

FOR HARAMBEE YOUTH EMPLOYMENT ACCELERATOR NPC;

ORGANISATIONAL POLICY GUIDELINES



harambee[®]
YOUTH EMPLOYMENT ACCELERATOR



OUR PLEDGE to the Harambee Way of Working

I intend to do my best to live the Harambee Way, I WILL

*Be COMMITTED TO INTEGRITY, that means
I DO NOT lie, steal, cheat or make excuses;
I do the right thing when no one is watching and say something if I
see it's not right!*

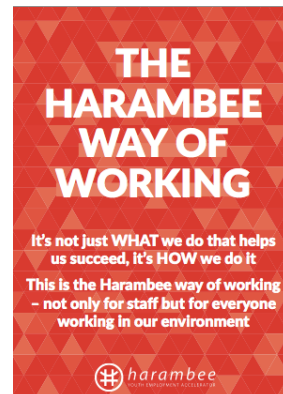
*Be READY FOR WORK, that means
I DO NOT treat my colleagues with disrespect or a bad attitude;
and
I show up to work on time and my work is on time.*

*Be HUNGRY TO GROW, that means,
I DO NOT wait to be told what to do; and
I identify my strengths and areas of improvement by inviting
feedback from others.*

*Be OBSESSED TO PERFORM, that means,
I DO NOT cut corners and compromise on quality; and
I exceed expectations in the speed and quality of my work.*

*Be DRIVEN BY RESULTS, that means,
I DO NOT blame and point fingers; and
I make it my business to know our targets and how I contribute to
them.*

*Be DETERMINED TO SUCCEED TOGETHER, that means,
I DO NOT criticize without providing a solution; and
I build positive relationships with all.*





To support us in Living the Harambee Way, we have developed a set of policies to serve as tools to drive and reinforce our values. Please get to know the following policies and guidelines:

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Our policies and processes apply to all staff working at Harambee. Some guidelines, including our values, also apply to service providers and consultants.



DISCLOSURES

1. OUTSIDE WORK

Harambee discourages employees on full time contracts to perform work for compensation in a private capacity for another person or organization. All employees (not on SLAs) who do perform other work are required to obtain prior written approval from their manager and the Chief Executive Officer.

2. DECLARATION OF INTEREST

What is a declaration of interest?

To declare an interest is to officially state that you are connected with something (a business, an organization) or someone (family, friends or others we have relations with) AND to acknowledge that your fairness and independence may be biased when making decisions involving these entities or people.

Why should I disclose any Declaration of Interest that I might have?

You may have a conflict or could be perceived to favour someone that you have a current or prior relationship with, when making decisions about:

- Recruitment/ Employment,
- Internal process approvals (Leave, Travel, Expenses, Promotions, etc.)
- Opportunities for work-seekers
- Business transactions and contracting,
- Procurement, budget or finances
- Other decisions

It is important to declare in order to manage the risk of your judgement or actions at Harambee being influenced by another interest. Declaring interests protects both you and Harambee.

How do I know if I should declare an Interest?

When in doubt, declare! If you are asking yourself right now if there might be a need to officially declare some interest(s), that question is already answered in the affirmative by this policy. As with most things in life, prevention is the best medicine!

Below are some examples of when you might have an interest that needs to be disclosed. This is not a complete list but more examples to consider :-

Personal relationships:

- An interest exists when a close relative of an employee who works at Harambee has applied for a position, and that employee is directly involved in or has influence in the final decision-making of the recruitment process.



- An interest exists when a close relative of an employee who works at Harambee is in our work-seeker network and that employee is directly involved in or has influence in the final decision making about opportunities for that work-seeker.
- A close relative could be a current or ex-spouse, child, stepchild, parent, cousin, aunt/uncle, niece/nephew, or in-laws – and depending on the nature of the relationship could also include friends and business partners both past and present.

Relationships at work:

- Conflicts of interest resulting from intimate relationships may arise because of various reasons i.e. approvals of leave and expenses, work allocation, promotions and many other instances where your judgement of a decision can be perceived to be influenced by the relationships you have.
- As a measure to protect all our Harambee employees, individuals involved in intimate relations with others at work should declare their relationships.

Business relationships:

- In addition to interests that may arise from your personal relationships, there may also be interests that arise from your present or prior business relationships. A business interest may be classified as:
 - Direct sole or joint ownership by you in any business entity; or a business entity in which you are a beneficiary
 - Direct sole or joint ownership by you in a business entity from which Harambee procures goods and/or services
 - Direct sole or joint ownership by your spouse/life partner in a business entity from which Harambee procures goods and/or services
 - Direct sole or joint ownership by your close family member or friend in a business entity from which Harambee procures goods and/or services.

How do I disclose any Declaration of Interest that I might have?

- You are required to disclose any current or prior actual or potential interests to Harambee by sending an email to the People Business Partner (khosi@harambee.co.za) and the Chief Financial Officer (johan@harambee.co.za) stating your interests that may affect Harambee.
- You will be asked to complete a Declaration of Interest form.
- You are required to notify the People Business Partner/ CFO as and when you identify interests that have not been previously recorded or ask questions about any situations that may give rise to a potential conflict.

What happens after I declare an interest?

Following disclosure, there are a number of ways in which real or potential conflicts of interest can be avoided. These may include complete avoidance of a transaction, recusal from a decision-making process, as well as independent third-party evaluations.

What happens if I do not declare an interest I might have?



The fact that a personal or business interest exists does not suggest any wrongdoing. However, failure to report this information is a serious violation of the Companies Act as well as Harambee's Declarations of Interest Policy and ethical expectations of our people. There are consequences for failure to disclose an interest and the Harambee Integrity Framework provides a guide on how these consequences are considered.

What happens if I declare some but not all the information about my interests?

Misrepresentation of information or false information that is included as part of a declaration can be deemed as fraud. Appropriate disciplinary action will be taken.

What should I do if I receive a gift from someone else?

Harambee recognizes that in serving the public interest, executing its business and in applying standard norms, you may be offered gifts as a show of gratitude. You must disclose the acceptance or receipt of any gift as soon as practicably possible and within 5 working days of receipt of the gift, to your line manager and seek approval from our People Business Partner Khosi Radebe or CFO Johan Beetge-Rossouw to retain the gift if the gift exceeds RWF19,189 in value.

Who should I contact if I am still unclear of what I need to do?

If you are unclear about whether to declare any interest, JUST ASK!

It is important to always ask for guidance if you have a situation that is not clear to you. Questions can be directed to our People Business Partner Khosi Radebe (khosi@harambee.co.za) and CFO Johan Beetge-Rossouw (johan@harambee.co.za). All interests declared will be reviewed and approved by the CFO.

3. DISCLOSING DISABILITIES

Harambee recognises People with a Disability (PWD) as a designated group who have historically been excluded from fair and equal participation in the workplace. As such, Harambee has committed to proactive efforts to integrate this sector of our population through a formalised process. We would also like to encourage new and existing employees to disclose their disability status.

How do I know if my 'condition' or 'impairment' is considered a disability?

The definition of disability:

- A physical and/or mental (psychiatric, learning or cognitive) impairment which is long term or recurringwhich limits your prospects of entry into, or advancement in employment. In other words, the 'impairment' must be "here to stay", and it must have an impact on the person's opportunities to work in some way, either because they have to choose carefully which work environments they are able to work in, or because they may have to change the way they work, in order to accommodate their impairment. Some examples of disability include Bipolar, Chronic Depression, Learning disabilities, Dyslexia, Hearing impairments, Diabetes(symptomatic), Epilepsy, Mobility Impairment etc.
- If you are unsure whether you have a disability, please feel free to contact Khosi Radebe (People Business Partner) for a confidential discussion.

Will disclosing my disability result in people discriminating against me?

- Harambee is committed to educating our workforce to ensure that ignorance and stereotypes surrounding disability are eliminated as a result of greater understanding.



