



STAKEHOLDER REPORT 2024

Unlocking Value
in the Young World



G:ENESIS
UNLOCKING VALUE

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Biannually we produce a Stakeholder Report to give an overview of the firm's growth and activities.

1 UNLOCKING VALUE IN THE YOUNG WORLD

Genesis Analytics is an impact firm that was founded in South Africa in 1998. Since then, we have worked in more than 115 countries and broadened our reach across East and West Africa and beyond, with a focus on the Young World.

Africa is home to more than 800 million young people, with 200 million of them under the age of five. These young populations form the core of the Young World. The term embraces a grouping of countries stretching from the south of the continent across North Africa and the Middle East into Southeast Asia. All are characterised by their young, growing populations.

These countries are navigating five profoundly interrelated transitions. Success in one can improve the conditions for progress in the others, while failure in one can create tremendous difficulties across the board. Managing these transitions – their complementarities, trade-offs and sequencing – will be an area of great value creation, or destruction.

- 1 A human transition (of youth and gender)
- 2 An urban transition
- 3 An economic transition
- 4 A transition in state capability
- 5 A climate transition

Genesis is dedicated to helping societies, governments and businesses in the Young World navigate these transitions. To the best of our knowledge, no other consultancy has ever defined its objective and field of operation in this way.

Our focus is on three of the five critical transitions that these countries will need to make to thrive in the future: Human, Economic and Climate.

*Dark green countries are where Genesis has worked in the Young World



Our job at Genesis is to help societies, governments and businesses across the Young World succeed at three fundamental historic transitions.

RECONFIGURING ECONOMIES

Creating income for large, rapidly urbanising youth cohorts within a global economy undergoing profound changes.

A HUMAN TRANSITION

A fundamental rethink of how societies, governments and markets can ensure the health and cognitive and social well-being of all those young people, including the most vulnerable.

A JUST CLIMATE TRANSITION

Both to decarbonise and to manage the human and economic impacts of a global crisis the Young World did not cause.

Critically, our approach recognises that the three transitions have to be in sync: each depends fundamentally on the success of the other two.

OUR DELTA STRATEGY

The advisory world has been turned on its head with the rise of generative AI. Delta focuses on powerful new ways to bring impact to our clients and societies. At the heart of Delta is the fusion of traditional solution-oriented analysis with new services and capabilities that create significant impact.

- We have expanded our focus to the Young World.
- We have set out a practical Cycle of Success for Genesis.
- It is our path to 21st century consulting.

BY 2030

- About four out of every five babies will be born in the Young World.
This is where humanity's future will live.
- 80% of countries with growing working age populations will be in the Young World.
This is where future production will be.
- Young World countries will have the lion's share of potential productivity gains.
This is where future growth will occur.

THE GENESIS CYCLE STARTS AND ENDS WITH IMPACT

- Impact is the reason for our existence.
- It is both our starting point and our destination.
- Impact fuels our growth by generating the resources we need.

But what exactly do we mean by impact?

It's about creating high-quality value for our societies and clients. It's about making interventions that change prospects and realities for the better. And there's a crucial shift in what we offer: **not just solutions, but results.**

“

We work on ecosystem facilitation that brings together governments, international foundations and donors, as well as business to put together the pieces of the puzzle together and find solutions together. And that is where we make our impact.

”



HOW WE WORK

AI has improved the speed and accuracy with which we work, but it is the unique human skill sets available at Genesis that differentiate our offerings.

Genesis Analytics is a truly 21st-century consultancy that blends human engagement and technology. Critical to unlocking value at Genesis is the ability to convince people to act, as well as facilitating enabling environments for them to enact change. This requires a complex set of human skills to build coalitions, ecosystems, networks and a relationship-based approach to getting people to act intentionally on joint solutions.

We have developed three different methodological models that we adopt in varying degrees in all our projects:

1

JOINT SOLUTIONING

A human-centred problem-solving approach, which has been developed for tackling complex, wicked problems where parts of the solution to the problem lie with different groups. It works by bringing together a diverse range of experiences, fostering a collaborative environment where multiple perspectives are considered. It has proved instrumental to generating innovative solutions to complex problems when we brought together a multi-disciplinary, public-private team to advise the South Africa Government on how to exit the first lockdown during the Covid pandemic of 2020.



STRENGTH IN HUMILITY

We don't know everything.



DIVERSITY

We use agile teams with multi-disciplinary skills and world views. They are empowered to raise dissenting views to avoid hierarchical group-think.



ADAPTABILITY

We often co-design a project with clients. We stay agile in delivery, and present ideas early. We test, learn, iterate and change direction when needed.



USER-CENTRED EVIDENCE

We always ask: Who is this work meant to serve? All solutions must ultimately pass the test of user experience.

2

PEER LEARNING

As an alternative to traditional capacity-building and knowledge-sharing solutions. Working in and from the Young World, Genesis believes that Peer Learning empowers solutioning from within and inherently makes learning more relatable. It also moves beyond knowledge to know-how. This fluidity, coupled with a neutral and experienced facilitator such as Genesis, downplays any power differentials between parties and encourages equality in solutioning.

The South-South Learning Network is pioneering new ways to shift traditional power imbalances by facilitating linkages and learning between 15 African countries heavily burdened by HIV to co-develop and share best practices to prevent HIV infections according to UNAIDS's 5 HIV prevention pillars.



3

ECOSYSTEM FACILITATION

We are specialists in identifying areas of latent economic or social opportunity that feature a set of stakeholders with common interests in getting the problems solved. We excel at bringing these stakeholders together and “get things done”.

For example, we facilitated, with UNFPA Asia Pacific Regional Office, a meeting of policymakers and experts from the Asia-Pacific region to increase understanding on how investing in family planning, maternal health, and ending gender-based violence contributes towards sustainable development and long-term social and economic gains.

We also convened the South Africa in the Digital Age (SADA) process, an urgent multi-stakeholder initiative that developed a forward-looking digital economy strategy to create 500,000 jobs in the next 10 years in globally traded services.



2 NEW AREAS OF UNLOCKING VALUE IN GENESIS

Genesis is committed to a culture of continuous learning, where everyone can develop to their full potential. This forms the mandate of our Learning and Development (L&D) Unit that was established in December 2023.

G:ENESIS ACADEMY

One of our key achievements was the launch of the Genesis Academy, an internal learning hub that offers team members courses on a range of topics. These include G+ problem solving, Intacct, AI, cyber security, applying a gender lens, negotiations, budgeting, project management, and Genesis policies and procedures. Team members can access these courses at their convenience. The courses are facilitated by experts from within Genesis.

Other initiatives:

- Our **in-person inductions** at our head office in Joburg are designed for analysts, associates, group services and practice administrative staff. These inductions are vital in integrating new hires into the company and Genesis culture. They ensure that staff members understand expectations and feel prepared to contribute effectively.
- Our **mentorship programme** has confirmed 82 matches within the company, including 69% of junior staff and 56% of senior staff.



