

Nonprofit organisations and the Sustainable Development Goals:

How and why South African NPOs need to mobilise around the SDGs

A SocialCauses White Paper



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Glossary

CSO	Civil society organisation
HIV/AIDs	Human immunodeficiency virus/Acquired immunodeficiency syndrome
HLPF	High-level Political Forum (“The HLPF is the main United Nations platform on sustainable development and it has a central role in the follow-up and review of the 2030 Agenda for Sustainable Development the Sustainable Development Goals at the global level.”)
MDGs	Millennium Development Goals
NACOSA	Network of HIV & AIDs Community of South Africa
NDP	National Development Plan
NPC	Nonprofit company
NPO	Nonprofit organisation
(Pty)Ltd	Proprietary limited company
SA	South Africa
SDGs	Sustainable Development Goals
TB	Tuberculosis
UN	United Nations
VNR	Voluntary National Review

Nonprofit Organisations and the Sustainable Development Goals: How and Why NPOs in South Africa need to Mobilise around the SDGs

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for

SocialCauses Foundation

“Corporates are often not in the know about [the SDGs], but NPOs that can communicate this well and actually even inform Corporates better on the context within which they work, always have a competitive advantage over other NPOs who make no mention or show no alignment with [the SDGs].” ~ Hlengive Phiri, product and community manager, Nation Builder Trust

I. INTRODUCTION

One shortcoming of the Millennium Development Goals (MDGs) was the United Nation’s (UN) failure to engage with civil society in formulating the goals. On the contrary, the Sustainable Development Goals (SDGs) were promoted as an inclusive process, the result of two years of consultations with a variety of stakeholders, including civil society. Working hand in hand with nonprofit organisations (NPOs) was a strategic decision to tap into expert knowledge and encourage ownership of the goals at the local level. NPOs have an important role to play in the implementation of the SDGs. However, NPOs at large have yet to mobilise around the SDGs and realise the benefits of active engagement with the goals. The national government, business corporations, and leaders in the nonprofit sector would do well to promote the SDGs to encourage widespread participation. Additionally, capacity building for NPOs is vital to strengthen their capabilities in managing monitoring and evaluation systems so that NPOs are able to track their impact and inform the country’s progress in meeting the SDGs.

II. THE LITERATURE: HOW NPOS CAN CONTRIBUTE TO THE IMPLEMENTATION OF THE SDGS AND THE BENEFITS FOR NPOS THAT ACTIVELY ENGAGE WITH THE GOALS

A. Localise the SDGs

Civil society organisations (CSOs) have an important role to play in translating the SDGs from a global framework into local programmes that fit the community need. NPOs contribute critical local knowledge that is needed to identify development priorities, advocate for the needs of the poor, and ensure that the most deprived areas are prioritised and reached by development programmes (*Delivering the post*, 2014; Nazal, 2018). Complementing government measures, NPOs are responsible for programme implementation, running community-based, data-driven programmes that address the community’s most pressing needs. These programmes often fill service delivery gaps, serving areas where the government lacks the capacity to reach (*The Roles of*, 2016). In addition to programme implementation, CSOs are a critical source of monitoring, accountability, and policy feedback for national governments, ensuring an effective development approach at the local level (*Delivering the post*, 2014). Moreover, CSOs are in a position to communicate the SDGs to the public, sending the message that the SDGs are a local priority that everyone can be involved with (Spitz, Kamphof, and Van Ewijk, 2015; *Uniting for*, 2017). As influential actors in local communities, NPOs are able to effectively localise the SDGs, transforming them from an abstract framework into local programmes that improve people’s quality of life.

