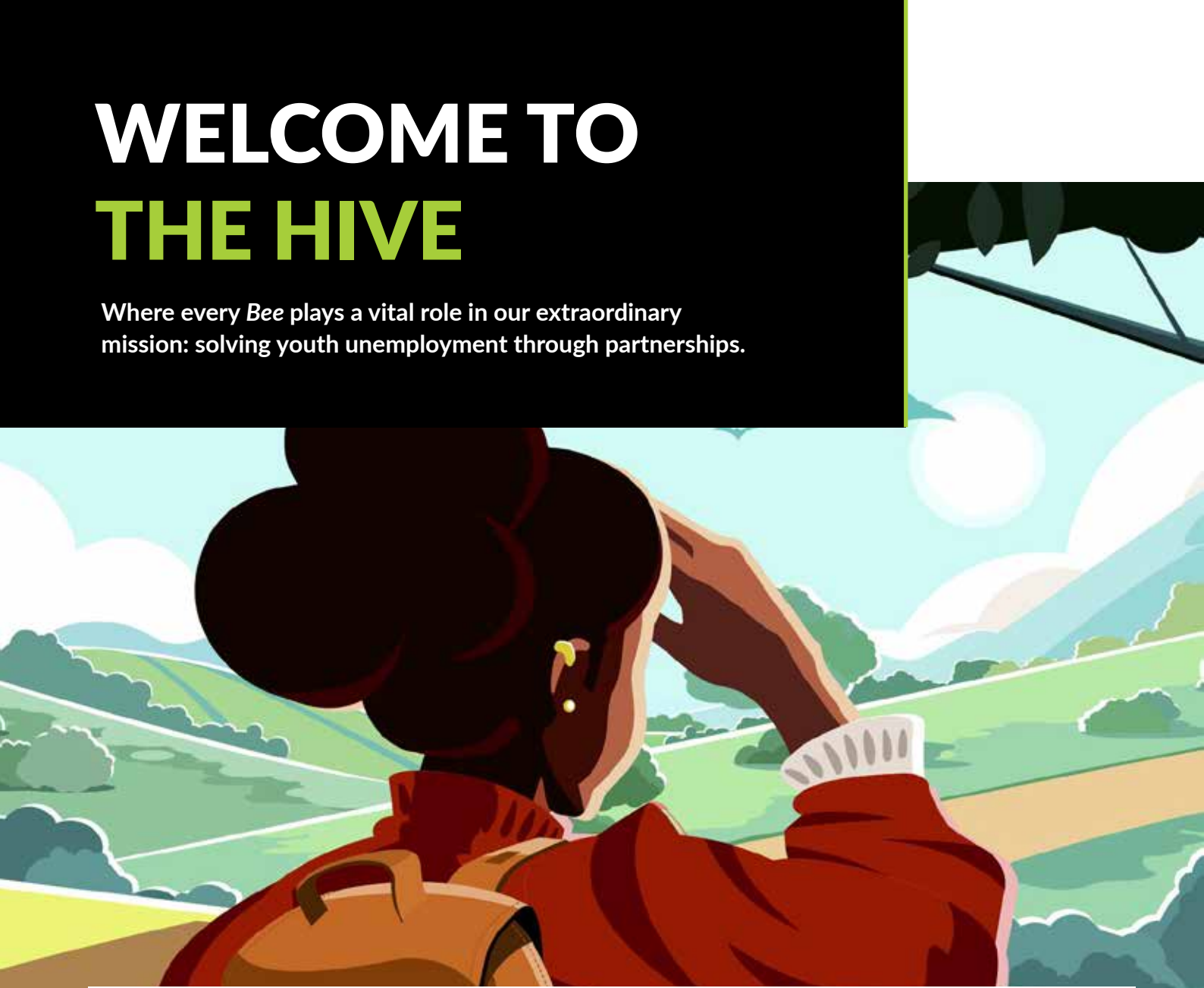


**Harambee Youth
Employment Accelerator's
PEOPLE &
CULTURE GUIDE**

WELCOME TO THE HIVE

Where every *Bee* plays a vital role in our extraordinary mission: solving youth unemployment through partnerships.



At Harambee, our values aren't just buzzwords – they're the foundation of everything we do. We live by the Harambee Way of Working, embracing inclusivity, integrity, and collaboration. Diversity is our superpower - fuelling greater innovation, creativity, and growth.