- Emphasis will be placed on ensuring equal opportunities for PWDs.
- There will be zero tolerance for any incidents of discrimination as a result of one's disability status.

Why I should disclose my disability?

The benefits of disclosing one's disability lies principally in Harambee's commitment to reasonably accommodate our employees with a disability so as to ensure that they are able to perform at their best, free from unnecessary barriers which may result from their impairment. Furthermore, in an effort to achieve representation of PWD in our organisation, preference will be given to applicants with a disability for employment or promotion opportunities should they meet the job requirements.

Do I need to prove that I have a disability?

Yes, but only to confirm that your impairment is long-term or recurring, and to medically verify its existence. You will only need to discuss your disability in relation to your work environment. Any other personal information that is not relevant to your work (e.g. how you acquired your disability) is private and will not be required. It is important to remember that you must provide true and accurate information around managing your disability in the workplace, so that Harambee can accommodate your requirements effectively.

We hope that these explanations clarify any concerns you may have about disclosing a disability. We further encourage employees with a disability to complete a disclosure form provided by the People team so as to notify us of their disability status. Upon disclosure, we will explore reasonable accommodation requirements and offer optional support programmes if required.

What is Harambee's commitment to people with disabilities?

Harambee strives to be a labour market change agent – meaning we want to impact the broader labour market with the lessons we have learned. We document implemented reasonable accommodation measures by ourselves and our partners, and their successful use, so as to help set benchmarks against which others can evaluate what is considered 'reasonable.' We will conduct disability disclosure surveys and communicate our commitment and leadership to fostering an inclusive culture and work environment. Annually Harambee will also communicate to all employees the disability disclosure process and the benefits of disclosing, including our commitment to confidentiality and initiatives offered by Employee Wellness programmes to employees who acquire a disability whilst employed by Harambee.



MANAGING HARAMBEE RESOURCES

4. LEAVE GUIDELINES

Why do we take leave?

We take leave to keep a healthy work-life balance and to have healthy sustainable teams who can perform and deliver. We also need rest, a holiday or sometimes we need time to catch up in our personal lives.

How much leave may I have when I want to take a holiday or a break from work?

Except for provisions of the contract that are more favourable to an employee, annual leave equals to one point six seven (1.67) working days per month of work. That is 20 days per annum. An employed child aged sixteen (16) and older but younger than eighteen (18) years of age must be given two (2) working days of leave per month of work. An employed child aged sixteen (16) and older but younger than eighteen (18) years of age must be given two (2) working days of leave per month of work.

Over the December period, Harambee shuts down its operations. Over this period, you may be required to take up to 5 days off your leave for annual shut down period. Harambee will also gift some days during this period.

Who do I talk to about leave?

Your manager needs to allow you to take leave, but because we work in teams at Harambee you should also check with your team members about the leave you wish to take. They may be affected by your leave as they will have to step in for you. You should hand over uncompleted work or issues that need attention to your colleagues and manager.

What happens if I am sick and need to take leave?

Short term Sick leave

An employer grants an employee a short-term sick leave not exceeding fifteen (15) days for reasons of sickness ascertained by a recognised medical doctor.

For an employee to benefit from the short-term paid sick leave, he/she must present to the employer a medical certificate signed by a recognised medical doctor justifying the employee's inability to work.

Long term sick leave

When a sick leave exceeds fifteen (15) days while ascertained by a medical committee composed of three (3) recognised medical doctors, an employer grants an employee a long-term sick leave that cannot exceed six (6) months.

An employee on a long-term sick leave is entitled to his/her full salary during the first three (3) months of leave.

An employee who has been on a payable sick leave for three (3) months has the right to a non-payable work suspension for three (3) months.

Can I apply for circumstantial leave?



You have the right to circumstantial leave and to his full salary in case of fortunate or unfortunate events that have occurred in his/her family. An Order of the Minister in charge of labour determines circumstantial leaves and modalities for granting them.

Other events necessitating circumstantial leave.

Employee's civil wedding: two (2) working days

Worker's transfer to another province or district: two (2) working days

What leave do I take if test positive?

You will work from home or work on your development plan/training provided by your line manager should you test positive and not be sick. Additionally, you will self-isolate, inform your manager and update the COVID-19 declaration form. You will return to work once your 10 days quarantine period is over.

If you have tested positive and you are unable to work due to ill health, you will you will self-isolate, inform your manager, apply for sick leave on ESS with a doctor's note attached and update the COVID-19 declaration form. You will return to work once 10 days quarantine period is over.

What leave do I take whilst awaiting my COVID-19 results?

You will work from home or on your development plan/training provided by your line manager. Additionally, self-isolate, inform your manager, and update the COVID-19 declaration form. Once your results are confirmed, you will be required to update your COVID-19 declaration form again and inform your manager. Follow process above if positive. If negative, you will return to work.

If you are unable to work due to ill health, you will you will self-isolate, inform your manager, apply for sick leave on ESS with a doctor's note attached and update the COVID-19 declaration form. You will return as per the date on the sick note.

What leave to I take if I have been in contact with a confirmed infected or potentially infected person(s)?

If you are not sick, you will work from home or work on your development plan/training provided by your line manager. Additionally, update the COVID-19 declaration form. Once your results have been confirmed, you will be required to update your COVID-19 declaration again and inform your manager. Follow process above if positive. If negative, you will return to work.

If you are sick, you will be required to self-isolate, inform your manager, apply for sick leave and attach doctor's sick note and update the COVID-19 declaration form. Once your results are confirmed, you will be required to update your covid-19 declaration and inform your manager. Follow process above if positive. If negative, your doctor will have to clear you to return to work as per sick leave policy.

What happens when someone close to me passes away or is ill?

Death of spouse: six (6) working days

Death of first direct line ascendants/descendants: three (3) working days

Death of a brother or sister: two (2) working days

Death of a father-in-law or mother-in-law: two (2) working days

Death of a brother-in-law or sister-in-law; one (1) working day

What happens if I have a child?



A female employee who has given birth is entitled to a maternity leave of at least twelve (12) consecutive weeks.

Maternity leave includes at least two (2) weeks a female employee can enjoy before delivery.

In the event of complications for a female employee who has given birth or the child related to delivery and ascertained by a recognised medical doctor, an employer grants the mother an additional leave of not more than one (1) month and paid in accordance with what the Laws provide for.

Maternity leave benefits are granted in accordance with relevant Laws.

During twelve (12) months from the date of her resuming to work, a female employee who has given birth is entitled to a breastfeeding break of one (1) hour per day.

The breastfeeding break granted to a female employee by the Law is deducted from the working hours and must be remunerated.

A female employee who has given birth, before starting maternity leave, provides her employer with a certificate issued by a recognised health facility indicating the date of delivery.

However, a female employee who wishes to take maternity leave before delivery provides her employer with a certificate indicating the probable date of delivery issued by a recognised health facility.

Fathers may also take four (4) working days for the birth of their child.

What happens if I need time for my studies?

You can take 10 days of study leave for a course approved by your manager. Courses that are approved are generally work related. You need to get prior permission and you will need proof of studies from the place where you are studying.

Does leave apply in remote working context?

In the case where Harambee employees have to work from home but an individual is not available for Harambee work for a day or more, they are required to inform their manager and apply for leave.

Can I take unpaid leave?

This is reviewed on a case-by-case basis and approved only in exceptional circumstances.

How do I apply?

Your leave needs to be discussed with your manager and an email needs to be sent to your manager requesting leave. After the discussion with your manager, it is your responsibility to apply for the leave with your manager.

COVID-19 VACCINATION LEAVE

It is our belief that Harambee has a responsibility and duty to contribute to the reduction of the devastating impacts that we have experienced as individuals, communities and the country. The data and science shows that vaccines can lower the costly risks of infections, hospitalisations and deaths. We support the government's -led mass vaccination programme and encourage all our staff to get vaccinated because of the protection it provides.



