on these results Genesis will consider a continued flexible approach to working.



Duty of Care

Due to the extent of travel by many of our consultants, we have implemented a stringent duty of care policy and process to ensure we are able to maintain the wellbeing and safety of our employees at all times. Genesis has implemented three systems in this regard.

All three systems are interlinked and work together to ensure the safety of our people while travelling:

International SOS provides up-to-date security and medical information for travellers. It is also our service provider responsible for evacuation should this become necessary.

GetThere drives the Safepoint system that automatically monitors every trip undertaken by an employee. It is linked to an application called Tripcase. Safepoint notifies Genesis of any incidents affecting travellers and can request a traveller to check in to declare their safety.

Tripcase loads a traveller's details, including flights, accommodation and other places of destination such as meetings. Once the information is contained in Tripcase, Safepoint monitors this information for any incidents in the area that may impact the traveller.



RECRUITMENT



GRADUATE RECRUITMENT

SAGEA Award

In 2019, we were proud to receive a bronze award for the Best Integrated Campaign for employers who recruit up to 20 grads. The event was hosted by the South African Graduates Employers Association (SAGEA) – a professional association dedicated to connecting and advancing graduate employment. Genesis competed against the likes of employers such as Mr Price (gold award), and RCL Foods (silver award). The award confirms that Genesis is considered a top employer within the young talent space.



GRADUATE RECRUITMENT PROCESS AND FEEDBACK

In line with the expansion of the firm and the growth of our global footprint. Genesis now runs two graduate recruitment processes:



International Round involving northern hemisphere universities and running between November and April.

African Round involving universities on the African continent and running between May and July.

Recent Statistics

STAGE IN THE PROCESS	AFRICAN ROUND		INTERNATIONAL ROUND	
	2018	2019	2019	2020
NUMBER OF APPLICATIONS	344	236	73	143
FIRST INTERVIEWS	69	32	36	20
ASSESSMENTS	30	27	36	20
PANEL INTERVIEWS	30	19	11	12
OFFERS	8	5	3	Pending
ACCEPTED	8	5	1	Pending

Feedback from candidates who participated in our most recent international recruitment round:

(11 Responses)

Was the application process easy to understand and user-friendly?

100% Yes

Was the recruiter helpful throughout the process?

100% Yes

The interview process was?

72.2% Challenging and Interesting

27.3% Fast and Fluid

Would you recommend Genesis Analytics to anyone?

100% Yes

"I really appreciate the transparency of the hiring process – knowing in advance what to expect and when to expect it."

"I really enjoyed the application process and found it to be fair. I appreciated that Genesis considered many aspects of my application, from my CV and cover letter to a psychometric test and panel interview. I felt I was able to accurately portray who I am and why I want to work at Genesis."

"I am very satisfied with the recruitment and hiring process. Zandile was hands on and always ready to assist all through the interviewing process with constant communication and updates."





WHAT WE ARE DOING DIFFERENTLY IN RECRUITMENT

Along with the advancements brought on by the fourth industrial revolution, as well as the recent challenges created by the COVID pandemic, Genesis has been using different tools within its recruitment processes.