“ The L&D team is committed to making sure we deliver training and development opportunities that **support and foster growth**, and a strong sense of belonging within the company. ”

GENESIS PROCUREMENT SERVICES AIMS TO IMPROVE GOVERNANCE

Genesis decided to enter a whole new area in 2024: procurement services and advice.

The mission of Genesis Procurement Services Ltd is to provide honest and effective procurement services and advice to governments where procurement is a blockage to faster development. The business has the potential to improve governance outcomes in many Young World countries.

“Genesis Analytics has long recognised the vital role of procurement in governance performance. Across the Young World governments spend hundreds of billions of dollars every year to procure a wide range of critical services and inputs, from sophisticated IT systems to bandages and syringes,” said CEO Stephan Malherbe.

“Procurement is ground zero for transparency issues, from everyday pilfering to state capture at the scale that can bring down governments and hold back economies. Conversely, wise leaders know that effective procurement reform is key to giving government back to the people. This is where this team excels.”

The team is led by Steve Guppy, (pictured above) a renowned procurement and supply chain expert, along with 10 former members of his Crown Agents procurement team. Whilst at CA, Steve and his team were regarded across the international development sector as a beacon of excellence.

This team brings decades of success working in some of the world’s most complex environments, including in emergencies and low-capability settings. It won international awards for its work supplying vaccines to some of the most remote places on earth during the Covid pandemic, as well as for work during the Ukraine war. And its work has saved governments serious money, in some cases upwards of \$1 billion.



“Better procurement can bring about better service delivery and large savings. But there is more to it.”

Annual public procurement spend is about **\$13 TRILLION:** World Bank and Spend Network.



Their areas of expertise are:

-  Operational procurement and supply chain
-  Global logistics
-  Procurement modernisation
-  Procurement professionalisation and capacity building
-  Sustainable procurement
-  eProcurement
-  Monitoring and evaluation for accountability and learning

[Click here for more information.](#)

GLOBAL BUSINESS SERVICES

Genesis' Global Business Services (GBS) entail global-to-local research, as well as advisory and strategy practice for today's experience economy.

We work with our clients and partners to identify specific questions and challenges. We then design GBS demand-to-supply side analyses and benchmark reports to answer these questions. This work, led by Mark Angus (pictured right) is supported by go-to-market action planning and implementation services, in close partnership with Genesis' Centre of Digital Excellence team.



MARKET RESEARCH & DIAGNOSTICS

- GBS sector readiness diagnostics
- Supply-side market quantification
- Buy-side demand mapping
- Labour, salary and opex surveys
- Country/market due intelligence



OPPORTUNITY IDENTIFICATION

- Value proposition design
- Competitor and performance benchmarking
- Buyer-to-supplier benchmarking
- Source market penetration analysis
- Impact sourcing & job creation opportunities



GROWTH STRATEGIES

- Go-to-market strategies (vertical and source market) for operators
- Sector growth plans
- Job creation strategies
- Skills development strategies
- Feasibility and business/investment case development



DEMAND GENERATION IMPLEMENTATION

- Support for source market investment promotion
- Market analysis and entry
- Buyer/investor management
- Buyer/investor engagement
- Impact measurement

PROGRAMME MANAGEMENT UNIT

The Programme Management Unit (PMU) provides operational and financial management for large projects, including framework contracts, technical assistance mechanisms, grant management and other high-value complex projects.

The firm's ambition is to establish a best-in-class PMU that excels at managing large projects origination, design, operations and delivery.

We have been increasingly successful at securing substantial contracts with international entities such as the United Nations; the UK Foreign, Commonwealth and Development Office; European Union; Global Fund; UN Children's Fund; US Agency for International Development; Mastercard Foundation and others.

Our PMU provides delivery and implementation support on framework agreements, technical assistance contracts, grant management and other high-value complex projects to a wide variety of international donors, consortiums and partners.

The PMU **acts as a driver for organisational excellence**, enhancing the practices of **operational and financial management**, **corporate governance** and **strategic change**. This enables our consultants to focus on the technical outcomes, improving **delivery**, **impact** and **value unlocked**.

This means that we are always on the lookout for highly motivated consultants in areas including health, education, social protection, youth, M&E, digital technologies, financial services, climate change, and shared value and impact. **If you are interested, [click here](#).**





PRIMARY DATA INTELLIGENCE UNIT

The Primary Data Intelligence Unit (PDI), headed by Jan Schenk, is Genesis' centre of excellence and innovation for primary data generation and use.

Its objective is to make us the market leaders in primary data – generating it, including in high-frequency settings; storage; analysis and statistical rigour; and visualisation for decision making.



3

GENESIS TURNS 25 IN A CHANGING WORLD

Our 25th anniversary celebrations in May 2023 served as an opportunity for Genesis staff to gather for three days at our Joburg head office to highlight our values and purpose in a world that has changed significantly for us.

Genesis has almost doubled in size since our 20th celebrations and has opened five more offices since then. By 2023 we had worked in more than 100 countries, and increasingly in the Middle East and Asia.

The pandemic changed the way we worked. From a firm with a few offices, we shifted to a hybrid working environment. For colleagues working in physical isolation in countries scattered across the globe it became a virtual workplace. The 25th was a time to get to know each other and rediscover why our value of Siyakhana (we build each other in isiZulu) is the bedrock of the firm.

Staff from all over the world participated in a mix of virtual and in-person activities. These ranged from interactive team-building exercises to inspiring keynote speeches and installations. The event was a testament to our enduring spirit of collaboration and camaraderie.

The celebrations on Day One emphasised teamwork and getting to know each other by working together.

Day Two focused on our Delta Strategy as we dived into discussions about the impact of AI on the world

of consultancy. We highlighted focus areas in our Delta Strategy that place the Young World at the centre of our plans. We also considered the importance of applying a gender lens to all transitions faced by the Young World.

On Day Three we wrapped up a team challenge that entailed producing a video on one of our values and headed for a Sandton rooftop to pay tribute to our founder Stephan Malherbe. Oscars were handed out for the best videos and there were also prizes for our annual Fun Awards where we vote for our colleagues in categories ranging from best dressed to who is always late or first at work.

From the rapid development of AI in the 21st century to climate change and shifts in global demography, we face many challenges. Our 25th gave us the platform to start working on them.