We have allowed for paid time off work when you go for your vaccine to remove barriers of time for this. Please discuss with your manager to arrange for time off work.

It is our intention to uphold our world-class safety protocols and make spaces for engagement with you on how to continue making Harambee safe, smart and kind. We welcome all input to help us arrive at a policy decision on this matter.

Please feel free to contact the People Team or your manager with any questions regarding the process.

1. Do I have to get vaccinated?

Getting vaccinated is a personal choice which we hope you will make. Please consult with your doctor if you have any concerns. Harambee will begin a process to consult widely with staff, health, safety, ethical and legal experts to reach a policy decision by January 2022.

2. Can I hold Harambee responsible if I have an adverse reaction to the vaccine?

No, you cannot hold Harambee responsible for any adverse effects you may experience from the vaccine. The Department of Health is establishing a No-Fault Compensation Fund for people who wish to claim compensation for any harm caused by a vaccine. Details will be announced soon. Until then, if you do experience adverse effects, report it to SAHPRA on the MedSafety app <https://medsafety.sahpra.org.za/>

3. How to do I register and book for vaccination?

You may register using one of several ways:

- 3.1 Via <https://vaccine.enroll.health.gov.za/> the Electronic Vaccination Data System (EVDS)
- 3.2 Via COVID WhatsApp number by sending "REGISTER" to 0600 123 456.
- 3.3 Or you can register by SMS by dialling *134*832#
 - 3.3.1 Once registered you will be sent a notification through SMS, with a unique code, and the time and place where your injection will be administered. If you register on EVDS, you may now choose the nearest place to you for vaccination during registration.
 - 3.3.2 If you do not receive the SMS with booking details, you may still walk in to the nearest vaccination site to you.
 - 3.3.3 You will have to take your original ID document, drivers' licence or passport to the vaccination site, and your medical aid card.



- 3.3.4 After vaccination you will receive a vaccination certificate confirming the date of your vaccination as well as the date you will be due for your second shot if you take the Pfizer vaccine.
- 3.3.5 If you opt for the Pfizer vaccine, you will get a SMS reminder and booking for your second shot 42 days later. If you do not get the SMS you may still walk in to your nearest vaccination site with your ID and vaccination certificate. You may walk in to any site. It does not have to be the same site you went to before or the site they send you on the SMS.
- 3.3.6 If you need help with registration and booking, please speak to your manager or People team.

4. Will I be required to take my leave when I go for my vaccination?

No, Harambee will grant you a day of paid time off, this will not be deducted off your annual leave balance.

5. What steps should I follow to be granted paid time off for vaccination?

- 5.1 You should discuss your vaccination date with your manager to obtain approval in line with the leave application processes. This step is important for operational planning purposes.
- 5.2 Should you experience vaccination side effects post vaccination day, the day(s) will be considered as sick leave. Sick leave application procedures will have to be followed.
- 5.3 You are not required to report your vaccination status, except for vaccination paid time off. You will need to provide proof of vaccination upon your return for record and reporting purposes.
- 5.4 No proof that you have been vaccinated, no paid time off. The day will be taken off your annual leave.
- 5.5 If you have already been vaccinated and took annual leave for the day(s), your annual leave day(s) cannot be reversed.

We rely on you to uphold our value of committed to integrity, that you to ensure that the leave is used for the purposes to which it is intended. Any abuse or breach of integrity in this regard will be dealt with in line with our disciplinary policies and procedures.

Should you require any clarification or support with regards to any of the steps and processes, please reach out to the People team and/or your line manager.



5. TRAVEL GUIDELINES

How do I book travel?

All your travel arrangements should be made with the person in your region who books travel, and your manager must be copied when making bookings:

- David Byiringiro or Megan Meyers if traveling to South Africa

Any changes to travel that are made after hours should be authorized by your manager when you contact the travel person..

What type of car and accommodation can I expect?

Harambee is an NPO so nothing too fancy!! An A-class Car, the cheapest airline and three-star accommodation or self-catering accommodation if you are staying for a long time. If you want to stay with people you know, you can claim RWF25,000 per night. Any single accommodation booking should not exceed RWF80,000 per night.

When should I book and what else is important to know?

It is easier to accommodate your needs if you book in advance. If you make changes that are unauthorized or unnecessary the cost will be your responsibility to pay. If you rent a car and accumulate traffic fines, you will need to pay for them as well as the admin fee incurred by the car rental company. This will be deducted from your salary. If you have an accident that is not your fault, we will sort out the excess. If you have an accident that is due to drinking or negligence you will pay the excess for the insurance.

How do I get to the airport?

There are various methods: Gautrain, Uber (booked by office), taxi (pay cash and get a slip to claim back), shuttle (booked by office), park your car at airport (claim for parking with slip) or get a lift. No slip – no refund. For Rwanda there are various methods: YEGO cabs, MOVE or taxi and should be booked through the office by David Byiringiro.. No slip – no refund!

What is the subsistence allowance?

Harambee will give an allowance per night slept out of home for work of RWF20,000 for people who travel up to 4 weeks away from home. This can be paid in advance if enough notice is given to the finance team. It is meant to cover all meals and any personal things you need that are not paid for by Harambee. When you book travel please indicate if you are claiming a per diem subsistence allowance for travel.

- Subsistence if staying in a hotel, lodge or B&B (breakfast included with the booking) - RWF20,000 per night

Subsistence if staying in self-catering accommodation (no meals included with the booking) – RWF25,000 per night.

Can I buy room service on the company's bill?

If you order room service it will be for your own account and should be settled with the hotel directly and not billed to the Company. All employees are entitled to claim subsistence and to use the subsistence to pay for food and out of home expenses and can be used to settle your own in room charges. If breakfast is paid for in the room rate and you order breakfast to your room, this is for your own account as hotels charge for this service.

**What happens if I damage a car in my hire when working for Harambee?**

Harambee is entrusting you to look after cars that are hired. You should check the vehicle for scratches or dings before you drive away with the car. If you damage the car intentionally or unintentionally you will sign acceptance for the damage at the car hire company; and get a police affidavit as to what happened. If you do not sign acceptance the car hire company cannot claim from insurance and you will be held personally liable for the damage and the excess. We expect our staff to own up to all accidents and anything that happens to vehicles. You should alert your manager and Shaun Whitehead when incidences happen and not hide anything from them. There is strong consequences for not telling your manager and appropriate disciplinary action may be taken.

What happens if I travel between Harambee offices in the same geography?

Harambee currently operates two offices in two offices in Rwanda (Kimisagara and Kacyiru). A single office must be deemed as your place of work for the day and travel will not be reimbursed unless business requires that you need to move between the offices in a day, in which case prior approval should be sought. Staff will not be reimbursed for travel to/from home to their primary place of work for the day. The principles should be applied consistently with specific circumstances for Gauteng noted. Exceptional circumstances will be reviewed on a case by case basis, approved by your manager.

What happens when I use my personal car for meetings and travel for work?

When you use your car for work related meetings and events you can claim RWF800 per km travelled:

We do not cover travel to and from the office. If you go to a meeting from home to a place other than the office, we will subtract the usual distance from your home to work travel in order to determine the mileage you can claim. You will be refunded the difference.

If you leave directly from home for business travel and the kms travelled for the day is less than your home to office, you do not qualify to claim.

If you travel to the office first then on one or several business related trips and directly home, you should calculate the total kms travelled for the day and deduct the kms you would have ordinarily have travelled from home to office and back and claim the balance.

If you travelled to the office and then on one or more business travel trips and back to the office, you should calculate and claim only the business travel for the day.

What happens if I travel for more than 4 weeks?

Generally, Harambee will book self-catering accommodation, you can claim a total subsistence allowance per month of R2000-00 or RWF125,000 and we will pay for work related transport costs. In addition, Harambee will pay for costs to travel home once a month.