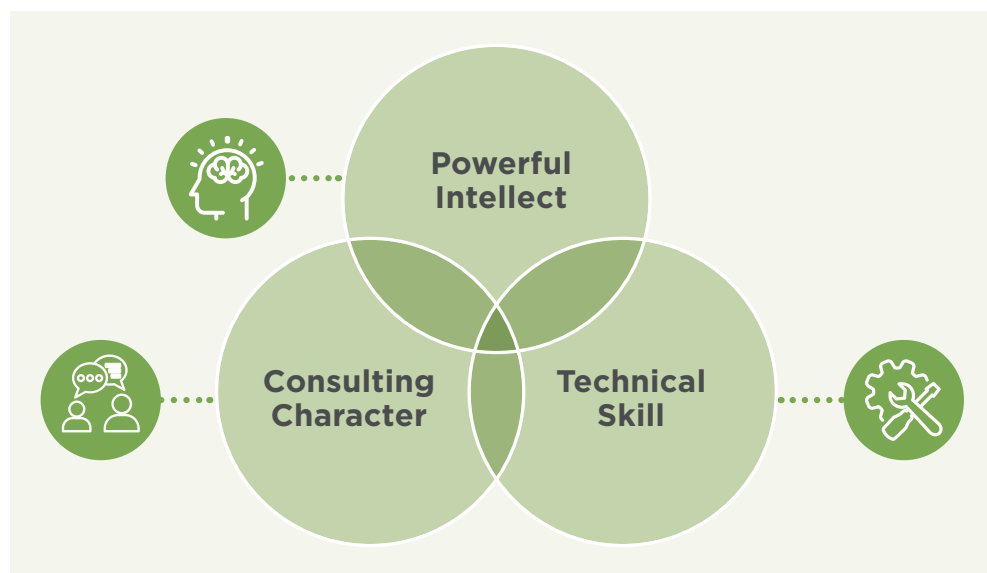
Recorded Video Interviewing

This allows candidates in remote locations to be part of the application and recruitment process. We are able to reach exceptional candidates from all over the world, and accommodate their preferred availability.

Online Psychometric Testing

Genesis has recently changed assessment processes and introduced an online assessment to test for cognitive thinking and problem-solving skills. This complements the nature of the diversity in qualifications being considered in addition to pure economics.

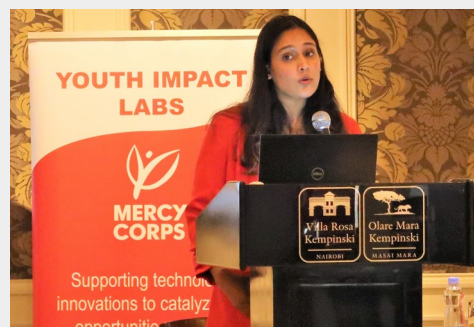
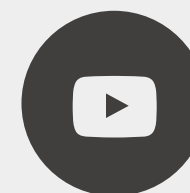
What we look for in our junior candidates:



Increased Social Media Presence

To access the best graduates, we need to be where they are on social media platforms. While LinkedIn has traditionally been the professional platform, graduates are more and more making use of other platforms to determine their fit with a company's culture.

The Genesis Instagram page was specifically designed for this purpose to share information on social events, fun updates and help candidates to get a “feel” of Genesis (@genesis_analytics).





SENIOR RECRUITMENT

The requirement for talented, experienced and skilled candidates at a more senior level continues to grow year on year.

Analytics

	2018	2019
# of Applications	4 066	4 688
# of Senior Hires	14	16
Days to Hire (impacted by the difficulty of the hire required)	42 to 50	50 to 33
# of Unique Applicants added to the Database	3 179	3 618
Percentage of Senior Diversity Hires	93%	56%

We have a total of **15 532** unique applicants in our database.

Talent Referral Programme

At Genesis, we believe that some of the best talent comes from our internal network. We also believe in rewarding our talent scouts for their efforts. Most recently, two staff members received their referral awards for introducing candidates who were appointed.



Project Recruitment

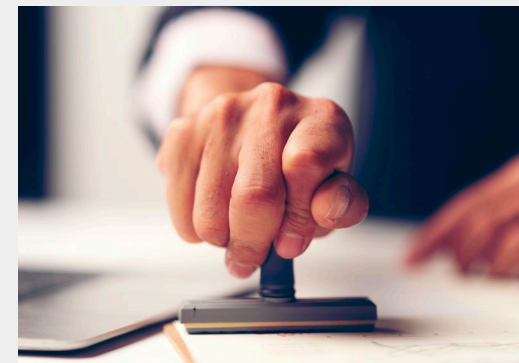
As the world of work changes, so do hiring practices at Genesis. Our processes have become more agile and flexible, not only in talent-sourcing strategies related to hiring for specific projects, but also in forms of contracting. Flexible working agreements ensure agility and technical excellence when we need them.