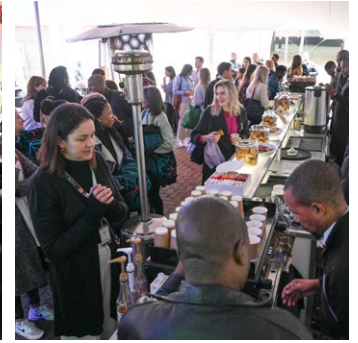
See more



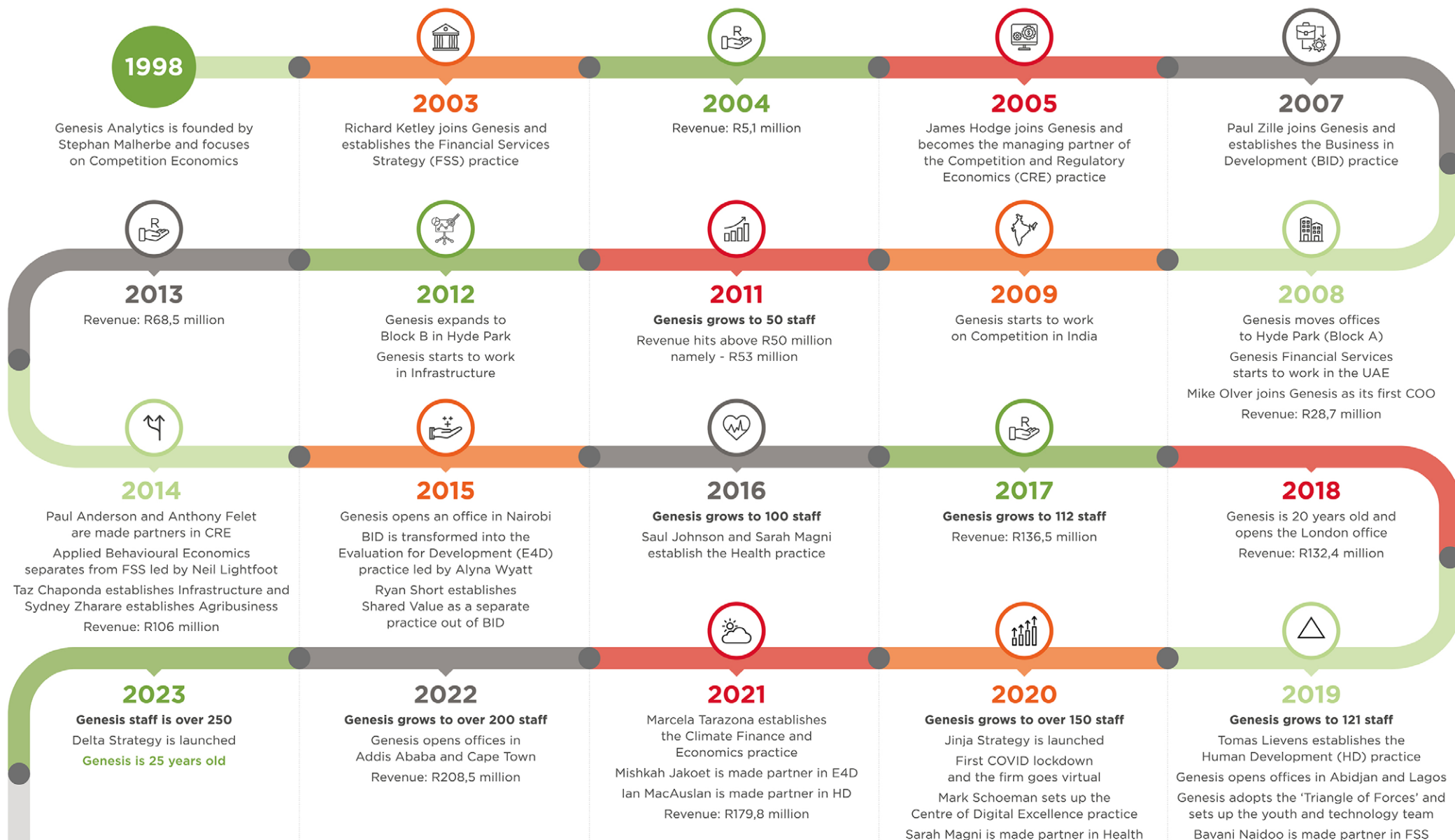
G:ENESIS 25 YEARS

UNLOCKING VALUE

CELEBRATION



G: GENESIS ANALYTICS TIMELINE



4 BELONGING IN A VIRTUAL WORLD OF WORK

Genesis had ventured into the world of virtual work before 2020, but Covid-19 accelerated our move to a virtual workplace. Virtual work expanded the talent pool, allowing us to work across geographies and time zones.

During the pandemic we developed the **Genesis virtuality norms**. These are best practices and guidance to prevent burnout and build a sense of belonging by managing expectations. As working virtually became the new normal, we built on this foundation with thinking habits to further assist staff to negotiate the complexity of working online.

OUR VIRTUALITY NORMS

GENESIS OFFICE

Teams should try to be together in an office at least two days a week. If not possible, virtual colleagues must be actively included in all team activities and communications. New employees should work in one of our offices for their initial two weeks of employment at least.

HOME OFFICE

Staff will be reimbursed for office set-up and running costs. It is your responsibility to make your home office environment functional. Although you are insured when working remotely, you need to take reasonable precautions at home to prevent accidents or injuries.

RELATIONSHIPS

Creating a sense of belonging is a shared responsibility. We all need to find ways to connect and deepen our relationships with our colleagues. The Value of Siyakhana becomes vital when creating this sense of belonging and fostering relationships: Embrace generosity by “building each other” explicitly and purposefully.

COMMUNICATIONS

Practice and project teams need to communicate clear expectations on priorities, goals, availability, timelines and the incorporation of Genesis’ values. Information and sharing knowledge is crucial with a centrally documented approach to collaboration: Where possible (i.e. the internet connection allows it) leave your camera – but mute when you are not talking!

AVAILABILITY

Standard global availability hours across the firm are 10:30am and 3:30pm SAST and the majority of internal contact/chats and meetings fall within these hours. If emailing outside a recipient’s office hours and the matter is not urgent, write NNRN (no need to reply now) in the subject field or use the schedule send feature on Gmail. Google Chat is the preferred work platform as Whatsapp is too personal for a work context.

Building on our norms we developed **four Genesis thinking habits** to help colleagues negotiate the complexity of working virtually.



FOUR GENESIS THINKING HABITS

In the spirit of putting up your hand, **we encourage these four habits for your best work in Genesis** teams and frankly many other settings.

Together, they allow Genesis teams to be 'super teams': These are teams that significantly outperform in terms of analysis, solutioning and creativity. The four habits are woven from many threads of deep analysis.



THE FOUR GENESIS HABITS OF WORK



SPEAK UP!

Provide constructive candidness.



GENEROSITY

Share your knowledge and networks, and create opportunities for others.



ACTIVE OPEN-MINDEDNESS

Trial, scrutinise, imagine, update, question, improve.



PIVOT TO ACTION

Favour action. Build a coalition. Execute. Assess and adapt.

5 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.

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

- 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.

My work tries to improve social outcomes

Working together to make a difference

I can be trusted with information

6

WE CARE ABOUT THE ENVIRONMENT

In the face of climate change, biodiversity loss and pollution, Genesis is stepping up to show what corporate responsibility looks like. Sustainability is at the core of our operations and business ethos. We are signatories to the United Nations Global Compact.

The Genesis Sustainability Committee: Partnering for Change is all about developing and rolling out a meaningful sustainability agenda across the business. Our aim is to be known as one of the most sustainable advisory firms in Africa.