What happens if I move permanently for Harambee?

Harambee may pay for relocation dependent on the circumstances. This will be negotiated on a case-by-case basis.

How do I claim expenses incurred and what are they?

You need a slip. No slip – no refund. Your manager needs to authorize these. Expenses are things like parking or a taxi or something you had to buy to do your work for Harambee. The items bought then belong to Harambee.

What happens if I am given petty cash or a Harambee procurement card and what is it for?



You may be tasked with the responsibility to manage petty cash or a Harambee Procurement Card. Please keep a list of your expenses and all the slips. The petty cash or card is to cover petrol, toll fees, any items needed to do your work such as airtime for data, or paper for printing. It is not to cover personal staff expenses such as food which is covered by the subsistence allowance.

What happens when I cancel flights or don't like my hotel?

When you need to change a flight, you have to do it in enough time. Once you have booked online, you cannot change a flight and Harambee has to pay the full fare. If you think you need to change a flight, don't book online. If you arrive at a hotel and check in, we have to pay. If the hotel doesn't seem right, rather check the room first before checking in so we avoid paying and can move you somewhere else. If you have checked in and moved in, we cannot cancel.

How do I claim if I am a service provider?

Please add your claims to your invoice and send copies of the slips with your invoice and we will reimburse you.

What happens if I contravene the travel policy?

All unreasonable contraventions of the policy will be seen as an issue of integrity and wasteful expenditure and be dealt with accordingly. The Harambee Integrity Framework provides a guide on how these consequence decisions are considered.

6. TECHNOLOGY RESOURCES

Who does the computer belong to and what do I do when I get a computer at Harambee?

The computer provided by Harambee is not yours, it belongs to Harambee. As a result, everything you do on the computer should be in the best interests of Harambee. Harambee may be held liable (in trouble) for any acts that are unlawful using your computer. Please look after it and protect the work you do on it.

Is my computer and work private or can Harambee access my information in any way? What about systems?

Since the computer belongs to Harambee everything that you save on the laptop belongs to Harambee, Harambee can access anything and at any time without your permission. You should protect all passwords that give you access to Harambee systems and log on and off appropriately to protect confidentiality of candidate information and so that others can't access the Harambee systems using your password. You should never allow someone else to access a system with your password as this may result in disciplinary action if something goes wrong.

What happens if I swear at someone on email?

This is a problem! No messages with abusive or rude language (swearing) are allowed to be sent or accessed through the Company's email or internet system. No messages with insulting remarks about an individual's race, age, disability, religion, national origin, physical attributes or sexual preferences are allowed to be sent using Harambee's computers.

Can I download movies, music or porn on my laptop?

No, you are not allowed to download or store non-work related music or movies using Harambee equipment or systems. You are not allowed to view, print or store X-rated or obscene materials on



your Harambee computer or laptop. You are not be allowed to access obscene material via any means, for example, not surf the web for it using Harambee computer or laptop.

Can I let my friend, colleague or family member use my computer?

No, you may not. Please remember you are responsible for what happens on your computer or laptop, if someone violates any Harambee policies or misuses the Harambee assets in any way, you will be held responsible. You are also not allowed to share your passwords with anyone.

What happens if I lose or damage my computer?

You must report this to the IT department and your manager immediately. We will try to repair the computer or other equipment if possible or claim from insurance if necessary. If you have deliberately damaged property belonging to Harambee you will pay for the repairs- these will be deducted from your salary.

Am I allowed to take my laptop home if I use public transport?

You are allowed to take your laptop home should you require to work at home and your manager has approved that you may take your laptop home. When taking the laptop home you should take extra care while travelling and store your laptop in a safe space in your house. Should you prefer to leave your laptop at work you will be provided with a locker in the office where you can lock your laptop after hours.

Can I get a 3G card from Harambee to use after hours?

If your work requires you to work after hours your manager will request a 3G router from IT, the router will remain the property of Harambee and should only be used for the time it's been required. When the router is not needed it should be returned to IT. Please note that IT will not supply the SIM card or data bundles, your manager will motivate for a refund on any data bundles that you might use for business purposes. We may give you an allowance towards 3G if your work requires it.

Can I get a Harambee email address?

All staff should have a Harambee email address. Your manager should contact IT via email to request for the address to be created. There is a cost involved so new addresses should be created when needed.

Can I load any software I want on my Harambee laptop?

No, software cannot be installed on your laptop without it being approved by IT. This includes software downloaded from the internet. Installation of unlicensed software will treated as a serious breach of the IT policy.

Do I need to back my work documents up and where should I back it up to?

It is your responsibility to ensure all your work information is backed up on the Harambee OneDrive space provided to you. Please note that if your computer crashes or gets stolen, you will lose your data if it wasn't saved on OneDrive. You will be provided with a "how to, where to" guide to assist you on how and where to save your documents.

Can I print personal documents on the work computer?

No, you may not. Please remember you are responsible for what happens on your computer or laptop, if someone violates any Harambee policies or misuses the Harambee assets in any way, you will be held responsible.

**Will Harambee IT team help me with my personal computer at home?**

No. Harambee IT staff are there to ensure that the Harambee network and assets are functioning properly, not for staff's personal computers at home. They will help you if you have bought your own personal computer to do work for Harambee.

Where does my email live and how can I access it?

Your Harambee email sits on a server offsite and can be accessed through your computer, phone or tablet. Be aware that if you add your email to your smart phone or tablet there will be a data charge that you have to pay. IT can assist you with setting this up if you need it. Also note that your email can be accessed by Harambee management without your consent if necessary.

Can I speak about Harambee on social media?

With regards to Facebook, Twitter and any form of social media your approach should be: "Be careful and use common sense". Using social media for personal reasons during working hours should be limited and shouldn't affect your job. Anything posted on a social site that has a negative impact or reflects the Harambee brand negatively will result in disciplinary action against you. This will stand whether you are using your own or Harambee's asset, and regardless of whether the post was made within or outside your working hours.

Can I copy or move Harambee information?

No, you are not allowed to copy or move any company information unless it is specifically required for work. e.g. you cannot take candidate information home and give it to other people.

Can I stream using Harambee access?

Streaming of videos or music through YouTube or similar platforms using Harambee Wi-Fi, wired network, Harambee routers or 3g cards is not allowed if it is not for business.

What kind of laptop can I get?

- If you choose to receive a laptop from Harambee, you will qualify to receive a Lenovo or Dell laptop that is suitable for your role.
- Harambee covers the full cost of a Laptop and you do not have to pay personally. For some specific roles in the organisation e.g. marketing, access to specific technology applications may require use of an Apple MacBook.
- If you receive approval for an Apple, you may be liable to settle the cost difference and pay an excess amount from your personal account. You will need written approval from your manager and IT if you feel that your role requires use of an Apple MacBook Air provided by Harambee. If approval is granted, the following process will be followed:
 - Harambee will source and procure the Apple MacBook Air through ODEK Technologies and its preferred list of suppliers; no other quotes will be considered.
 - Harambee will insure the Apple MacBook Air for a period of 3 years from date of first purchase.
 - The offer for Apple MacBook's is limited to the model configurations shown in this policy guideline. (Apple MacBook Air)



- “Pay-in” amounts from your personal account will be reviewed on a regular basis (in-line with inflation and exchange rates, where relevant). (Pay-in amount has to be settled in cash, eft or once-salary deduction)
- The Apple MacBook will become your property after 3 years from date of first purchase.
- If the user leaves the services of Harambee within the 3-year period, the Apple MacBook will have to be returned to Harambee and the user forfeits any deferred right to ownership as well as the initial ‘pay-in” amount.

OTHER RESOURCES

1. [Harambee Intranet Guide](#)
2. [IT Enablement Data Backup Policy v1.0](#)
3. [IT Enablement Password Policy version 1.1](#)
4. [IT Enablement Security Incident Process v1.0](#)
5. [IT Enablement System User Access Policy v1.1](#)



SAFEGUARDING HARAMBEE

7. SEXUAL HARASSMENT AND OTHER FORMS OF HARASSMENT AND ABUSE

Why do we need an abuse and harassment policy?