We're committed to fostering a culture where everyone feels valued, respected, and empowered to contribute their unique perspectives and talents. Our total rewards philosophy makes Harambee a sought-after employer where growth isn't a rigid ladder, it's an organic, matrixed journey.

Learning and development are woven into our culture and encouraged at every turn. Our ambitious projects ensure you'll always be challenged and supported in your work. After all, our work is about building connections and community.

We champion ethical business practices, promoting transparency and accountability within our ranks and among our partners and suppliers. This is how we ensure that every decision and action keeps South Africa's youth at the centre of our business.

We love what we do, plain and simple. Coming to work at Harambee isn't just a job – it's who we are.

Join us in shaping a brighter future for the youth of South Africa.

THE IMPOSSIBLE

PROBLEM

South Africa has one of the highest youth unemployment rates in the world. Millions of young people are locked out of the economy and may never have the opportunity to work in their lifetime.

And the way you solve an impossible problem is by...

FALLING IN LOVE WITH THE PROBLEM, NOT THE SOLUTION

We love what we do, but we are not attached to our solutions.

IF YOU WANT TO GO FAST, GO ALONE; IF YOU WANT TO GO FAR, GO TOGETHER

Partnerships are important. We cannot solve youth unemployment alone. It takes commitment from everyone! It takes all sorts of skills to solve a problem this huge, so we work as a multi-disciplinary team – both internally and within our ecosystem.

#changeistheonlyconstant

We are agile and respond to change at pace. We fail fast and learn even faster. We attract people who love a fast-paced, flexible and evolving work environment.



JOIN US ON A REMARKABLE MISSION TO SOLVE YOUTH UNEMPLOYMENT BY CHANGING THE SYSTEM

THE PROBLEM



Millions of young women and men with no line of sight to opportunities

OUR FIRST 10 YEARS



Giving thousands of young people a 'leg-up' to see and access opportunities

THE NEXT 10 YEARS



Removing systemic barriers for all creates more opportunities

We are in a time when the world is filled with unprecedented challenges and opportunities, the barriers to employment that young people experience are more real than ever and our reason for being has never been so important.

Harambee exists so that we can change the labour market, enable others, and through partnerships build solutions for youth unemployment at scale. This requires new and innovative approaches to how we do our work, organise ourselves, and grow our teams.

HOW ARE WE PLANNING TO SOLVE YOUTH UNEMPLOYMENT?

We have identified various sectors in the economy where we can make an impact in the next 3 years. Check out our plan below:



	FORMAL ECONOMY	MICRO-ENTERPRISE	GOVERNMENT EMPLOYMENT PROGRAMMES	
1 IF	Sector-based models create more opportunities for youth	<ul style="list-style-type: none"> • Sector-based models create opportunities for young people across informal and formal economy 	<ul style="list-style-type: none"> • Funders create opportunities (markets) for youth-led businesses • Youth enterprises are more integrated in employer value chains (private and public) 	<ul style="list-style-type: none"> • Government increases youth opportunities in public programmes • Government spends allocated amounts for public stipended programmes
2 AND	Opportunity holders hire and support more youth inclusively	<ul style="list-style-type: none"> • Employers adopt inclusive hiring, e.g. dropped qualifications and experience • Regulations in place for more inclusive hiring • Skills from labour market are made clear to labour market 	<ul style="list-style-type: none"> • Enterprise development support's more inclusive, through: <ul style="list-style-type: none"> • Easier channels to access support (e.g. SEDA, NYDA grants) • Opportunities are made visible to young people • Skills from micro-enterprise are made clear to labour market 	<ul style="list-style-type: none"> • Government funded programmes are more inclusive, through: <ul style="list-style-type: none"> • These opportunities are made visible to youth • Improved payment mechanisms • Skills from micro-enterprise are made clear to labour market
3 AND	Youth have fewer barriers to work; are work/hustle ready	<p>Youth are job ready</p> <p>They're ready for work through targeted skilling</p> <p>They face fewer barriers (e.g. data, transport, childcare etc.) to start work</p>	<p>Youth are hustle ready</p> <p>They see, access & value hustle opps</p> <p>They acquire basic hustling skills</p> <p>They face fewer barriers (e.g. data, transport etc.) to start micro enterprises</p>	<p>Youth are public works-ready</p> <p>They see, access & value stipended opportunities to enter labour market</p>
	350,000 pathways	150,000 pathways	500,000 pathways	