B. Assume a Watchdog Function

NPOs can also serve a watchdog function where they participate in, monitor, and report on government progress towards achieving the SDGs. At a planning level, civil society can contribute to the crafting of a national government's development plans and strategy. By endorsing (or choosing not to endorse) the government's development policies, NPOs lend credibility to the government's approach (Chitiga-Mabuga et al., 2014). During implementation, NPOs can monitor government's progress, encouraging transparency and holding the government accountable (*The Roles of*, 2016). By disseminating information on the government's programmes, NPOs can publicise what actions have been taken and which elements of the government's strategy have been effective and which have not. NPOs can also participate in the High-level Political Forum hosted by the UN to highlight countries' progress towards achieving the SDGs. Spotlight or shadow reports, where CSOs submit their own account of SDG progress, is a formal process for contradicting the official reporting of a country, protecting against the dissemination of inaccurate information (*Uniting for*, 2017). However, this watchdog function is more often fulfilled by national and international NPOs than local NPOs.

C. Disaggregate Indicators

While working to achieve the MDGs, the most progress was made for easy to reach populations, while conditions for the most vulnerable saw little to no improvement or in some cases, worsened. As a result, the SDGs pledged to "leave no one behind." In order to achieve this ideal and measure the progress in marginalised groups, the data collected needs to be disaggregated by "sex and gender, age, income quintiles, disability, ethnicity and indigenous status, economic activity, location, [and] migrant status" (Schmidt-Traub et al., 2015, p. 98). The SDGs consist of 17 goals, 169 targets and 230 indicators; such large-scale data collection is difficult, time-consuming, and resource intensive, often too burdensome for national governments. NPOs are in a position to support countries with a weak data environment by crowdsourcing data and sharing the data they collect for their own monitoring and evaluation (Chitiga-Mabuga et al., 2014; *The Roles of*, 2016). Currently, only a small fraction of NPOs contribute to SDG data collection, but NPOs could provide information about the populations they serve that is not readily available to statistics offices such as data from "marginalised groups (e.g. children, the disabled, the homeless) and hard to measure, unobtainable, or otherwise unreliable statistical data" (Van Belle, 2017, p. 21). In order for national governments to adequately report on the SDG indicators, they need more sources of micro-data (at the municipal level or lower). In addition to providing micro-data, NPOs can support the triangulation of data enabling a more robust data collection and strengthening the validity of reported outcomes (Van Belle, 2017).

D. Benefits of Mobilising around the SDGs

NPOs that have mobilised around the SDGs have identified the following benefits:

- ▶ It adds "international legitimacy" to the work of an NPO as the organisation can now access an international network supporting their mission (Hege & Demailly, 2018, p. 9).
- ▶ It creates a platform for NPOs to engage with international and domestic discussions on global development which have local implications. NPOs mobilised around the SDGs have a greater say in national development policy and the allocation of government funding (*The Roles of*, 2016).
- ▶ It increases the possibility of forming new coalitions. Networks of NPOs advocating with a unified voice can exert greater influence on the government and have a greater impact on policy. Additionally, it encourages cross-sectoral partnerships (Hege & Demailly, 2018).
- ▶ It is a useful evaluation tool to ensure an NPO's strategy is coherent across all aspects of development (*Uniting for*, 2017).
- ▶ It opens NPOs to new funding sources (Hege & Demailly, 2018).

III. ON THE NATIONAL LEVEL: HOW NPOS IN SOUTH AFRICA ENGAGE WITH THE SDGS

A. Surveys conducted by NACOSA and Trialogue show conflicting results about the level of NPO engagement with the SDGs

In a 2016 Briefing Paper, the Network of HIV & AIDs Community of South Africa (NACOSA) reported that local NPOs were “largely unaware of the SDG process” and few organisations had mobilised around the SDGs for advocacy work, programming, or funding (NACOSA, 2016, p. 1). This conclusion followed a survey of 215 Cape-based NPOs participating in the NPO Collaboration Dialogue event. One reason for low levels of civil society engagement with the SDGs is a lack of coordination efforts from the government. For example, voluntary national reviews (VNRs) are designed to be a collaborative undertaking between key stakeholders to assess a country’s progress in achieving the SDGs and reflect on ways to improve performance. However, when the South African government completed its VNR in 2019, it invited CSOs to participate, but didn’t facilitate the collaboration or provide the resources that would enable them to do so (*Citizen’s Report*, 2019).