Harambee is committed to protecting all young people participating in its programmes from harm, abuse or exploitation, either as a direct result of their engagement or indirectly. This includes physical abuse, sexual abuse, emotional abuse, exploitation and neglect.

All those who engage with Harambee, including young people, employees and volunteers have the right to work and participate in a safe and productive environment where the individual rights and dignity of every person is respected.

This includes the right to participate in programmes and work in an environment that is safe and free from conduct of a harassing or abusive nature. In order to maintain a safe environment, an atmosphere of mutual respect, conduct characterised as abuse, harassment or exploitation will not be condoned or tolerated at Harambee.

This harassment policy also applies to all persons who work, engage and come into contact with Harambee Youth Employment Accelerator NPC (“Harambee”) and its employees inside and outside the work environment in order to protect all parties from harm and abuse, harassment and bullying (see below: Who does this policy apply to?).

Harambee staff and associated personnel will not:

- Sexually abuse or exploit youth that come into contact with Harambee
- Subject any young person to physical, emotional or psychological abuse, or neglect
- Exchange money, employment, goods or services for sexual activity
- Engage in any sexual relationships with young people, since they are based on inherently unequal power dynamics

What constitutes harassment and abuse?

- Harassment and abuse is defined as emotional or psychological abuse and bullying, of either verbal or physical nature.
- Physical abuse – causing deliberate harm or hurting a young person, for example by hitting, punching, kicking, throwing object, pinching.
- Emotional abuse – continual emotional mistreatment, for example deliberately trying to scare, belittle, humiliate, isolate or ignore.



- Neglect – the ongoing failure to meet someone’s basic needs.
- Exploitation – the manipulation of someone else for individual gain; this could be financial, for labor purposes or sexual exploitation.
- Sexual Abuse – forcing or coercing someone into sexual activity, such as rape or sexual touching. Sexual abuse can be contact or non-contact and so includes online offences.

What is sexual harassment?

Sexual harassment is defined by the law as unwelcome sexual advances, request for sexual favours and other verbal or physical conduct of a sexual nature (online or in person) where either:

- The conduct unreasonably impacts an individual's employment or performance at work or creates an intimidating, threatening, hostile or offensive environment for someone.
- The conduct is made as a term or condition of an individual's employment, promotion or any other advantage.
- The acceptance or refusal of such conduct is used as the basis or a factor in decisions affecting an individual's employment, promotion or performance.
- The conduct unreasonably impacts the young person’s performance in any programming (physical/online)
- Sexual harassment is a range of actions from mild offences to sexual abuse or assault and/or rape.
- Sexual harassment includes same-sex harassment.
- Any gender or person can be sexually harassed.

What is unwelcome sexual conduct?

Unwelcome sexual conduct means behaviours and actions of a sexual nature that are unwanted and not desired. This conduct includes behaviour that is perceived by the person complaining as demeaning, compromising, embarrassing, threatening and/or offensive.

The following descriptions are examples of sexual harassment. These are not all inclusive examples but will help you understand the types of behaviour and actions that are considered “conduct of a sexual nature” and that, if unwelcome, may constitute sexual harassment:

- Unwanted statements with sexual undertones: Sex related or “dirty” jokes or insults, graphic comments on physical attributes and a person’s body, sexual hints and suggestions, sexual threats, spreading rumours about or rating others as to their sexual activity or performance, inappropriate enquiries about a person's sex life, displaying or distributing sexually explicit drawings, pictures and/or written material.
- Unwanted sexual statements can be made in person, in writing, electronically (email, WhatsApp, instant messaging, blogs, web pages, etc.) and otherwise.
- Unwanted personal attention: Letters, telephone calls, visits, pressure for sexual favours, pressure for unnecessary personal interaction and pressure for dates where a sexual/romantic intent appears evident but remains unwanted.
- Unwanted attention online, either through the internet. social media or other online platforms



- Unwanted physical or sexual advances: Touching, hugging, kissing, fondling, touching oneself sexually for others to view, sexual assault, rape.
- In some cases, even where the alleged offender did not intend to harass the person complaining, this may still be deemed as unwelcome sexual conduct. The assessment of what is unwelcome is to be informed by the subjective perception of the complainant.
- A single incident of unwelcome sexual conduct can constitute sexual harassment.

Who does this policy apply to?

- Offenders and complainants may include:
 - Candidates (young people, work seekers and those who engage with Harambee's programmes and services);
 - Senior management and all other managers, Team Leaders and all Harambee staff;
 - Volunteers;
 - Contractors;
 - Service providers; and
 - Employers and other Harambee partners.
- While a person engaging in harassing or abusive behaviour most often has some form of power or authority over the person being harassed, that is not always the case. The harasser can be a peer of the person being victimised. Sometimes the offender is harassing a person who has power over them. For example, a team member can harass a manager or a candidate can harass a harambee employee or another candidate.

8. SAFEGAURDING & GRIEVANCE POLICY

What should I do if I am being sexually or otherwise harassed?

INFORMAL PROCEDURE

- It may be sufficient for you to have an opportunity to explain to the person engaging in the unwanted conduct, that the behaviour in question is not welcome, is offensive, makes you uncomfortable, and/or that it interferes with your work. The Harambee People team will support you to prepare for and undertake that conversation should that be required.
- If you have difficulty indicating to the person that the conduct is unwelcome, you can seek assistance and intervention of another person or management assistance or People team support, but still deal with it in an informal manner.
- If you do not feel the informal procedure is sufficient, the formal channel is always open to you.

FORMAL PROCEDURE

- The formal procedure to deal with an allegation of harassment or abuse is for the complainant to submit a written complaint with the People team, point of contact (as designated for each programme) or the employee's direct manager or in terms of Harambee's grievance procedure
- The People team and points of contact will be able to support the complainant in preparing the complaint, if needed.



- It is suggested that those who believe to have been the victims of harassment or abuse record the facts immediately, including date, time, place and who was present. The record should be as detailed as possible as to what occurred, who said and did what.
- Can I report on behalf of someone or if I witness harassment or abuse at Harambee that is not directed at me?
- Yes, if you see something not right, you should say something to a manager or the People team.
- You can also complain in cases of favouritism i.e where a person who is in a position of authority, rewards only those who respond to his/her sexual advances, whilst other deserving individuals, who do not submit themselves to such advances, are denied the benefits of participating in Harambee programmes, or promotions, merit ratings or salary increases (in the instance where they are employees).

What happens after I formally report?

- An investigation will be conducted by the respective manager and the People team representative.
- During the investigation of a grievance relating to harassment or abuse the aggrieved person will not be disadvantaged or prejudiced if the grievance is found to be unwarranted and it will be a disciplinary offence to victimise or retaliate against an employee, who in good faith, lodges a grievance of harassment or abuse
- If the investigation into the grievance is found to be warranted, disciplinary action may be instituted against the alleged perpetrator in terms of Harambee's disciplinary Code and Procedures.
- If however it is established that false accusations were deliberately made by an alleged victim in an attempt to bring the alleged accuser in disrepute, disciplinary action may be brought against the complainant. False or vindictive accusations can have a serious effect on innocent individuals. Such claims will be regarded in a serious light and disciplinary action may be taken against a person making false claims.

What about cases where there is a claim of consent?