Focus on Governance and Risk

All and any hiring that is done within Genesis is subjected to certain minimum background checks. ID, qual (two highest quals), credit, criminal, two references.

- ✓ Verify ID
- ✓ 2 Highest Qualifications
- ✓ Credit Check
- ✓ Criminal Check
- ✓ 2 References



Virtual Onboarding and Induction

COVID-19 did not prevent us from onboarding new employees. Virtual welcoming and induction are now the normal ways to welcome starters to our firm. Online induction has been broadened to ensure that the new employee receives as much one-on-one orientation as well as regular check-ins during their first few weeks at the firm.

SABPP Membership

Our HR department has membership of the South African Board of People Practices, which ensures that we stay up to date with all the latest HR standards, news, trends, and training to facilitate best practice for our employees.





OTHER INITIATIVES



UPWARD FEEDBACK

We revamped the upward/360-degree feedback process to align both the scoring system and competencies with other performance-based processes in the organisation.

 **thornhillassociates**

360° FEEDBACK

Learning and Development

Genesis continues to ensure training remains a priority in the development of skills for our employees.

During the last financial year

R10.7million

was spent on various training interventions including:

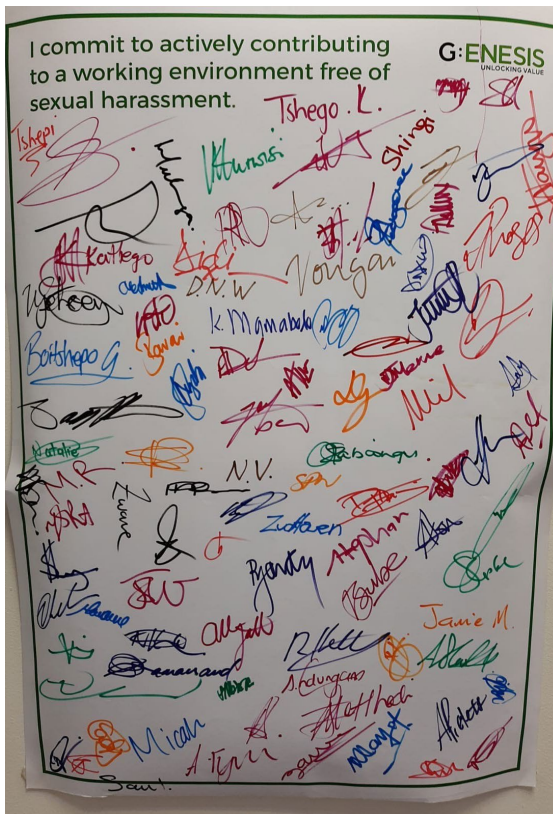
No to Sexual Harassment

We ran a firm-wide training programme for all staff to raise awareness of how sexual harassment is classified and recognised. It also covered our policy procedures on how to handle incidents of harassment.

On completion staff signed the pledge for Genesis to be an environment free of sexual harassment.

Seven employees are currently being assisted to complete their part-time qualifications, either through financial assistance, study leave or reduced work weeks.

Genesis also sponsors the further education of two deaf learners who are completing IT qualifications.



CELEBRATING MORE THAN 10 YEARS AT GENESIS

Mike Olver (COO), Bev Padayachee (Office Manager), Moe Mayet (IT Manager) and Tricia Thiel (HR Manager)



Farewell to partners James, Neil and Sydney
















OUR BURSARY PROGRAMME

The Genesis Educational Foundation Trust was formed in 2006 and owns 20% of Genesis Analytics. The trust is dedicated to producing high-calibre South African economists and promotes the study and practice of economics by previously disadvantaged South Africans.

The trust provides final-year and postgraduate bursaries to previously disadvantaged students who want to pursue a career in economics. Bursary recipients are then offered employment at Genesis after successful completion of their studies. Since its inception in 2016, the trust has awarded more than R4.3 million worth of bursaries to previously disadvantaged South Africans. Bursaries range from covering one to three years of studies.