While most literature indicates low levels of engagement with the SDGs, a recent survey released by Trialogue found that 58% of NPOs are aligned with the SDGs, reporting that the SDGs are “integrated into our organisation’s overall strategy.”¹ 19% reported using the SDGs “as a framework for reporting and/or measuring our work” (*Business in Society*, 2020, p. 42). Only 20% reported infrequent use of the SDGs in their organisation. When asked about their use of the SDG global indicator framework, 13% of NPOs responded they used the framework for all projects, 57% responded for some projects, and 30% responded for no projects (*Business in Society*, 2020, p. 44). These survey results may indicate more active engagement in recent years, or they may be the result of an unrepresentative sample of the NPO sector. The key informant interviews conducted over the course of this project indicate the latter.

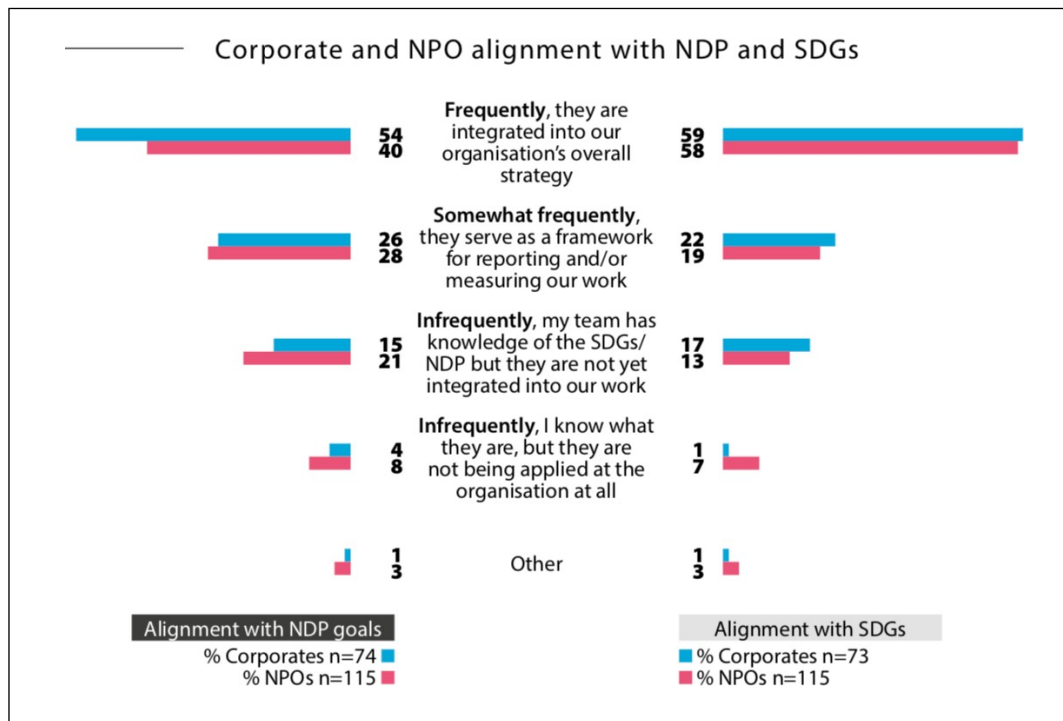


Figure 1 Taken from *Business in Society Handbook (Rep.)*. (2020). Retrieved April 12, 2021, from Trialogue website: <https://trialogue.co.za/publications/business-in-society-handbook-2020-digital/>

¹ The Trialogue survey results were based on the responses of 115 NPOs. 62% of the organisations surveyed have an annual income of over R2 million. 66% of the organisations employ fewer than 30 staff.