Consent means free and informed agreement. In deciding whether such consent was present in an alleged incident, Harambee will be guided by the law and the following considerations:

- Parties involved in intimate relations must be able to communicate effectively and agree to any intimate activities. Parties involved in intimate relations should declare;
- Previous consensual participation in sexual conduct does not mean that the conduct continues to be welcome;
- It is the responsibility of the person that initiates any type of sexual activity to obtain the other person's consent;
- Consent to one type of sexual act does not necessarily imply consent to other forms of sexual activities;
- Silence does not imply consent, coercion does not imply consent;
- Consent is not implicit in a person's manner of dress;
- Accepting a social invitation is not consent, nor does it imply consent; and
- Consent will not be effective when it is obtained from a person whose capacity to consent is diminished because they are asleep, unconscious or in an altered state of consciousness resulting from the use of alcohol, medicines or drugs, to the extent that it adversely affects their judgement.

**Confidentiality:**

Allegations of harassment or abuse, sexual assault or rape are distressing to the complainant as well as to the person accused of the conduct. Such allegations may negatively impact the reputation and position within Harambee of both a complainant or an alleged perpetrator, even before a matter has been heard. For this reason, all complaints of harassment or abuse will be investigated and dealt with in a manner that seeks to ensure that the identities of the persons involved in a complaint and/or the details of the complaint will as far as possible be kept confidential.

To this end, only appropriate members of management, as well as the complainant's representative as chosen by the complainant, and witnesses will be allowed in any hearing concerning allegations i.e. observers will as a general rule not be allowed.

CRIMINAL/ CIVIL CHARGES BY THE VICTIM AND ACCUSED

A victim of harassment, abuse and/or assault has the right to press separate criminal and/or civil charges against an alleged perpetrator. The legal rights of the victim are in no way limited by this policy.

Harambee commits that it will:

1. Take all allegations seriously and in good faith and in the interests of all parties address the matter immediately.
2. Follow up safeguarding reports and concerns according to policy and procedure, and legal and statutory obligations
3. Apply appropriate disciplinary measures to any parties found in breach of this policy.

Harambee will offer support to survivors of harm caused by staff, associated personnel, or other programme participants, regardless of whether a formal internal response is carried out (such as an internal investigation). Decisions regarding support will be led by the survivor.

GRIEVANCE PROCEDURE

1. A grievance is a concern, problem or complaint that an employee has that affects their work or their work environment. This may be related to a person, such as a manager or fellow employee, some situation or event/s in the workplace, terms and conditions of employment, access to equal opportunities, or any other work circumstance.
2. Anyone working in an organisation may, at some time, have grievance they wish to resolve. These are usually easily dealt with if the appropriate procedure is followed.
3. A grievance process may not be invoked as an appeal mechanism following a disciplinary hearing. This does not however prevent an employee from discussing these issues with their line manager or team lead.
4. The purpose of this grievance procedure is to provide an employee an opportunity to engage with management, to discuss and resolve a grievance or concern, without fear and/or victimisation, on a joint consultative basis.



5. In keeping with the values of Harambee, both the employee and the company will attempt to resolve through full discussions, any issues or differences that have given rise to the employee's potential dispute.
6. The principles underlying the effective resolution of grievances include:
 - Promote fairness;
 - Prevent victimisation or prejudice in the grievance process;
 - Mutual acceptance and support of the procedure by all employees, management and the People team;
 - Line management is responsible to resolve grievances;
 - The People team may be approached by line management or the person lodging the grievance for advice;
 - Employee grievances must be settled as quickly and effectively and as close to the point of origin as possible; and
 - Time frames as indicated are guidelines and need to be adhered to or adapted as dictated by the realities and demands on the process of grievance resolution and the actual issues in each grievance situation.
8. The following steps should be followed by an employee when addressing a grievance.

STEP 1: Raise the concern with your manager/team leader

7. The first step to resolving a grievance is to attempt to find a solution through discussion and informal means. The employee must discuss the concerns with their manager or team leader.
8. The immediate team leader/manager must attempt to resolve the issue within three working days, by meeting with the relevant parties individually or together and attempting to gain agreement or resolve the problem.
9. This step is also applicable if the immediate team leader/manager is the one the employee may be aggrieved with.

STEP 2: Escalate the raised concern

10. If the grievance has not been resolved by the team leader or manager within three working days, the employee may escalate the complaint to the immediate team leader or manager's manager.
11. The manager must make a genuine attempt to resolve the grievance within ten calendar days. This will be done by convening a meeting with the relevant parties and attempting to find a resolution. An employee will be allowed representation by a fellow employee if required.
12. Depending on the seriousness of the grievance, Harambee may request an independent external party to mediate. Mediation may be considered at any stage of the grievance process. Any cost related to the appointment of a third party to mediate, will be for Harambee's account.

**STEP 3: Submit a formal grievance**

13. Where the grievance has not been resolved, the employee may refer the grievance to the People team.
14. The employee must submit a written grievance by letter or email, or alternatively complete a grievance form and submit it to the People team. The employee must include in the written grievance 1) the nature of the grievance, 2) the events that led to the grievance and 3) the remedy sought or proposed solutions.
15. The email address to submit a formal grievance is khosi@harambee.co.za or alternatively viane@harambee.co.za. In the event that the employee has a grievance with these individuals in the People team, the grievance may be submitted to Lebo@harambee.co.za.
16. The grievance must be submitted within 90 days, or within a reasonable timeframe, that the employee became aware of the grievance.
17. On receipt of the grievance, the People team will investigate the grievance if more information is required, and attempt to resolve the grievance. Harambee will provide the employee with a written response within 21 days of receipt of the grievance. This time period can be extended if agreed by the parties to the grievance.
18. If the People team believe that the issue warrants a formal grievance hearing, the People team may conduct, or appoint an external chairperson or suitable person to conduct, a grievance hearing within 30 days from receipt of the Grievance form. The hearing will be subject to the following:
 - Any cost of the hearing will be borne by Harambee;
 - The employee must be advised of the arrangements for the hearing in writing;
 - The employee may arrange for representation at the hearing by a fellow employee. Neither the employee nor Harambee will be entitled to legal representation unless both parties agree thereto, in which event each party will bear their own legal costs; and
 - Within five days of concluding the grievance hearing, the People team will provide the employee with a written outcome, which will reflect the final position of Harambee in the matter.

STEP 4: Follow legislative procedures

19. Should the employee wish to seek further recourse, the legislated external procedures may be followed.



MANAGING PERFORMANCE

9. MANAGING PERFORMANCE AND DISCIPLINARY GUIDELINES

What is Harambee's approach to managing performance?

Performance management at Harambee happens on a day-to-day basis and is underpinned by the "Harambee Way of Working" which describe our core values and the behaviours that we would like to observe in everyone.

We place emphasis on our core values because they drive our culture i.e. "the way we do things here". The way we do things at Harambee is what makes us succeed in reaching our organisational goals. Our values are therefore the foundation of how everyone's performance is managed.

Our approach to the assessment and review of individual performance is driven by the goal of developing and growing our team members. Development and growth is seen to be as much of the individual's responsibility as it is a manager's responsibility. Team members are encouraged to seek feedback from peers and other team members and leaders they interact with in Harambee's matrix structure.

Assessing whether an employee has met a goal after a specific period of time is a crucial part of performance management. Before getting to this stage, managers are expected to track employee progress toward those goals to help them stay on track. Tracking happens in the day to day execution of work through regular conversations between managers and their teams.

In cases where an individual's performance does not improve despite feedback and support, a disciplinary action can be taken. Harambee is committed to ensuring that disciplinary action is done in a fair and reasonable way.

What are the types of performance issues that can lead to disciplinary action?

- Inconsistent delivery of tasks
- Delivering poor quality work
- Insubordination and not doing what you are asked to do
- Recurring lateness
- Not informing your manager of your whereabouts
- Failure to meet other task/behaviour expectations
- Breaches of integrity (See Integrity Framework Appendix)

Other acts are incorporated within the Ministerial Order N° 002/19.20 of 17/03/2020 establishing the list of gross misconduct. Not reporting this kind of behaviour if you know about it will also be an issue and your manager will inform you of the consequences of this behaviour.

What happens when team members are unable to perform tasks they are given or do not have the skills?