The sustainability committee is organised thematically into six task teams:

Social

Dhiren Govender



Compliance

Dhiren Govender



Strategy

Mark Robertson

Paul Jorgenson



Greenhouse Gas Reduction

Ursula Larraquy



Waste Management & Circular Economy

Steve Cohen



Engagement & Education

Natalie Lamprell

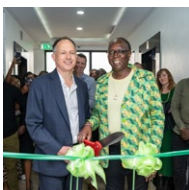


7 GENESIS IN THE NEWS

Our impactful work often catches the interest of the media.
Here is a selection of media reports over the past two years.



[Why the Young World matters](#)



[New Nairobi office to unlock value in the Young World](#)



[Health team shares flagship work at 25th AIDS conference](#)



[Genesis to review social protection budgeting in Virgin Islands](#)



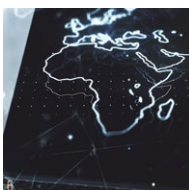
[Kenya signs digital job creation MoU with Genesis Analytics](#)



[USAID launches inclusive agri-tech digital design toolkit](#)



[Genesis study on ECD in Burundi selected for top UNICEF award](#)



[How AI can inclusively transform agri-food systems in Africa](#)



[Genesis welcomes new partner Lael Bethlehem](#)

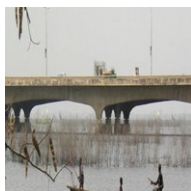


[25m adult women in Nigeria have no formal bank accounts](#)





[Learning network takes on HIV challenge in Republic of Congo](#)



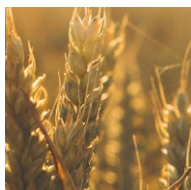
[Urgent call for investment plans to catalyse adaptation finance](#)



[Call to increase national budgets for sexual and reproductive health](#)



[100 African health experts discuss HIV prevention in Accra](#)



[Can AI inclusively advance agri-food systems?](#)



[UK's Climate Finance Accelerator launches in Egypt to support low-carbon projects](#)



[Anti-dumping duties on frozen chicken up for review in SA](#)



[Google's giant Equiano internet cable has landed in South Africa](#)



[Government's new plan to crack down on copper theft in South Africa](#)



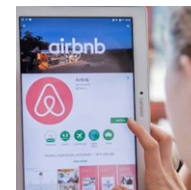
[Cable theft costs SA R47bn a year – charge thieves with treason](#)



[AI4D Africa focuses on AI for persons with disabilities](#)



[First cohort of 9 innovative low-carbon projects launched in Egypt](#)



[Airbnb SA provides jobs, aids economic growth](#)



[African governments asked to upgrade HIV funding for better impact](#)



[Red lights flash on funding for HIV, TB and STIs](#)

8 TRANSFORMATION JOURNEY

TEEC stands for the **Transformation Employment and Equity Committee**. It started back in 2015, originally to meet compliance requirements around broad-based black economic empowerment.

As our organisation grows globally, the TEEC has also evolved. Nowadays its role is to **drive systemic progress towards diversity and inclusion**. This creates an environment that goes beyond just inclusion to **foster a true sense of belonging** that embodies our *Siyakhana* value.

In practical terms, the TEEC leads the planning and implementing of Genesis's diversity and inclusion vision. We call this the Transformation Vision.

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.

Over the last two years, the implementation of this vision has been carried out by TEEC subcommittees, with the following areas of focus:



DIVERSITY + INCLUSION

Promoting a sense of belonging, inclusion and a bias-free workplace



WELLNESS

Placing mental health as a priority in the firm to promote staff wellness



SOCIAL

Crafting and promoting social interactions in the firm



DIVERSITY & INCLUSION



Tracking the status of Belonging at Genesis

Tracking the status of Belonging at Genesis has become a key part of understanding our organisational culture. Belonging is at the heart of the work of TEEC sub-committees, but the Diversity and Inclusion (D&I) sub-committee really zooms in on it. Their goal is to deepen our understanding of diversity and human-centred approaches, reaffirming our commitment to building one another.

This focus on Belonging ties back to our *Siyakhana* value launched in 2019. It's one of our flagship initiatives that exemplifies how our diversity and inclusion agenda has evolved. We now capture this by way of an annual initiative called the Belonging Survey. This survey assesses how Genesis staff experience Belonging, followed by feedback sessions and workshops for each team.

Over the past two years, we have refined these surveys based on feedback from the firm. The aim is to make the surveys more inclusive by expanding their demographic and geographical reach.

Today, the move towards Belonging not only signals a commitment by Genesis but also reflects a shared responsibility among all G: employees.

Journey of how Genesis experiences Belonging



Conversations that Matter series

This series has provided a platform for lively discussions on crucial topics. The lunchtime sessions with expert guest speakers spark thought-provoking dialogues on issues ranging from work-life dynamics and societal interactions to global matters. Staff can engage with each other and outside experts, discussing bold ideas and potential social changes. These sessions have inspired critical thinking and encouraged innovative ideas for personal and organisational growth. Topics covered over the past two years have included Genesis pre-Covid-19, queer African identity, fake news and Africa-China relations.

Facilitation and awareness building

Real changes at various levels within Genesis have flowed from TEEC initiatives prompting conversations about racial literacy, transformation and belonging. Our D&I team is committed to raising awareness through these discussions. Looking ahead, we plan to focus on diversity more broadly, including gender inclusivity and neurodiversity. The aim is to raise awareness and make sure that everyone feels included and valued in all parts of the organisation.

WELLNESS

The Wellness sub-committee prioritises mental health to promote the well-being of Genesis employees. Its initiatives include mindfulness courses, the Genesis book club and wellness days throughout our locations. These efforts complement the ongoing support and assistance services available to all Genesis staff. This sub-committee continues to work on new initiatives to ensure that employee wellness remains a priority.

The TEEC has developed a toolbox to help staff feel supported and address their concerns. It includes an anonymous diversity hotline and counselling services.



SOCIAL

As Genesis continues to grow and expand its global footprint, fostering a strong social connection within teams and across the firm has never been more crucial. With offices and representatives in more than 10 different locations worldwide, maintaining a sense of unity and belonging has become a key focus. Our commitment to connecting our employees, regardless of their location, has led to a variety of innovative and engaging social events.



Genesis 25th year anniversary

In 2023 we celebrated a significant milestone: Genesis' 25-year anniversary. This momentous occasion was marked by a series of celebrations designed to bring employees together through fun yet meaningful activities. The TEEC's contributions to the event encapsulated the essence of Siyakhana and furthered our evolving purpose as a globally recognised African firm. Our efforts focused on two key aspects of the event: conceptualising how Siyakhana would be personified and fostering meaningful social interactions.



Social events

Beyond our milestone celebrations, we have hosted location-specific social events to strengthen bonds within our regional offices. Each office has taken the initiative to organise events that cater to its unique cultures and preferences. In Joburg our traditional Friday braais have been a hit, while the Cape Town office enjoys meeting for drinks or hitting the padel court. The Lagos team comes together for monthly dinners, creating a warm and welcoming atmosphere for all.

As we approached the end of 2023, our year-end events provided another opportunity for teams to connect and celebrate their achievements. These events, held across various locations, featured festive activities, recognition awards and ample opportunities for staff to relax and unwind after a year of hard work.