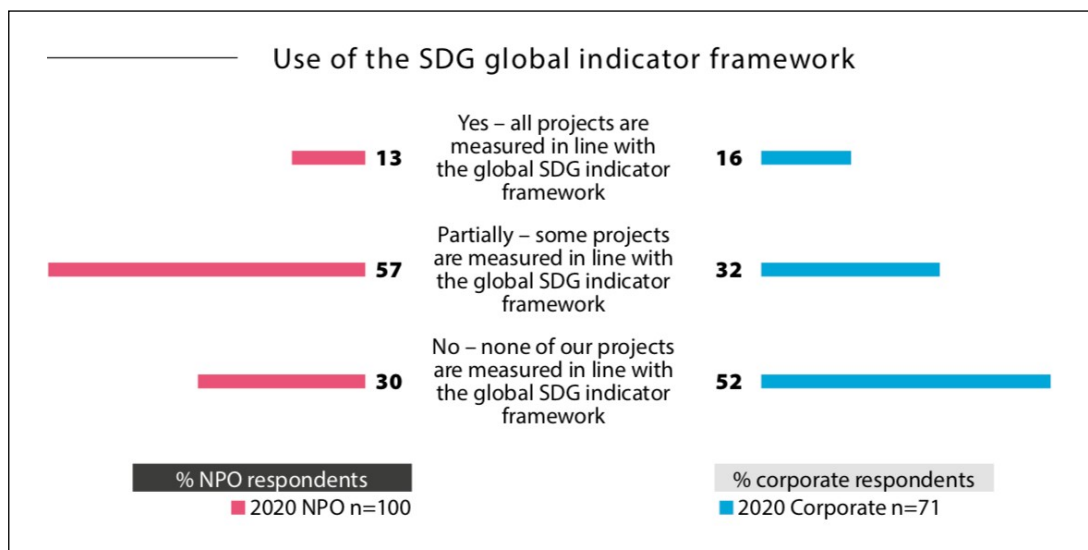


Figure 2 Taken from *Business in Society Handbook (Rep.). (2020)*. Retrieved April 12, 2021, from Trialogue website: <https://trialogue.co.za/publications/business-in-society-handbook-2020-digital/>

B. Key informant interviews: perspectives from local NPOs²

1) Most NPOs have a low level of engagement with the SDGs primarily because of funding shortages

The NPOs interviewed reported no active engagement with the SDGs; they do not incorporate the SDGs into their organisational strategy, messaging, or monitoring and evaluation. Although NPOs recognise that the goals are aligned with their mission and work, they struggle to quantify how their programmes contribute to the goals. No interviewee could recall seeing material about the SDGs from other organisations in their network, indicating that low levels of engagement with the SDGs are commonplace in the sector. Several common responses emerged explaining the lack of engagement with the SDGs:

- ▶ The MDGs were promoted more heavily than the SDGs. Consequently, more NPOs incorporated the MDGs into their development strategy.
- ▶ Many NPOs view the SDGs as a macro level policy framework that is far removed from the on the ground work of NPOs. NPOs prefer a community-based approach that focuses on visible need rather than engaging with policy.
- ▶ The South African government has not led engagement efforts with civil society, nor is there a non-governmental umbrella body that has engaged CSOs around the goals.
- ▶ NPOs are in “survival mode.” Perpetual funding shortages mean that NPOs operate within cycles of crises which hampers their ability to mobilise, form coalitions, lobby the government, or focus on long-term goals. The NPOs interviewed are not aware of any funder or corporate donor that requests information about an NPO’s alignment with the SDGs or that requests NPOs use SDG indicators. Without an imperative or large incentive to engage with the SDGs, NPOs cannot spare the resources it would take to align their organisational strategy with the SDGs.

² For more information about the NPOs interviewed, see Appendix A.

"It is the fight for survival that I think is impeding cooperation within the development sector. The fight for survival never translates into sustainability because there's always a crisis. You never know what's going to happen tomorrow. The nonprofit sector in South Africa particularly is always managing these perpetual cycles of crises. That has limited any potential that exists to form coalitions, to work together, to be able to mobilise, or to lobby the government for change." ~Lloyd Williams, General manager, the Sozvo Foundation Trust NPO

- 2) *Most NPOs see value in engaging with the SDGs including bolstering their theory of change, monitoring and evaluation, advocacy work, and funding.*