- When team members “can’t do” the job rather than “won’t do” the job they are given, Harambee will offer coaching and support to help you get up to standard.
- If there are personal problems that are getting in the way of individual performance, Harambee will offer support within reason. However it is up to team members to seek the help they need. Team members are encouraged to use the Employee Assistance Programme
 - **Lighthouse +250 784 334 988** that there is lack of commitment to the efforts, then disciplinary action may be followed.

What happens when things go wrong at work?

When things have gone wrong your manager or team leader will let you know what has gone wrong and what the processes and possible consequences may be. Some forms of misconduct are more serious than others. The more serious the behaviour - the more serious the consequence (disciplinary action). There are generally 4 levels of disciplinary action which are counselling/ feedback session/, verbal warnings, written warnings, temporary suspension not exceeding eight (8) working days without pay or dismissal (end of your contract). You can find more detail about each one of these in the detailed policy. If you receive a verbal, written or final written warning there will be no disciplinary hearing. You will have meetings with your manager and be given a chance to give your version of what happened.

Why do we suspend staff in some cases and not others?

Sometimes it may be necessary for the employee who is believed to have seriously misbehaved to stay away from work until an investigation of the facts is completed or the results of the disciplinary hearing is given by the Chairperson. This is called suspension. You may be suspended if Harambee believes that you will interfere with evidence or witnesses or if you present a risk to the business or brand. Given that any employee is considered innocent until proven guilty in a disciplinary hearing, the employee may only be suspended with full pay and benefits pending the conclusion of a disciplinary hearing. What happens if I am called to a disciplinary hearing?

- If you are called to a disciplinary hearing you will be given a letter, at least 48 hours before the hearing informing you of the charges
- You may be suspended before a disciplinary hearing is held or outcome is determined if the matter is deemed very serious
 - Harambee reserves the right to ask an employee to stay away from work until an investigation of the facts is completed or the results of the disciplinary hearing is given by the Chairperson. This is called suspension. This may be in cases where Harambee believes that you will interfere with evidence or witnesses or if you present a risk to the business or brand.
 - Given that any employee is considered innocent until proven guilty in a disciplinary hearing, the employee may only be suspended with full pay and benefits pending the conclusion of a disciplinary hearing
- An independent chairperson will be at the hearing and determine what the outcome will be.

Who should be present at the hearing?

- A chairperson
- A management representative



- The employee
- The employee representative
- Any witnesses for either parties wish so
- An interpreter if required by the employee

NOTE: It is possible that an employee may be dismissed even on a first offense and without any prior warnings having been issued, but that will depend on the seriousness of the offense and the circumstances under which it was committed.



HOW ARE CONSEQUENCE DECISIONS MADE WHEN POLICIES ARE BREACHED?

10. THE HARAMBEE INTEGRITY FRAMEWORK

Going against our policies is a breach of integrity. There are likely other breaches of integrity that are not included in this list of policies as we cannot anticipate every scenario. It is therefore important to keep the Harambee Way of Working as a moral compass and a guide on how to act.

The value of being “Committed to Integrity” is foundational to the Harambee Way of Working. It is always the first value of all our values. Because it is so important, we must be clear what it means and how to make sure we understand what is expected.

What happens when a Harambee team member does something that breaches integrity? How should we respond as a business, as managers and as colleagues? Is the consequence the same for every breach of integrity? How should we determine consequences for breaches of integrity? These are complex questions without easy answers. This framework offers a guide on how to consider consequences for these breaches.

How does Harambee define integrity?

At Harambee, Integrity means:

I DO NOT lie, steal, cheat or make excuses;

I do the right thing when no one is watching and say something if I see its not right!

Harambee’s approach to integrity is based on the premise that our individual actions impact on the reputation, sustainability, values and culture of the organization. When integrity is at stake, there is always an impact.

Breaches of integrity almost always result in a break in trust with one or more of the following impacts:

- Adverse effect on the person who committed the breach and their ability to carry out their duties (“People have little reason to trust me”)
- Adverse effect on the ability of others to carry out their duties (“I don’t know who to trust.”)
- Adverse effect on the organisation’s reputation with clients, funders or partners.
- Non-compliance with the law

A breach is defined or measured by any one of the above impacts and never by the intention. In other words, the person who breaches integrity cannot use “I didn’t mean it/ I didn’t know” as a defense.



What is Harambee's approach to managing breaches of integrity?

Harambee's culture is probably the most significant asset supporting our ability to succeed. And breaches of integrity almost always damage the asset of our culture. The understanding of how to manage breaches of integrity is therefore a top priority for all our leaders.

Given that strong culture is built on learning from mistakes and failures -- and not merely from punishment -- this framework proposes a dual approach to managing breaches:

- **Retribution** – Consequences may include warnings, sanctions, punishments, fines, dismissal
- **Restorative management** – Consequences may include warnings, repairing trust relations, including restoration

These approaches are not inter-dependent. There may be cases where there is retributive management only e.g dismissal. There may be cases where restorative management is conducted when there is no sanction/punishment. This framework offers guidelines on how to manage this duality.

What is the process for determining a breach of integrity?

The determination of a breach should be made as quickly as practically possible. The following shall guide how determination of a breach is made.

- Procedural fairness will apply to all parties involved in any case, that is:
 - there is a right to fair and impartial consideration by an unbiased person;
 - the parties have the right to know of, and comment on, any information which is damaging to their case or interests; and
 - there must be facts or information to support adverse findings.
- The person (internal or external) who determines whether the employee has breached integrity must be independent and unbiased
- This framework offers guidelines on types and levels of breaches and how to consider consequences.

A. Guidelines for retributive management

- Fairness for the organization: Treatment and sanction must be seen to be fair across the organization.
- Fairness for the accused: Accusation alone is insufficient. There must be evidence and/or a witness and a fair process.
- The severity of sanction is proportional to the level of the person breaching integrity: People with larger responsibility/power/impact on others are expected to lead by example and their breaches will be treated more severely.
- The severity of the sanction is proportional to the size of the impact and not the size of the breach: Sometimes what may seem like small acts could have severe impact on the culture/reputation. This is why the size of the impact determines severity of the case.
- Exercising judgement is more important than the simple application of the rules: There are very few simple cases of breach (even if they appear 'cut-and-dried'). There is usually the need to weigh up many factors in order to make a final decision. This doesn't guarantee that there will be no mistakes, but it is the best way to increase the probability of high-quality decisions.

B. Guidelines for restorative management



Restoration is NOT a process of ‘healing’ for the person who committed a breach. It is a process to restore the negative impacts of the breach. In the case where the person is dismissed, restoration must happen without the person involved as it is focused on the impact of the breach, not on the person. In cases where the person is not dismissed, restoration must encourage the involvement of the person who committed the breach as far as possible. The following will guide our approach to restorative management.

- The process of restoration should be managed by an internal mediator and should not be led by the person who breached.
- Restoring the adverse effects is the first priority: The investment in time and effort must ‘fix what was broken’ with the organization taking precedent over the person who committed the breach. In other words, this is not merely a counselling process for the person who breached integrity but about restoring what was ‘broken’ and dealing with its negative impact.
- Full acceptance: The person who breached must be a willing participant in a restorative process, which requires ‘full disclosure’ and deep reflection on the personal causes of the breach. Any form of defensiveness, avoidance, or minimizing of culpability usually means that full acceptance has not been reached.
- Full acknowledgement: Full acceptance should lead to full acknowledgement. Acknowledgement requires more than admission of guilt, but also requires acknowledgement of harm caused to others, to the organisation and requires accountability for repairing the harm caused.
- Restoration: Individuals, teams, relationships that have been adversely affected by the breach need to be identified. These parties need to be active participants in restoring trust and should have significant say in determining how the person who committed the breach can be accepted back, and how relationships could be restored.

There is no ‘one-size-fits-all’ package of restorative techniques or outcomes. Each case should be considered on its merits.