Virtual engagement remains a cornerstone of our social strategy. Our annual online quizzes have become a staple, allowing employees from different geographies to interact and bond over friendly competition.

By investing in social events, both virtual and in-person, Genesis is committed to fostering a cohesive and connected workplace.



9

G: LIFE THE FIRM

Genesis has staff in more than 20 locations. We run offices in Joburg (our head office) and Nairobi, and have shared workspaces in Abidjan, Addis Ababa, Cape Town, Goa and London.

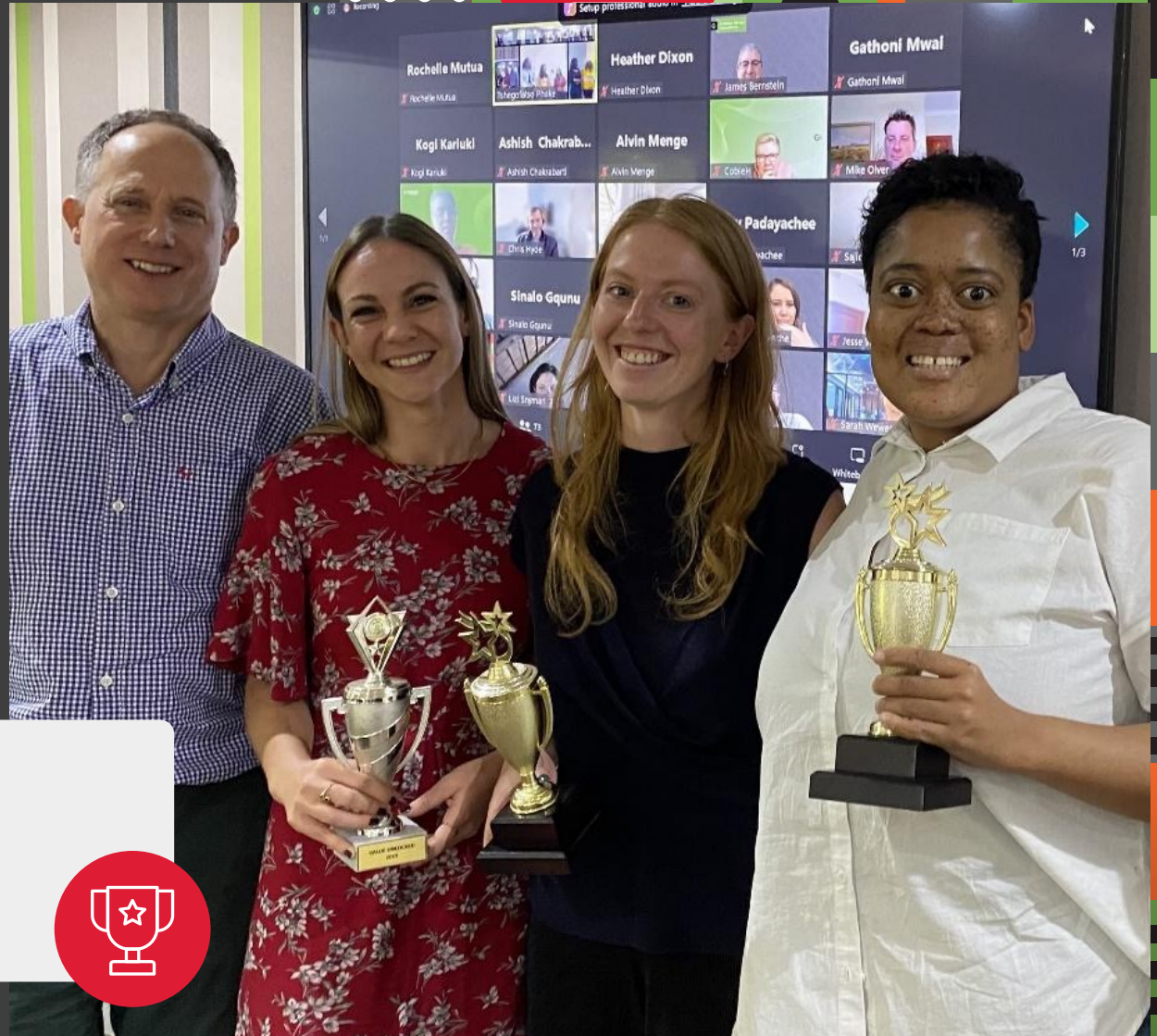
Our colleagues in other locations have joined the millions of people who now work from home.

Creating a sense of belonging across the firm requires the commitment of all of us.

Annual events such as an end-of-year party, regular staff meetings, wellness days and the Value Unlocked competition give us the platforms for us to get to know each other.

The annual **Value Unlocked** competition showcases the firm's best work in unlocking value for clients.

In the spirit of healthy competition, we compete across six categories and the staff vote for the winners.



SOUTHERN AFRICA

Joburg is home to the head office of Genesis, where colleagues use a shared workspace with hot desking and various areas to work.

We hosted the 25th anniversary at the offices and regularly hold induction immersions into the firm there.

The big plus of going to work is Gertrude's delicious lunches, with cakes and muffins on some days, and of course, the espresso coffee machine! We also have social events such as Friday braais, the sports team and JP Morgan race. We also conduct regular blood donation days where staff as blood is often in critical supply in the country.

Our **Cape Town** office on the slopes of Table Mountain hosts colleagues from across practices in a shared workspace. They have an active social life with regular drinks after work and do their bit on Mandela Day.



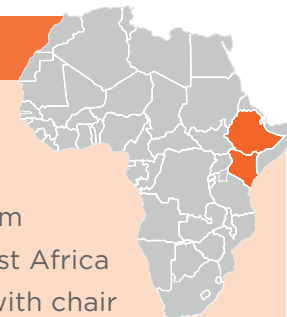
EAST AFRICA

Our team in East Africa hit a landmark 50 people in 2024.

To accommodate its growing staff in Kenya, the firm moved into new offices in **Nairobi** in July 2024. East Africa director Betty Maina cut the ribbon in Westlands with chair and founder Stephan Malherbe officially opening the office. The event brought together colleagues and alumni of the firm.

Genesis' work in East Africa is led by a group of principals with varied expertise: Amreen Choda in Evaluation for Development, Paul Ngunjiri in Financial Services (FSS), Jon Beardsley in the Centre of Digital Excellence (CODE), and Karin Sosis in Climate Finance and Economics (CFE). Robert Kyeyagalire leads our Health work from **Uganda**.

We extended our East Africa work to **Addis Ababa** as markets opened up in Ethiopia. We have both FSS and Health colleagues working in a shared workspace.



WEST AFRICA

Our office in **Abidjan** was opened in 2019. We hoped to build a relationship with the African Development Bank which is headquartered there. This has proven to be successful with projects won and in progress across our practices (FSS, E4D, CODE, CFE).

Our ability to provide services in both French and English is becoming an increasingly important part of what we offer, not only in FSS but across practices as we work collaboratively.