THEN

3 MILLION youth have a transformed work-seeking experience
1 MILLION young women and men increase income by R600 p/m on average

WORK WITH VIPS

Including government, civil society, funders and over 1400 employer partners



PRESIDENTIAL
YOUTH
EMPLOYMENT
INTERVENTION

As the National Pathway Manager, we have the privilege of collaborating with an extensive network of partners spanning government, civil society, and business sectors. At Harambee, we engage with top-tier professionals both locally and internationally, ensuring that we harness the expertise of the finest minds in the field. Our partnerships include many international funders, industry pioneers, top researchers and global game-changers. We also work with over 1400 employer partners on our SA Youth Partner Network to help them hire inclusively.

WHAT we do is important, but **HOW** we do it is just as important. We have built a culture for systems change that is founded on inclusion and diversity in all its forms: **we call it the “Harambee Way of Working.”**

We value humility in working with others, an authenticity in learning from the voices of young people every single day, and a relentless focus on getting things done – while always doing the right thing.

HUNGRY TO GROW

I identify my strengths and areas of improvement by **inviting feedback** from others.



DRIVEN BY RESULTS

I make it my business to know our **targets** and how I contribute to them.



READY FOR WORK

I show up to work on time and work is **on time**.



OBSESSED TO PERFORM

I **exceed expectations** in the speed and quality of my work.



COMMITTED TO INTEGRITY

I do the **right thing** when no one is watching and say something if I see it's not right.



DETERMINED TO SUCCEED TOGETHER

I build positive **relationships** with all.





**WHY CHOOSE
TO WORK AT
HARAMBEE?**

Whether you're already part of our team or considering joining us, it's important to understand the value of working at Harambee. Here's a reminder of why choosing to be with us is the right decision for you!

1. IMPACTFUL WORK: With over a million work seekers supported, Harambee is directly shaping the future of South Africa. Stay with us to keep changing lives and building a better society and economy.

2. LEADING TECHNOLOGY: We utilise the latest tech to craft human-centred solutions, ensuring we stay ahead of the curve in addressing evolving needs.

3. RICH DATA RESOURCES: With access to Africa's largest youth dataset, you have the tools to unlock unique insights and develop groundbreaking solutions.

4. FLEXIBILITY AND AUTONOMY: We prioritise results over rigid processes, offering you the freedom to excel in your own way, whether you prefer remote or office-based work.

5. CONTINUOUS GROWTH: At Harambee, learning and development are ongoing pursuits. We offer opportunities through McKinsey's leadership programmes, a range of courses through Coursera, and behavioral competencies and short learning programmes through Speccon. Stay with us to keep evolving and advancing your skills on ambitious projects.

6. COMMUNITY AND CONNECTION: Enjoy a psychologically safe workplace where you're valued and supported, a space where your opinion and feedback matter.





7. WORK-LIFE BALANCE: We understand the importance of balance and offer generous leave allowances, prioritising family time and personal wellbeing.

8. EMPLOYEE WELLBEING: Beyond the workplace, we provide resources like Discovery Healthy Company, funeral cover, and medical support to ensure your overall wellbeing.

9. EMPLOYEE ENGAGEMENT: Harambee engagement scores in our annual Talent Engagement Survey remain high with participation levels of 94% in 2023. The highest-rated item was “I do work that makes a difference” and a common theme on what I love the most about Harambee was “I love my colleagues and working with the people at Harambee.”

10. ENGAGING WORKPLACE: Harambee engagement scores in our annual Talent Engagement Survey remain high, with participation levels at 94% in 2023. The highest-rated item was, “I do work that makes a difference,” and a common theme regarding what people love the most about Harambee was, “I love my colleagues and working with the people at Harambee.”

11. PERSONALISED SUPPORT: We have regular talent discussions with our staff and look to find individualised solutions for each of our Bees!

12. WELL-EQUIPPED OFFICE SPACE: We offer well-located, bright, and colourful office spaces designed for fun and productivity, equipped with all the tools you need to succeed.

Be a part of a team that's shaping the future of work and society.