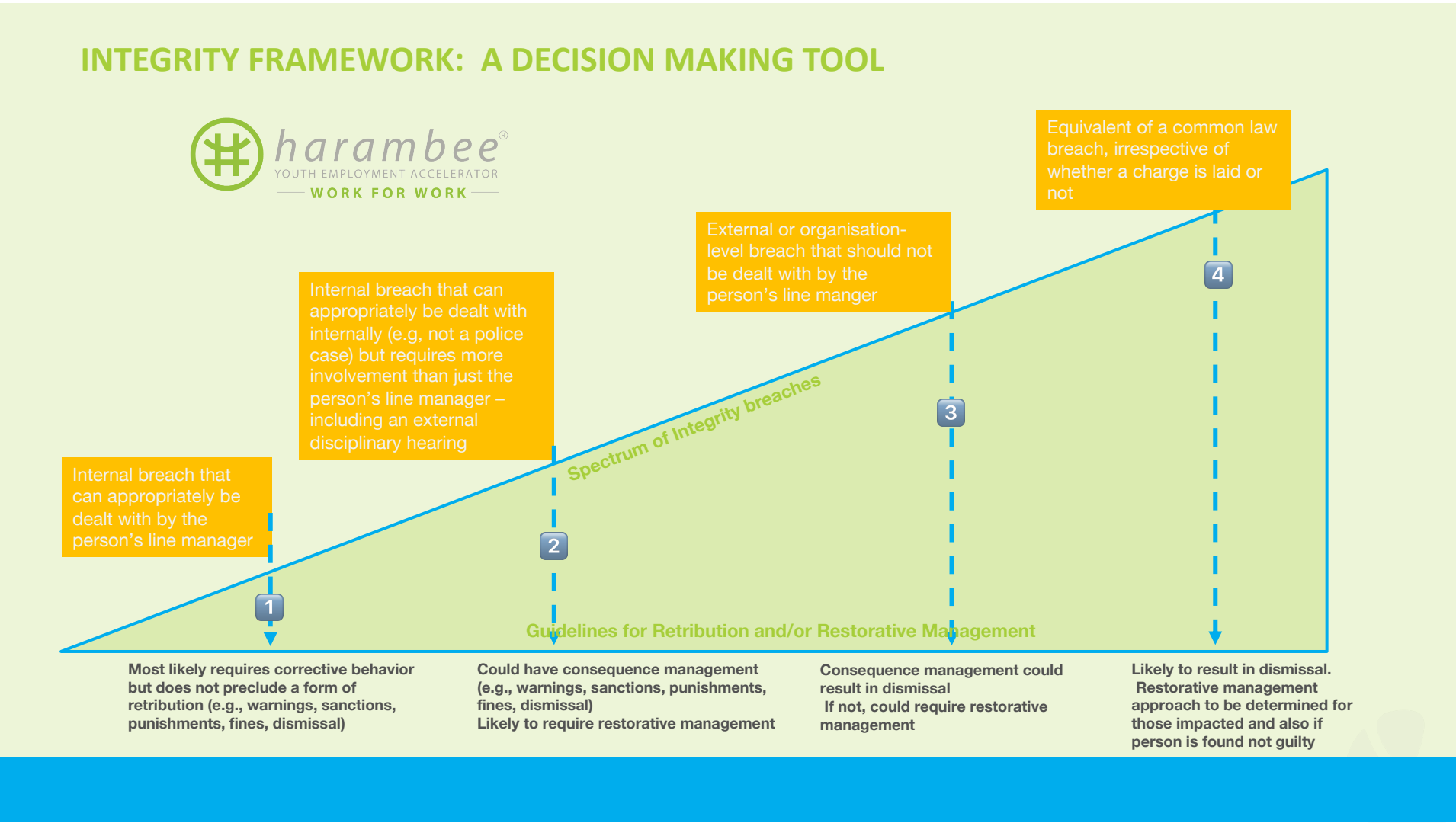
The approach to restoration should be pragmatic. There should be a defined period of time and resources allocated to this process.

Failure to restore trust in the person who committed the breach: If restoration of trust relationships fails, then this may require a reallocation of teams or duties to ensure that the person who committed the breach is able to function and also that the organisation is able to function.

Please refer to the attached appendix to see the spectrum of breaches and guidelines on how to consider decision for retribution and/or restorative management



11. APPENDIX 1 – HARAMBEE INTEGRITY FRAMEWORK: SPECTRUM ON BREACHES OF INTEGRITY





INTEGRITY FRAMEWORK: : A DECISION MAKING TOOL



SPECTRUM OF BREACHES IN MATTERS OF THEFT / ABUSE OF HARAMBEE			
1	2	3	4
Uses Harambee resources for personal benefit (e.g., internet, telephone, vehicles, cash, expenses, sandwiches, stationery)	Use of Harambee resources for gain (e.g., using position/brand to elicit personal discount with suppliers, uses position to procure goods/services for friends and family, selling Harambee resources, use of Harambee brand for soliciting other business)	Accused/charged with theft	Accusations of bribery / corruption
SPECTRUM OF BREACHES IN MATTERS OF HONESTY & TRUST			
Tells lies that impact on others (e.g., I don't do what I say I will do) Unreliability bordering on negligence (e.g., cannot be trusted to do their job without additional supervision)	Breaches confidentiality Acts that generally break trust Not reporting the crimes of others in the workplace Not declaring conflicts Gross negligence	Accusation of collusion and dishonesty	Fraud and Collusion (e.g., actively deleting information and evidence that could implicate others)
SPECTRUM OF BREACHES IN MATTERS THAT BRING THE ORGANISATION IN DISREPUTE			
General unprofessionalism that negatively impacts on reputation of organisation	Acts that damage brand reputation (e.g., treating customers badly, being drunk at work)	Unprofessional personal behaviour (e.g., social media) Poor external decisions that raise questions about Harambee (e.g., engagement with disreputable groups) Taking public positions in a personal capacity that may cause conflict with important Harambee partners	Involvement in any public forum that brings Harambee into disrepute or causes Harambee to lose revenue, customers or good standing with partners



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SPECTRUM OF BREACHES IN MATTERS OF NEGATIVE DISCRIMINATION

1	2	3	4
Behaviours that demonstrate unwillingness to accept/respect others that causes offense (e.g., race, gender, sexual orientation, age, religion, etc.)	Acts of prejudice that impact negatively on others' ability to work optimally	Accusations of discriminatory behaviour	Accusations of discrimination that could lead to criminal charges (e.g., racism)

SPECTRUM OF BREACHES IN MATTERS OF SEXUAL ABUSE

Inappropriate behaviour that causes offense to others (e.g., harassment, viewing porn, etc.)	<p>Elicits transactional sexual favours, (e.g., blessing, abuse of power, promises of promotion, etc.)</p> <p>Any inappropriate sexual relations with candidate or junior staff</p> <p>Sexual harassment</p>	Charged with sexual violence/domestic abuse	Accused of any sexual violence/ rape
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SPECTRUM OF BREACHES IN MATTERS OF VIOLENCE

Has implicit threatening behaviours (e.g., intimidates others)	Explicitly threatens others with tangible evidence (e.g., recordings, witnesses)	Physical violence	Accused of criminal violence / threats of violence
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WHO DO I ALERT WHEN I SEE BREACHES OF INTEGRITY



- Please inform your direct manager if you see breaches of integrity.
- You can also inform Harambee People Business Partner Khosi Radebe (khosi@harambee.co.za), Johan CFO Johan Beetge-Rossouw (johan@harambee.co.za) or members of the Harambee senior management team
- WHO DO I ALERT WHEN I SEE BREACHES OF INTERGRITY?
Please contact Whistle Blowers (Pty) Ltd, your identity will remain anonymous:
 - SMS: 33490
 - E-mail: harambee@whistleblowing.co.za
 - Whatsapp: +27 79 512 9361