We also have a growing team of colleagues in **Lagos** and **Abuja** in **Nigeria**, as well as in **Ghana** and **Benin**.

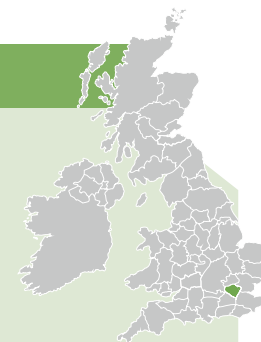


UNITED KINGDOM

Our **London** staff has grown so significantly that in 2024 we had to move to larger offices nearby.

The London office is a shared workspace that accommodates colleagues from the surrounding areas as well as **Oxford** and **Edinburgh**.

It is also a meeting point for our colleagues from **Portugal**, **Spain**, **France**, **Jerusalem** and **India**.



10 BEING AN EMPLOYER OF CHOICE

With the inception of the Delta Strategy and a focus on Young World expansion, Genesis has experienced exponential growth.

In the last two years our headcount has increased 109% with 247 new hires onboarded.

To manage this growth, the Group Services practice, which provides essential internal support to the business, has expanded its functionality. This includes addressing the addition of large donor-funded projects.

The practice now consists of:

- Commercial and Compliance
- Marketing and Communications
- Office Management
- Finance
- Human Resources
- IT
- Knowledge Management
- Programme Management Unit
- Primary Data Intelligence Unit
- Business Development Unit
- Learning Development



Genesis continues to display agility in the ongoing restructuring and alignment of practice areas.

Our eight specialist practices areas are:



Climate Finance and Economics (CFE)



Centre of Digital Excellence (CODE)



Competition and Regulation (CRE)



Evaluation for Development (E4D)



Financial Services Strategy, including Applied Behavioural Economics (FSS)



Health (Health)



Human Development (HD)



Shared Value and Impact, now incorporating an Implementation Service Line (SVI)



GEOGRAPHIES

Genesis has 289 permanent staff. We also use independent contractors and project staff not included in the numbers below.

Genesis continues to grow its global presence with staff based in the following locations:

	RSA - JHB	RSA - KZN	RSA - CPT	RSA - EC	RSA - MP	Kenya	UK	Nigeria	Spain	Ghana	India	Botswana	Namibia	France	Jerusalem	Zambia	Côte d'Ivoire	Portugal	Ethiopia	Uganda	Zimbabwe	Benin
CODE	8					2	3	1														
CFE			3			4	3		1	1	1											
CRE	12		2	1		1																
E4D	11		1			6	1	1				2	1									
FSS	10		1			5	3	3									2	1	2	1	1	
GS	44		8	1		14	6															
HD	13		3			1	19	1			2				1	1		1		1		1
Health	40	2	6		1	4	7	3						1			1		1	1	1	
SVI	7		1				1															
Totals	145	2	25	2	1	37	43	9	1	1	3	2	1	1	1	1	3	2	3	3	2	1

	RSA - JHB	RSA - KZN	RSA - CPT	RSA - EC	RSA - MP	Kenya	UK	Nigeria	Spain	Ghana	India	Botswana	Namibia	France	Jerusalem	Zambia	Côte d'Ivoire	Portugal	Ethiopia	Uganda	Zimbabwe	Benin
Partner	11	1					3				1											
Principal	10	1	3			4	2													1		1
Manager	10		5			2	5	1	1					1			1	2				
Senior Associate	6		9	1		4	7	3		1	1					1	1				1	
Associate	12		3		1	7	8	3				1			1		1		1	1		
Analyst	33		2			4	10	2			1	1							2	1	1	
Intern	1						1						1									
Other/Support	62		3	1		16	7															
Totals	145	2	25	2	1	37	43	9	1	1	3	2	1	1	1	1	3	2	3	3	2	1

PROMOTIONS

In the last 18 months we have had 57 promotions in terms of long-term career progression:

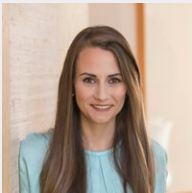
1 **Analyst** has progressed to the level of **Partner**

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

13 have progressed to the level of **Senior Associate**

NEW PARTNER PROMOTIONS

Two of our colleagues have been promoted to partner:



Zoë van der Hoven, CRE, Johannesburg

Joined Genesis as a manager in 2013 and holds an honours degree in Economics from UCT and a master's in Development Studies from Oxford University.



Tafara Ngwaru, HD, Johannesburg

Joined Genesis as a manager in 2020 holding a DPhil in Economics from UCT.

NEW SENIOR HIRES

We have welcomed a wealth of senior hires from across the organisation:

- Karin Sosis, **Principal**, CFE, Kenya
- Jon Beardsley, **Principal**, CODE, Kenya
- Thembaletu Buthelezi, **Principal**, CRE, RSA
- Yacine Bio Tchane, **Principal**, HD, Benin
- Fidelis Hove, **Principal**, HD, RSA
- Aška Pickering, **Principal**, HD, UK
- Emma Llewelyn, **Practice Manager**, Health, Kenya
- Frances Eberhard, **Principal**, SVI, RSA
- Chris Hyde, **Head of Commercial**, GS, UK
- Liesbeth Botha, **Chief IT and Digital Officer**, GS, RSA
- Sophie Scott, **Head of Communications**, GS, UK

CURRENT GLOBAL DEMOGRAPHICS



185 Female



104 Male

OTHER INITIATIVES (ACHIEVED)

| The Genesis HR team actively supports the growth of the business as well as staff based around the world.

We continually explore initiatives that add value to our staff:



Employer of record

Ability to legally hire talent in any location and provide them with a salary and benefits package that complies with local labour law.



Kenya benefits

Health insurance and Life cover implemented, enabling Genesis to be competitive in the market and support our staff. Salary restructured from Cost to Company to gross salary to align with local employment norms.



UK benefits

Pension scheme adapted to a salary sacrifice scheme, providing savings for G: and employees. Disability insurance cover implemented.



Proprietary CV database

Extensive database of niche CVs populated aggressively over the last two years.



Probation process

G: probation approach formalised to comply with local labour laws. Structured support for new joiners to ensure successful integration in the organisation.



Headhunting capability

Headhunting process designed and implemented. Provides additional support for strategic or hard-to-fill roles and opens up passive talent market to approaches.



Coming soon...

- **Automation:** Of processes, systems and documents to increase efficiency and reduce errors.
- **Chatbot:** To reduce burden of common queries.
- **Self-service:** To improve flow of information.
- **Enhanced data analytics and management information:** Moving to predictive data.
- Review of performance evaluation process and system.
- Revised global remuneration and reward strategies to maintain our competitiveness.
- Improved structure and career development opportunities for Group Services roles.
- Alumni referral reward scheme.

GLOBAL MOBILITY

Genesis is a global organisation and we have harnessed the power of global mobility to our advantage, supporting colleagues as they relocate or spend time in other Genesis locations for multiple reasons.

RETENTION

Retaining employees who wish to move for personal reasons.