A small percentage of the NPOs interviewed did not believe that engagement with the SDGs would make any practical difference in their organisation's work. The majority of NPOs believed it would make their organisation more effective but often could not articulate any concrete benefits. A few of these respondents conflated the Sustainable Development Goals with the broader idea of sustainability; they see the value in being sustainable but not necessarily in using the SDG framework. The NPOs that could articulate benefits identified the following:

- ▶ Incorporating the SDGs into NPO operations would enable the organisations to join in a global conversation about development. Becoming a global player would give organisations access to a larger network of resources.
- ▶ Contextualising NPOs' work within the macro framework of the SDGs would enable NPOs to see how their work contributes to the development of South Africa as a whole, providing a sense of purpose and fulfillment.
- ▶ Using the SDG targets and indicators would help NPOs be more intentional with their project design and implementation. It could be used as a framework for thinking about an organisation's theory of change and long-term sustainability.
- ▶ Using the SDG targets and indicators would also help NPOs conduct a more robust monitoring and evaluation by providing an official standard for which to compare and evaluate programming.
- ▶ If NPOs mobilised around advocacy opportunities linked to the SDGs, they would develop the capacity to mobilise more effectively.
- ▶ If NPOs aligned with the SDGs, they would have access to more funding opportunities both locally and internationally.

In spite of the benefits of mobilising around the SDGs, a variety of challenges have prevented NPOs from engaging with the goals. Lack of funding is the principal barrier; however, engaging with the goals would lead to more funding opportunities, enable NPOs to be more effective, and strengthen the sector as a whole. The NPOs interviewed expressed a desire to learn more about the SDGs and the value they might bring to their organisation, indicating a potential willingness to engage with the goals if NPOs were presented with compelling reasons to do so.

"Awareness and communication of the SDGs really does help when you're writing your theory of change and when you're thinking about project design because those are things that matter. You have to think about sustainability. You have to think about how we make this change last." ~Tosca Ferndale, Development manager, Prochorus Community Development NPO

3) *Weak monitoring and evaluation in smaller NPOs makes it difficult to report on SDG indicators.*

The monitoring and evaluation (M&E) conducted by all of the NPOs interviewed can be categorised as relatively informal and is centered on activities and outputs. Many NPOs described their M&E as relational rather than systematic where impact is measured through testimonials and anecdotal stories rather than data. The data that is collected measures activities and outputs (i.e. attendance records, the distribution of food parcels and school supplies etc.) rather than outcomes (i.e. proportion of children achieving at least a minimum proficiency level in reading and mathematics or the prevalence of undernourishment in the population etc.). One interviewee observed that NPOs in South Africa typically conduct monitoring, but not evaluation. Two main reasons explain the lack of robust evaluation in the nonprofit sector:

- ▶ Evaluation requires monetary resources, time, and a specialised skillset. NPOs lack the capacity to conduct evaluation both in terms of resources and skills.
- ▶ The indicators used in data collection are almost exclusively determined by funders. NPOs report the data requested by funders and have no incentive or capacity to add additional indicators. As funding is generally allocated to activities and outputs, NPOs don't gather data for higher level outcomes. Many interviewees expressed frustration with this limitation and a desire to improve M&E systems within their organisation; it is more gratifying to ask how programmes are contributing to long-term change rather than how many people programmes are reaching in the short term.

Furthermore, NPOs typically do not make the data they do collect available to the public. The data is shared with donors and used internally. A few NPOs expressed skepticism of sharing their data more widely, particularly with the government. They questioned what their data might be used for, demonstrating a need for a valid and trusted platform to aggregate the data NPOs collect in a more transparent manner.