Bursary spending and the number of people sponsored per year has been as follows:

Year ending 28 February	Rand value of bursaries	Number of people helped during the year
2006/2007	R 0	-
2008	R 22 800	2 
2009	R 60 971	2 
2010	R 294 253	7 
2011	R 202 432	4 
2012	R 255 523	6 
2013	R 375 855	8 
2014	R 616 246	13 
2015	R 448 198	11 
2016	R 244 406	10 
2017	R 426 609	7 
2018	R 395 110	7 
2019	R 595 769	7 
2020	R 318 800	5 
	R 4 256 972	89

R4.3
Million

worth of
bursaries granted





TESTIMONIALS

Mishkah Jakoet 2009/10

I received a GEFT bursary to complete a master's at the University of Cape Town. Without this bursary, I would not have been able to complete postgraduate studies at that time of my life and would almost certainly have shifted from a focus on economics.

Now, having worked at Genesis for almost 10 years, I am so grateful that I was able to keep studying and stay focused on Economics. Through this bursary, and through our work at Genesis, I have been afforded immensely rewarding opportunities to influence key decisions and important initiatives.



"And, most importantly, to continue to do what I love."

Kreyan Shunmugam 2019

The GEFT bursary assisted me immensely in my final year of university. It took the pressure off me financially and allowed me to fully focus on my academics.

The internship offered me insights into the world of consulting and work that an academic programme could never fulfil. I was able to identify my likes and dislikes, and shape my professional career. Through the assistance offered by the GEFT bursary, I was able to begin full-time employment with the company in a job I felt well prepared to execute.



"The bursary helped me unlock value."

Kagiso Zwane 2017

The Genesis bursary was my introduction to Genesis. During first year, I received the call for applications. Even though I was not eligible at that time, I nonetheless browsed the Genesis website and figured out that it aligned perfectly with my goal of becoming an economist with impact. When I eventually became eligible, I applied and was awarded the bursary, and I have been part of Genesis since 2016.

In addition to the financial support, I appreciated the opportunity to intern at the firm. The internships allowed me to get to know the people, work, values, and traditions that come together to make Genesis.



"Needless to say, these internships have become an exciting career, doing interesting work with smart people."

Mapaseka Setlhodi 2017/18

The GEFT bursary programme helped me through two years of my master's studies and paved the way to the beginning of a very promising professional career. As a result of the bursary I was saved from the stress and anxiety of tuition fees and further given the opportunity to work in a practice that is directly in line with my passion for development economics.

I now work in a practice with incredibly talented people who have contributed immensely to my professional development and with whom I have also created many fond memories.



"The time I have spent at Genesis has truly been remarkable."



GENESIS UNLOCKING VALUE IN SOCIETY

Contributions to the G:Soc initiatives over the past five years

Year ended February 2016	R 795 000
Year ended February 2017	R 353 000
Year ended February 2018	R 537 000
Year ended February 2019	R 236 000
Year ended February 2020	R 1 329 000

Genesis is committed to making a difference in society, and we acknowledge the value of involving all staff members in activities beyond their daily work.

Through G:Soc we implement meaningful projects that make a tangible difference in our community. We leverage our skills and capabilities to go beyond traditional CSI and in this way we aim to unlock value in our community.

This is achieved by committing to a number of social and economic development initiatives, conceived, assessed, selected and managed by staff who rely primarily on in-kind contributions of our time and expertise as professionals.

All staff members are free to propose ideas, while the criteria and procedures governing this initiative are managed by an internal Genesis in Society committee that meets regularly to adjudicate proposals, review and report on progress.




Some examples of projects that have recently been undertaken or are under way:

Future World of Work

Fun Learning for Youth (FLY) is a non-profit organisation run by young black professionals working across the private sector. The organisation seeks to instil educational curiosity among disadvantaged youth through tutoring and life-skills training. The Genesis team facilitated the Conditioning of the Mind workshop, where the team introduced the concept of the Fourth Industrial Revolution (4IR), explained where in society this was happening and provided learners with a better understanding to equip them for careers in the 4IR.