PROFESSIONAL DEVELOPMENT

Offering fantastic opportunities to gain experience from working in a truly global firm.

RECRUITMENT

Leveraging the global nature of our business as a competitive advantage.

BUSINESS NEED

Ability to move resources to different locations based on project and expansion requirements.

STRATEGY

Supporting the strategy from a Global Firm perspective.

While we still believe that junior staff benefit from spending quality time with their teams in our hubs, our virtual approach at Genesis allows us to source exceptional experienced talent from Africa and beyond.

In the past two years we have enabled 13 transfers from one location to another and four international sabbaticals.

Recent additions to our staff include:



Yacine Bio Tchane, **Principal**, PFM, HD, Benin



Sergio Torres-Reuda, **Manager**, Health, France



Robert Kyeyagalire, **Principal**, Public Health, Health, Uganda



Tochukwu Egesi, **Manager**, FSS, Portugal



Heather Dixon joined E4D as an analyst in 2022. She was awarded a prestigious Chevening scholarship to study her MSc in Development Studies at SOAS in London on a year's sabbatical. Heather has returned to Genesis and is a senior associate in the Joburg office.

We are proud to welcome back five “boomerang” colleagues, those who have previously left Genesis, gained fantastic external experiences and returned to our business, such as:



Thembaletu Buthelezi, CRE, Joburg – left as an associate and returned as a principal after gaining 10 years' experience in the Competition Commission of South Africa.



Wanjiku Kimani, CODE, Kenya – left as an associate, returned as a senior associate after four years gaining experience in early-stage tech start-ups across Africa.

SENIOR RECRUITMENT

We take care to follow a clear and comprehensive recruitment process to ensure that we hire the right people for the job, wherever they are in the world.



RIGOROUS

Job description: Required before role is opened and follows a G: comprehensive template.

Pre-screening: Information collected before the interview includes checking candidate's right to work in the location, Genesis connections and salary expectations.

Formal, competitive interview process: Initial interview, technical case study, final panel presentation and interview. Known candidates must be interviewed by a non-known person to avoid conflicts of interest.



ROBUST

Verification checks: Conducted for all hires by specialist agency, including ID, work permits/visas, qualifications, references, criminal record, credit check, sanctions/anti-terrorism checks.

Breadth of opinions: HR, hiring manager and relevant stakeholders participate in interviews to ensure all voices heard and to avoid conflict of interest.



FAIR

Inclusive: Candidates are assessed on their technical capabilities and Genesis fit. Non-discrimination for any reason is vital.

Benchmarking: All roles are salary benchmarked using external data and considering the role/geography/individual/internal equity bands.

Roles openly advertised: Applications open to all talent fitting the criteria. Known individuals or referrals must apply on the system and follow the same interview process.



DOCUMENTED

Direct Hire: All candidates apply on the Direct Hire portal; all steps of the process are visible to the recruiter and the hiring manager; all documents are loaded here.

Candidate folders: Maintained for all candidates and reviewed for completeness before candidate signed off as hired.

Offer letters: Include job description bullets and key information. Signed by Genesis and candidate for clarity.

Anomalies: Always referenced with a system note to fully explain them.

Senior recruitment statistics

The Talent Acquisition team has expanded and restructured to include a specialised search function. This helps us to recruit the niche skill sets we often need across various locations. The Senior Talent Acquisition team has actively built a database of niche CVs. Over the past two years this has grown by 16,898 CVs to a total of 43,087.

	2022	2023
# of Applications	5 679	9 242
# of Senior Hires	61	57

YOUNG PROFESSIONALS' PATHWAY

Supporting the Delta Strategy, our Young Professionals Pathway (YPP) has expanded to include both analysts and associates at Genesis. This has created an engine of talent that is nurtured and supported to develop exceptional consultants who progress at Genesis.

As our focus expands into the Young World, so the YPP needs to adapt, accommodating cultural hiring norms in different regions and expanding its reach beyond its traditional bases in South Africa and the UK. We have been particularly successful in growing our brand and developing positive relationships in East Africa, evidenced by the rapid growth in our Kenya office.

We have also successfully employed a strategy of attracting “returning Africans” – African nationals studying abroad but keen to catalyse their careers in their home country. This has led to the hiring of some impressive talent, united in their desire for make an impact.

In addition, there is a growing demand for language skills among our YPP candidates and we are focusing on attracting Francophone, Lusophone and Arabophone talent.

Junior cohort hires 2022-2024



Analysts

69



Associates

17



Interns

7



11







































































































OUR BURSARY PROGRAMME

The Genesis Educational Foundation Trust (GEFT) 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 students in this category who want to pursue a career in Economics. Bursary recipients are offered employment at Genesis after successful completion of their studies. Since its inception in 2006, the Trust has awarded R5,4 million worth of bursaries to previously disadvantaged South Africans. Bursaries cover between one and 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
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 327 806	5     
2021	R 236 299	4    
2022	R 510 069	4    
2023	R 133 000	2  
2024	R 214 000	3   
	R5 359 346	102



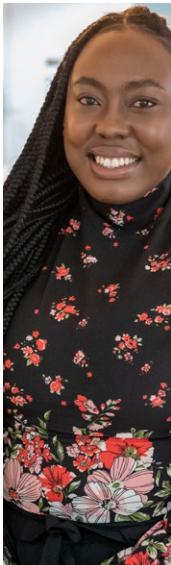
Mishkah Jakoet
GEFT bursar 2009/10

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.



Kamogelo Nunu
GEFT bursar 2021

My journey with Genesis Analytics began with a fascinating article on LinkedIn about its Covid-19 response work. I was drawn to the Health practice's projects and thrilled to discover the GEFT bursary for master's degree support. Starting my studies in 2021, I later interned at Genesis, where a brilliant team of experts fostered my professional growth.

The nurturing environment at Genesis truly propelled me forward.



Khumo Mphahlele
GEFT bursar 2023

From the first interview to the continuous support by the HR team throughout my academic year, the entire GEFT bursary process played an instrumental part in my success. **The internships offered invaluable real-world consulting insights.** I also formed lasting friendships with fellow bursars, which I value dearly. This bursary is not just financial aid; it's a holistic support system that gives students the best opportunity to excel in the world of work.



Sthandiwe Msomi
GEFT bursar 2023

The highlight of the GEFT bursary programme was interning at the Genesis Joburg office in July and December for two weeks each time. Meeting the various practices, assisting with research for proposals, bids or actual project work was an amazing opportunity. Now working in Human Development at Genesis Analytics, I truly appreciate the bursary's material and career development support.

It will serve you in good stead whether you choose to work at Genesis after studying or continue in academia.

12

GENESIS UNLOCKING VALUE IN SOCIETY

Genesis in Society or G:Soc is our corporate social investment (CSI) arm. It leverages our skills to go beyond traditional CSI to unlock value in our community. One way is to offer pro-bono consulting services to organisations in need. Staff can propose projects and these are reviewed by an internal G:Soc committee that meets regularly to manage and report on progress.