“All of us are somehow contributing towards the SDGs. We need to be conscious that whatever we are doing is contributing to sustainability. Having targets helps NPOs to be intentional about what they are doing.” ~ Moussa Mulamba, Programme manager, Think Twice NPO

C. Larger national and international NPOs operating within South Africa have higher levels of engagement with the SDGs

A review of websites belonging to larger NPOs (World Vision, NACOSA, Oxfam, Action Aid, CIVICUS, mothers2mothers, Breadline, Love Life, Wessa, NSRI, and the World Wide Fund for Nature) revealed that almost all of the organisations engaged with the SDGs in some form. The most common type of engagement was through publications: news articles, media reports, briefing papers, and civil society reports. At least two of the organisations, CIVICUS and mothers2mothers, participated in the High-level Political Forum on Sustainable Development as civil society representatives. Mothers2mothers has also incorporated the SDGs into their theory of change. Without interviewing the NPOs, it is not possible to discern the depth of the organisations' engagement with the SDGs — whether or not the SDGs inform strategic planning, project design, and monitoring and evaluation. Without further research, the only conclusion that can be drawn from the websites is that larger NPOs are likely to be engaged in some way with the SDGs.

IV. CORPORATE PERSPECTIVES

A. While corporate donors would like to fund NPOs aligned with the SDGs, other factors such as programming, governance controls, and impact reporting are more important

A survey of 75 companies conducted by Trialogue found that 59% frequently integrate the SDGs into their “organisation’s overall strategy” (*Business in Society*, 2020, p. 42).³ 22% responded that they somewhat frequently integrate the SDGs and 18% responded infrequently. When asked about their use of the SDG global indicator framework, 16% of corporates reported using the framework for all projects, 32% for some projects, and 52% for no projects. As a majority of corporates do not use the SDG indicator framework, the Trialogue report concluded that corporate alignment with the SDGs is “superficial”; corporates are engaged with the SDGs at a rhetorical level rather than a practical level (*Business in Society*, 2020, p. 44). However, the report predicts that corporate alignment with the SDGs will grow in the future. Michael Rogerson, a senior consultant at OEE Consulting believes that “sustainability reports will increasingly revolve around how companies are contributing towards meeting SDG targets” (*Business in Society*, 2020, p. 199).

The corporate organisations interviewed for this project indicated that they align their business strategy and corporate philanthropy with the SDGs, but do not require the NPOs they fund to do the same.⁴ Instead, corporates look at the quality of an NPO’s programming, governance controls, and impact reporting. Particularly important is the ability of NPOs to demonstrate the impact of their development initiatives. However, all of the corporates interviewed expressed a desire to see more of the NPOs they fund align their mission with the SDGs because it demonstrates that NPOs have a clear theory of change. NPOs that incorporate the SDGs into their organisation have a competitive advantage when applying for corporate funding.

“In the future we would like to see much more alignment and integration of the SDGs within the vision and mission of NPOs.”
~Henry Matthys Head of Social Inclusion, V&A Waterfront Holdings

V. RECOMMENDATIONS

A. Further Research

In order to better understand what action NPOs need to take, more research is needed in the following three areas:

► NPO Engagement with the SDGs

The exploratory interviews conducted for this report indicated that smaller NPOs have not mobilised around the SDGs, a conclusion supported by the *Citizen's Report South Africa* produced by the South African Civil Society Working Group in 2019 and the 2016 survey referenced in the NACOSA Briefing Paper. As such, the recommendations at this report’s close are based on the assumption that a majority of smaller NPOs are not actively engaged with the SDGs. However, the Trialogue survey found that a majority of NPOs are strategically aligned with the SDGs. Given the diverging results, more systematic research should be completed to determine the extent of current engagement with the SDGs. A more widespread and representative survey of the sector is needed to accurately inform next steps.

³ The Trialogue survey results were based on the responses of 75 corporations. The financial sector was the largest represented industry at 31%. 86% of the corporations have an annual income of over R1 billion and 46% over R10 billion. Half of the corporations employ 5,000 people or more.

⁴ For more information about the corporates interviewed, see Appendix B.

- ▶ Corporate funding opportunities and use of SDG indicators

While the corporates interviewed indicated that NPOs aligned with the SDGs would have a competitive advantage when applying for funding, more information is needed to determine whether or not the added advantage is worth the resources NPOs would expend in the process. All of the NPOs interviewed indicated that the sector would need a “large carrot” to mobilise around the SDGs. It is unclear from the current interviews whether NPOs would have access to enough additional funding opportunities to offset the costs of incorporating the SDGs into their organisation’s work. A more explicit incentive is needed before NPOs will see the value of engaging with the SDGs.