ENABLED BY **SERVANT LEADERS**

We currently have over 300 staff!



Kasthuri Soni
Chief Executive
Officer



Ureshni Morrison
Chief Operating
Officer



Stephen Shields
Chief Opportunity
Development Officer



Mosuo Sekonyela
Chief Government
Relations Officer



Sharmi Surianarain
Chief Impact
Officer



Kuben Nair
Technology
Director



Lebo Nke
Chief Culture
Officer



Zengeziwe Msimang
Chief Communications
Officer



Johan Beetge-Rossouw
Chief Financial
Officer

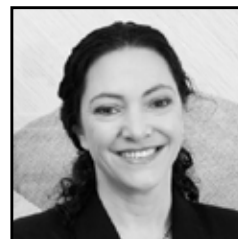
Harambee's Board of Directors is made up of a diverse group of individuals whose collective experience is what the organisation needs at this moment.



**Amanda (Tandi)
Nzimande**
Board Chair



Kasthuri Soni
Chief Executive
Officer



Nicola Galombik
Founder &
Board Member



Safiyya Patel
Non-executive
Board Member



Sandile Gwala
Non-executive
Board Member



Mcebisi Jonas
Non-executive
Board Member



Adrian Enthoven
Non-executive
Board Member

We love passionate advocates for change and those who go above and beyond.

STAFF QUOTES



“ You cannot sit the corner and expect growth or recognition in your position. Speak up so your managers (not just your friends) know what you want to do. Sometimes the organisation may need you to do something you do not enjoy, but do it to the best of your ability so that when what you like comes up; you will naturally be transitioned into that space. It's a give and take. You must always be ready for work and do your best!

- Xoli has been at Harambee for more than a decade and has transitioned from events coordinator, to facilities manager then to programme manager as part of the Impact team. Xoli knows about growth.

”



“ Harambee and my team is fully supportive of the parenting role I play at home. It makes me feel happy that Harambee recognises that employees can self-manage their time and ensure that their work is done even if not in the context of a normal 8-5. It allows me to achieve and deliver in work alongside a busy home life. As a newish mom, it is an aspect of my work life that would be deal breaker for me if Harambee wasn't like this.

- Mel is a product owner and business analyst that values flexibility at work, while still achieving in a demand focused team. We see you Mel!

”



“ Starting my journey at Harambee in work seeker support and then the contact centre, helped me gain great interpersonal skills and knowledge of the youth. Transitioning to the front desk in the hospitality team gave me a broader view of the organisation, and now being the marketing administrator I am growing daily. Each step has been an opportunity to learn, connect, and grow. Harambee's culture rewards those who go the extra mile, and I've embraced this by constantly pushing boundaries and coming up with new ideas. It's a place where hard work and initiative truly lead to growth and recognition.”

Sandile Ngakane exemplifies Harambee's commitment to nurturing talent and promoting from within.

”



“ I love working at Harambee because Harambee's values are my personal values too. I don't need to be a different person when I get to work, I can literally be the original version of myself. The support that I have received both professionally and personally speaks to the calibre of the leadership team. I love that Harambee's puts the young unemployed work-seeker first, this has always been our true north.

Vianne Michael, Specialist: People Operations

”

STAFF QUOTES



“ Harambee is always changing - always evolving - and I have been lucky enough to get a front row seat watching the process of turning a big problem into possibilities and ever evolving solutions. Working at Harambee is a constant challenge and a constant adventure of contributing to a larger purpose! It's awesome!

- Gis is officially Harambee's first employee. She has been here since day 1 and continues to grow and change with our ever changing organisation. Gis is a master of #changeistheonlyconstant

”



“ Harambee isn't just a job, it's a purpose. The spirit of 'determined to succeed together' is more than a value, it's the heart of our culture. Here, we see the potential in everyone, and there's nothing more rewarding than helping young people unlock their skills and launch their careers. It's a constant buzz of energy, collaboration, and witnessing the incredible transformations that happen every day.

Eli Beta, Coordinator: People Engagement

”













“ This is the first organisation I've worked for that ticks ALL of these boxes: excellence in delivery, cool and current tech, inspiring leaders, a purpose close to my heart and a close-knit team to enjoy doing it with. Every day I literally get to use data for good. I sometimes wonder how I will ever go back to using on-prem or run-of-the-mill data platforms. Our tech is lightning quick and adaptable as well as the actual data being held within a super flexible model.