The second phase of the project will equip learners with the foundational Microsoft Excel. This has been postponed due to the COVID-19 crisis, but training will resume soon.



We also worked with FLY to improve attendance and attainment rates of the tutoring programme. Our work introduced two behavioural interventions: a values affirmation exercise and three weekly SMSes sent to parents. Over five weeks, student attendance increased by 14%, making a strong case to implement both interventions when tutoring resumes. [Read full story](#) 

From the beneficiaries: “The interventions have improved the efficacy of our administration, our rapport with parents and the continued values affirmation have allowed us to sow lifelong principles of goal setting and awareness of self in the [150] learners that we tutor. Thank you!”



Response to Amendment Act Regulations and Guidelines Project

We provided independent inputs to the Proposed Buyer Power and Price Discrimination Regulation and Enforcement guidelines. These highlighted potential issues in the regulation and enforcement guidelines and provided key economic analysis, improving the interpretation and use of documents. Our suggestions have been incorporated in the guidelines, resulting in an economic environment that is more equitable for SME/HDI firms and preventing abusive practices against such firms.



OLICO Project

OLICO is a mathematics-tutoring NGO that blends tutoring with technology, creating a path into high school mathematics and beyond. Genesis provided monitoring and evaluation (M&E) support to help OLICO improve its facilitator recruitment and Grade 9 & 11 psychometric testing. This assisted learners with subject choice and career guidance. Findings revealed that learners improved mathematics grades and OLICO had changed the negative perceptions/attitudes learners had towards mathematics.

YLED Project

The Youth Leadership and Entrepreneurship Development Programme (YLED) is an NGO that provides leadership and entrepreneurship training for school learners. Genesis provides monitoring and evaluation support by designing a monitoring and results measurement framework and developing beneficiary impact case studies.

The objective is to enable effective monitoring of programme performance, assist in fundraising, and guide in tracking and assessing the implementation and impact of the programme.





CHARITIES WE SUPPORT

We support a number of charities in addition to the G: Soc activities mentioned



Donations to the charities we support are as follows for the past two years:

Year ended February 2019 R 117 000

Year ended February 2020 R 124 000



Hannah's House / St Jane's de Chantal Home

Hannah's House looks after about 15 children between 0-17 years, some of whom are HIV+. The children were abandoned due to the parents being destitute or teen mothers who could not cope alone. Hannah's House is not state funded, so relies on individuals for food, clothing and medication.

Before Genesis became involved, the children would sleep in three shacks in Alexandra and during the day they played at a house in Kelvin. Genesis pays rent for three rooms in the Kelvin house so that the children are safe in one place.

Genesis runs an annual Christmas donation of food and clothing, as well as various activities for Mandela Day, including a fun day for the kids. We also thank Mugg and Bean Woodmead, which has provided the children with weekly meals since 2019.

The Angel Network

The G: Soc committee, together with TEEC, ran an initiative to support people affected by gender-based violence (GBV).

The two committees identified the Angel Network as the beneficiary because it had begun a nationwide campaign to provide rape comfort packs to as many women across South Africa as possible.

Individual donations totalled R7 675, which could buy 66 comfort packs, exceeding our goal of 50. Genesis matched the donations with an equal amount, bringing our firm's contribution to R15 350 – providing over 130 packs to the women and children supported by the Angel Network.

66
Comfort Packs



GENESIS ART

Genesis has been supporting local artists for more than a decade.

In the renovations of the head office we bought a set of six prints of insects by local artist Marianna Keyser. A chandelier made of recycled air filters from trucks. It was commissioned from Truk for the new reception area.

Genesis also supports emerging local artists through the Johannesburg Art Bank (JAB).

Initially the firm leased art pieces from the JAB, whose main purpose is to create employment for artists, develop the skills of emerging artists and raise awareness about South African art.

Genesis subsequently bought a number of pieces and continues to support local contemporary artists, from painters to crafters and sculptors.