Additionally, the Trialogue report indicated that corporate alignment with the SDGs is superficial and less than half use the SDG indicator framework. More research is needed to confirm these findings and determine why corporates do not currently use the SDG indicator framework. As corporate donors strongly influence the indicators used by NPOs, more information is needed to understand how and why corporates choose certain indicators. If corporates do not use nor have any intention of using SDG indicators, it is unlikely that NPOs will collect data needed to measure their contributions to the SDGs.

- ▶ Government tracking of SDG indicators

More research needs to be done to determine how government agencies that fund NPOs report on SDG indicators. For example, the Department of Social Development (DSD) funds a large number of the NPOs interviewed, and the NPOs speculated whether or not the data they report to the DSD is used to report on SDG indicators. It is important to accurately map the systems that are currently in place to track SDG progress in order to identify potential gaps. If the government is using NPO data to measure SDG indicators, it is important to do so in a more transparent way that acknowledges the contributions of NPOs. If the government is not currently using NPO data, it will be necessary to create a platform to aggregate the data.

B. Capacity building for NPOs

NPOs need to improve their organisational, sectoral and institutional capacity. Specifically, monitoring and evaluation systems must be strengthened in order to access accurate data to inform strategic planning, design more effective programmes, and allocate resources more efficiently (Chitiga-Mabuga et al., 2014).

- ▶ Statistics SA needs to lead capacity building efforts for data collection by creating a “formal regional statistical development and assistance programme” (Van Belle, 2017, p. 39).
- ▶ NPOs need to form partnerships with academic institutions. Such partnerships would be mutually beneficial as NPOs can provide relevant research information to academics and academic institutions can assist NPOs with data evaluation.
- ▶ NPOs need to incorporate the relevant SDG indicator framework in their reporting. Doing so would provide a more robust set of indicators for NPOs to measure outcomes and supplement the national government’s data collection, helping to disaggregate the data and ensure no one is left behind.
- ▶ Multi-stakeholder working groups or forums need to be created in order to share knowledge, coordinate efforts, and strengthen the capacity of local NPOs

C. Next steps for SocialCauses

SocialCauses can support NPO involvement with the SDGs in three principal ways:

- ▶ Create an educational component of NPGO that provides information about the SDGs to local NPOs. Many of the NPOs interviewed expressed a desire for educational material about the SDGs. The material

provided should include basic information on the SDGs, the SDG indicator framework, how NPOs can incorporate the SDGs into their organisation's work, and how NPOs can benefit from engaging with the SDGs.

- ▶ Support capacity building through its tech resources, specifically working to strengthen monitoring and evaluations systems, highlighting the existing M&E capabilities of NPOs and then rectifying any deficiencies that may be identified.
- ▶ Assist NPOs by linking them with potential funders. To enhance NPOs' competitive advantage when applying for funding, NPGO should identify how NPOs align with the SDGs and include this information in the organisation's profile.

VI. CONCLUSION

Increased NPO engagement with the SDGs is not only critical to successful implementation of the goals, but also to the NPOs' sustainability, the sustainability of local communities, and in turn the sustainability of the country. Civil society can localise the SDGs, hold national governments accountable, contribute to data collection, and complement government programming. There are many benefits to mobilising around the SDGs including strengthening an organisation's theory of change, programme design, and advocacy efforts and increased access to funding opportunities. In spite of the benefits, South African NPOs remain disengaged largely because of a lack of resources as well as uncertainty of the legitimacy of political and international agendas. NPOs cannot spare the time or financial resources to mobilise around the SDGs without a monetary incentive. To that end, more research is needed to determine the additional funding opportunities available to organisations that are strategically aligned with the SDGs. Regardless of whether or not NPOs choose to mobilise around the SDGs, the sector must work to strengthen monitoring and evaluations systems; more robust systems are needed not only to contribute to the SDG indicators, but also to improve overall NPO operations. Strong monitoring and evaluation is necessary to inform strategic planning, design more effective programmes, and allocate resources more efficiently — all of which are essential to achieving an NPO's mission. Ultimately, the mission of NPOs and the SDGs are one in the same: to improve the quality of life for all people. In order to achieve this vision and make sure no one is left behind, it will take the efforts of all stakeholders — government, civil society, and the private sector. NPOs already contribute much to their communities but mobilising around the SDGs would enable them to accomplish even more.