- Sarah knows big data and isn't afraid to use it for good. She works as part of our cross-functional data team to extract insights to shape flexible and non-traditional solutions for youth unemployment.

”



RECOGNITION AND RESEARCH

At Harambee you can directly impact the future of South Africa by changing the lives of our youth, helping to build a society and economy that works for all. Here is some recognition of the work that we have done to date.

 <p>Partnered with the Presidency through the Presidential Youth Employment Intervention (PYEI) to launch the sayouth.mobi platform</p>	 <p>Partnered with the GCRA to place Covid Screeners in schools and in busses in 2020 and 2021</p>
 <p>Supported the Department of Basic Education in the sourcing and placement of 300,000 teachers' assistants in Nov 2020</p>	 <p>Worked together with the Department of Labour to support the UIF TERS contact centre by taking over 1 million phone calls during lockdown</p>
 <p>Close partnerships with business management forums - Business Leadership South Africa (BLSA), Business Unity South Africa (BUUSA), Black Management Forum (BMFI) and the PPGI (Public Private Growth Initiative)</p>	 <p>Conscious Companies Award, recognising Harambee for operating with integrity and purpose</p>
 <p>7th favourite brand in South Africa amongst low-income earners, giving an indication of brands that young people feel are most relevant to them</p>	 <p>Best growth/scale plan in Global Centre for Youth Employment Ideathon out of 200 submissions globally from 25 countries</p>
 <p>Global Impact Sourcing "Influencer" Award and the CX Game Changer Award showcasing Harambee's influence in the global business services industry</p>	 <p>2019 Skoll Award for Social Entrepreneurship in recognition of the role Harambee has plays in solving youth unemployment at scale</p>

Our proximity to young people and our strong research capability has given us immense market insights.

We partner with local and international research leaders to surface youth issues and provide insights to solve them.

 <p>Randomised control trial (RCT) investigating the impact of signaling on 8000 Harambee youth, statistically significant results for labour market transitions</p>	<p>Collaboration between global companies to build more inclusive supply chains. Harambee is a founding member</p> 
<p>Visiting academic fellowships that support Harambee's research agenda on labour market insights, innovation and scale</p> 	 <p>Workforce development specialists pursuing solutions to shortage of job opportunities for young people</p>
 <p>Harambee featured in the Center for the Advancement of Social Entrepreneurship : Scaling Pathways: Using Data to Power Scale with USAID, Skoll Foundation and others</p>	<p>Harambee youth featured in groundbreaking longitudinal financial diaries of income and expenditure flows</p> 
<p>A multi-stakeholder partnership created to catalyze employment and productive work for 150 million youth by 2030</p> 	 <p>Randomised control trial (RCT) investigating LinkedIn's network potential for ~1,500 excluded youth at Harambee</p>
 <p>Siyakha Youth Assets Study - Harambee was part of a longitudinal study to contribute to evidence-based employment interventions addressing long term chronic unemployment</p>	<p>Global non-partisan network committed to producing an evidence base and empirical research on critical knowledge gaps in the global employment landscape. Harambee research recently featured</p> 

TOTAL REWARDS PHILOSOPHY

Our rewards policy ensures that our staff are valued and recognised. It enables them to contribute effectively to Harambee's mission and find fulfillment in their work.



SALARY

Guaranteed pay
Variable pay
Allowances



BENEFITS

Leave
Wellness Resources
Funeral Cover
Medical Aid



CULTURE

Engagement platforms
Radio Harambee
Change Champions
Masterclasses and events



TOTAL REWARDS

SALARY

All staff are employed on the basis of "Total Cost to Company". This refers to regular guaranteed cash pay as well as the cost of employer funded benefits, and reflects the value of the consistent contribution that a person makes to a particular role.

At Harambee, one's Total Cost to Company includes:

Guaranteed pay

Guaranteed pay reflects a person's performance (output/targets), ability to work in teams, and displaying behaviours that are aligned with Harambee's values and the desired culture.

Allowances

To ensure staff are equipped to deliver results an allowance may be paid to cover costs that staff incur in the process of doing their job e.g. cellphone allowances or data allowances.



THANK YOU