Some of our recent projects include:



The Metis Collective is a non-profit organisation that aims to reimagine education in Kenya by supporting local innovators and leaders. Its fellowship programme equips education leaders with tools, resources and mentorship to adequately design and implement innovative solutions. The programme includes a community of learning; a guided curriculum; connections to talent, capital and opportunities; and coaching support.

Genesis partnered with Metis to help fellows build their skills in monitoring, evaluation and learning. This support aims to empower the 2024 Metis Fellows to effectively measure the impact of their initiatives.



Koola Capital is all about unlocking the potential of township businesses to alleviate poverty and inequality. Koola assists micro-entrepreneurs to access funding for business assets and working capital, which helps them grow and create jobs. Through a network of community-based organisations, Koola also offers financial management support, business advice and access to educational resources.

Genesis worked with Koola Capital to develop a theory of change, guiding its organisational development and new strategies. We also created an impact measurement framework with indicators to track progress. This ensures that Koola's projects stay aligned with their long-term outcomes and measurable impact.





Umphakathi

Genesis teamed up with Umphakathi to evaluate its skills development and training programme in Gauteng, South Africa. Umphakathi helps youth aged 15 to 24 by providing free workplace experience and training opportunities.

It offers three programmes: exposure to career pathways through work experience for high schoolers, 12-month work experience for school leavers, and short courses for young people. The model aims to promote sustainable development and a sense of community through the Umphakathi “Skills Village” in Bez Valley, Joburg, with plans to expand to other parts of the country.

Genesis’ evaluation aimed to assess the programme’s effectiveness, measure its impact on direct and indirect participants, and identify strengths and areas for improvement. This project informed Umphakathi’s planning and decision making, offering strategies to enhance their social impact, secure diverse funding and scale their model.



Early Years Count (EYC) Uganda is a national NGO dedicated to elevating early childhood as a critical window of opportunity. It aims to ensure that the most disadvantaged families provide a good start for their children by building demand, influencing policy implementation for early childhood development (ECD) and addressing gaps in access to ECD services.

Genesis is partnering with EYC to enhance ECD access and quality in Uganda. We are putting together advocacy materials for the new ECD Situation Analysis (SitAn) in Uganda and broader ECD policy processes. Our ECD experts and members of the Centre of Digital Excellence team are turning the results of the SitAn into an easy-to-understand dashboard and advocacy brief.



13

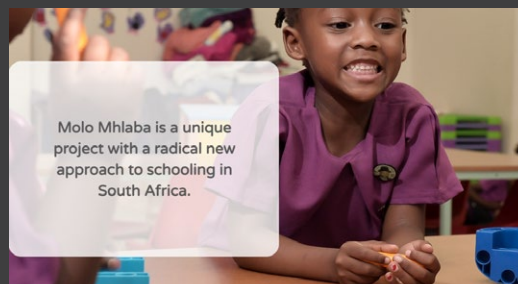
CHARITIES WE SUPPORT

Since 2022 Genesis has enabled staff to make direct contributions to impactful organisations from their monthly salaries. This initiative supports [Molo Mhlaba](#), [Global Greengrants Fund](#), [GiveDirectly](#) and our own G:Soc.



molo mhlaba

Molo Mhlaba Schools is a non-profit organisation that supports young girls in Khayelitsha, Cape Town, with STEAM education, early literacy, physical health education and outreach programmes. The idea is to provide girls with safe, affordable, high-quality education and establish a network of low-fee, independent private schools in underserved urban communities across South Africa. The schools also provide girls with extended school days for safety, nutritious meals, and leadership and entrepreneurship training.



GLOBAL
GREENGRANTS
FUND

The international Global Greengrants Fund supports grassroots efforts to protect the planet and the rights of people most affected by environmental challenges.

The fund puts resources directly in the hands of local people involved in projects affecting their environment. Key areas of action include climate change, healthy ecosystems, local livelihoods, women's environmental action, and the right to land, water and resources for indigenous communities.

One example is funding of the Youth Plus Policy Network Uganda. This project aimed to increase understanding of how climate change impacts on sweet potato and cassava yields. It supported women farmers with evidence-based interventions to promote food security and resilience.



Give Directly

GiveDirectly is the leading global NGO specialising in digital cash transfers, allowing donors to send money directly to the world's poorest households. People living in poverty deserve the dignity to choose how best to improve their lives – cash enables that choice.

GiveDirectly works mainly in Africa and its methodology has been tested and proven effective in alleviating poverty. Research shows that recipients use these cash transfers for medicine, livestock, school fees, water, solar lights, tin roofs, irrigation, motorcycles for taxi services, businesses and more, depending on their needs and circumstances.



Nelson Mandela Day

Annually in South Africa we mark Nelson Mandela International Day on 18 July, his birthday. South Africans are asked to spend 67 minutes of service on the day to honour the 67 years that Nelson Mandela fought for social justice. For the past two years we have assisted food programmes and feeding schemes.





GENESIS HAS WORKED IN MORE THAN 115 COUNTRIES GLOBALLY

NORTH AMERICA

Canada, United States
of America

CENTRAL AMERICA

Belize, Jamaica, Mexico, Panama,
Saint Kitts and Nevis, Saint
Vincent and the Grenadines

SOUTH AMERICA

Argentina,
Colombia,
Guyana, Peru

EUROPE

Albania, Austria, Belgium,
Bosnia and Herzegovina,
Bulgaria, Croatia,
Denmark, Germany,
Kosovo, Netherlands,
North Macedonia,
Portugal, Romania,
Russia, Serbia, Slovenia,
Switzerland, Ukraine,
United Kingdom

AFRICA

Angola, Benin, Botswana, Burkina Faso, Burundi, Cape Verde, Cameroon,
Central African Republic, Chad, Comores, Democratic Republic of Congo,
Côte d'Ivoire, Djibouti, Egypt, Eritrea, Eswatini (formerly Swaziland), Ethiopia,
Equatorial Guinea, Gambia, Ghana, Guinea, Kenya, Lesotho, Liberia, Libya,
Madagascar, Malawi, Mali, Mauritania, Mauritius, Morocco, Mozambique,
Namibia, Niger, Nigeria, Republic of Congo, Rwanda, Saint Helena, Sao
Tome, Senegal, Seychelles, Sierra Leone, Somalia, South Africa, South
Sudan, Sudan, Tanzania, Togo, Tunisia, Uganda, Zambia, Zimbabwe

ASIA & MIDDLE EAST

Afghanistan, Bangladesh, Bhutan, Cambodia,
India, Indonesia, Iran, Iraq, Jordan, Laos, Lebanon,
Malaysia, Maldives, Mongolia, Myanmar, Nepal, Oman,
Pakistan, Palau, Palestine, Philippines, Qatar, Saudi
Arabia, Sri Lanka, Syria, Tajikistan, Thailand, Turkey,
Turkmenistan, United Arab Emirates, Vietnam, Yemen

An impact firm born in Africa, working in the Young World

G:ENESIS
UNLOCKING VALUE



Where we have worked



Where we have offices



Where we have staff

G: CONTACT US



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FOR MORE INFORMATION
about our firm and our work