“Increasingly corporates are adapting SDG goals as a measure of success for their own corporate philanthropy and contribution. They translate this to strategy and areas of support to ensure there is alignment with the social partners they work with; contributing towards the selected goals the corporate has selected. Whether or not a non-profit has articulated how their work aligns with SDG goals will not disadvantage them from funding opportunities in perspective and experience, funders are just looking for good programmes that are making a difference, with the right governance controls and where you can demonstrate success and impact in the specific areas they support. However, it's a practice we should all adapt as we tell our story of what we do and how.” ~Noxoloh Hlongwane, Head of philanthropy, Nedbank Private Wealth

APPENDIX A, NPOs INTERVIEWED

Name of NPO	Description
Adonis Musati Project Non-Profit Organisation	An organisation that “seeks to empower marginalised refugees and migrants in South Africa through fostering sustainable support networks and encouraging personal development that achieves lasting change.”
Beautiful Gate Non-Profit Organisation	An organisation that “seeks to share the love of God as [they] care for and protect children, empower and preserve families and mobilise [their] community to do the same.”
Connect Christian Network Non-Profit Company	“A collaborative network of NPOs and churches working together for women and children at risk, to see communities transformed in South Africa.”
Kuyasa Horizon Empowerment Non-Profit Organisation	An organisation that “empower[s] children and youth of previously disadvantaged communities to become independent while embracing Christian values.”
Living Hope Non-Profit Organisation	An organisation that “undertakes community development through educational, social, income generation, and health related programmes; and plays a vital role in the prevention, care and treatment of people infected and affected by HIV/AIDS and other chronic illnesses.”
Networking HIV & AIDS Community Southern Africa Non-Profit Company	“A network of over 1,800 organisations working to turn the tide on HIV/AIDS and TB in Southern Africa.”
Prochorus Community Development Non-Profit Organisation	An organisation that works to “collaboratively achieve social justice and empowerment of individuals and communities”
Sikhula Sonke Non-Profit Organisation	“A community-based organisation addressing the need for early childhood development in Khayelitsha by providing access to quality ECD training and resources”
The Sozo Foundation Trust Non-Profit Organisation	An organisation “on a mission to see the youth of Vrygrond equipped & empowered to live with dignity, purpose & hope by creating pathways to employment: through a heart of unconditional love.”
Think Twice Non-Profit Organisation	An organisation that “collaborate[s] with the relevant stakeholders to train, equip and empower educators, caregivers and community workers at large with information, tools and resources to provide the children in their care with the awareness, knowledge and skills required for their safety and healthy sexuality.”
Trinity Children’s Centre Non-Profit Organisation	“A unique donor-funded school in the heart of Mitchell’s Plain, which combines high standards with a high level of support.”
Western Cape Street Children’s Forum Non-Profit Organisation	“A network of organisations working in partnership to create a coordinated, integrated and collaborative sector for children living, working or begging on the street and always acting in the best interest of the child “

APPENDIX B, CORPORATES INTERVIEWED

Name of Corporate	Description
Nation Builder Trust	An organisation that “inspires and equips the Business Community to lead in sustainable social change by facilitating cross-sector learning and co-creating social impact resources.”
Nedbank Private Wealth (Pty)Ltd	An organisation that “provides busy and wealthy clients with a fully integrated wealth management service to cater for all your needs, locally and internationally.”
V&A Waterfront Holdings (Pty)Ltd	“An iconic 123-hectare neighbourhood which welcomes millions of people from all over the continent and world.”

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