
SGS Resource Hub

**Annual Review
2024**



+ **Welcome** to our 2024 Annual Review



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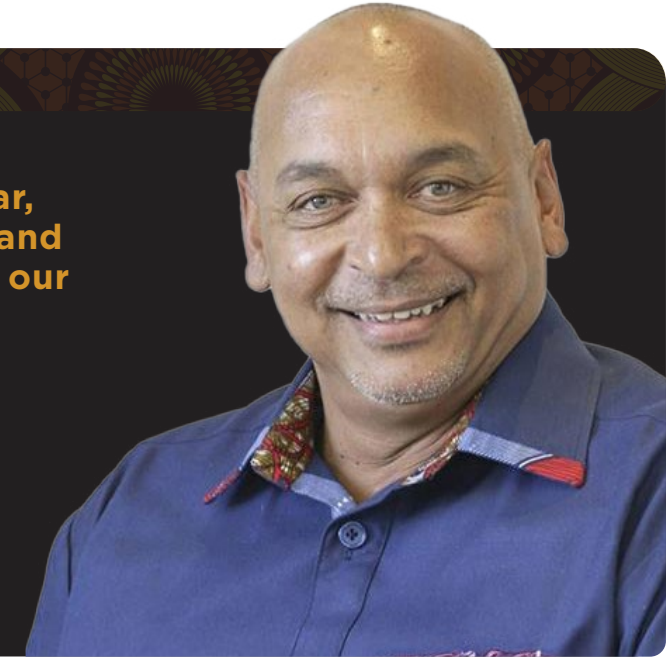
Views from our Managing Director

In 2024, social justice in Southern Africa remained a complex struggle shaped by inequality, governance challenges, and economic disparities. Amid political instability and slow reforms, communities are asserting their agency and resolve to manage their own development. Civil society, grassroots movements, and regional networks continue to push for human rights, gender equality, and economic justice, focusing on issues like gender-based violence, land rights, and climate resilience. Despite constraints, community philanthropy, youth leadership, and digital activism are showing potential in driving systemic change through local action and multi-sectoral collaboration.

The SGS Resource Hub operated under tremendous pressure to meet growing demand, supporting 105 organizations across the region. Through 28 consulting resources spanning seven countries, we provided tailored assistance to grassroots groups, social movements, and sector-level entities, focusing on among other, GBV, extractives, food security, and environmental justice. Strengthened collaborations with hub partners and

“ **As we reflect on the past year, I am proud of the resilience and dedication demonstrated by our team and partners.** ”

Shaun Samuels



intermediaries amplified our impact, ensuring a coordinated response to complex social challenges. Despite these challenges, our team’s resilience and commitment drove meaningful progress, reinforcing community-led social justice efforts and setting a strong foundation for the year ahead.

SGS was also keenly involved in the Principles Academy of Weaving Resilience, unpacking and concretizing principles of anti-ableism and anti-racism.

As we reflect on the past year, I am proud of the resilience and dedication demonstrated by our team and partners. Together, we have made significant strides in advancing social justice across the region, and I am confident that we will continue to build on this momentum in the year ahead.



Overview of SGS



SGS Consulting, a social enterprise based in Johannesburg, South Africa, focuses on building community philanthropy infrastructure and providing organizational development services in the social justice and education sectors. Our work spans the SADC region, operating in societies shaped by the legacies of colonial disruption and racial segregation. SGS is committed to eradicating systemic inequalities based on race, gender, class, patriarchy, and other forms of injustice. We aim to establish a truly equal society and promote the provision of basic socio-economic rights across Southern Africa and the wider continent.

In 2024, SGS implemented strategic, demand-driven interventions in Eswatini, Lesotho, Malawi, Mozambique, South Africa, Zambia and Zimbabwe addressing the unique needs of each Client Organization (CO). Our COs, ranging from individual organizations to intermediary and Apex bodies, often support multiple member organizations, extending the reach and impact of our work. By tailoring support to the specific requirements of each CO, we aim to drive long-term sustainability and foster growth across the region.

SGS RH Project Management Team



Kgaogelo Mashiloane
Project Management



Ntombekhaya Gxumisa
Finance



Troshini Naidoo
Project Management

Our Purpose

The SGS Resource Hub (RH) exists to empower and revitalize grassroots organizations in the social justice space by equipping them with the tools, resources, and support needed to enhance operational effectiveness, and deliver transformative, sustainable impact in their communities.



Our Approach

At the heart of our work lies a structured yet flexible engagement approach that ensures impactful partnerships with CBOs and sector stakeholders. This process, honed through years of experience, creates clarity, accountability, and sustained growth.



What we did



Number of client organisations that benefited from interventions

105

Number of consultants contracted to deliver services

28

Sector level interventions



GBV



Extractives



Gender



Food security and Agriculture



National Shelter Movement



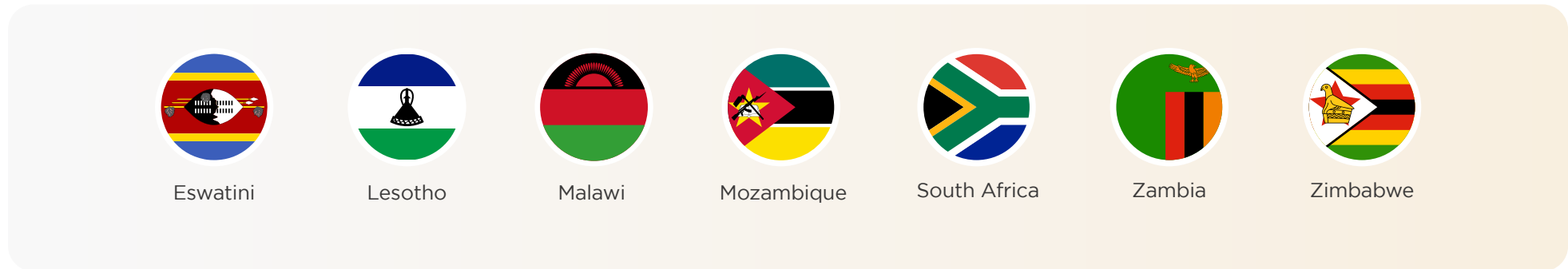
Environmental Justice



How we did it



Where we operated



Key Achievements



Direct Interventions with GBV Organizations

SGS engaged directly with prominent gender-based violence (GBV) organizations, including the Saartjie Baartman Centre for Women and Children, and NISAA Institute for Women’s Development. Through collaboration with key resource persons, these interventions offered valuable insights into feminist principles, organizational power dynamics, and the balance between prevention and remedial efforts in addressing GBV.



Value of Co-Creation Workshops

SGS co-creation workshops enabled direct engagement with member organizations to assess needs and collaboratively design terms of reference for consultant interventions, aligned with their priorities. Co-funded by intermediaries to cover travel and logistics, these workshops ensured inclusive participation and the development of relevant, mutually agreed interventions.



Collaboration with Intermediary Organizations

SGS partnered with intermediary organizations to support and empower their members, enabling widespread, cascading change and significantly amplifying their impacts.



Expanding Work in the Extractives Industry

SGS expanded its work in the extractives industry, broadening its reach across multiple countries in the region. This growth includes valuable collaborations with miners’ and ex-miners’ associations.



Stakeholders with whom we partner to create value

Hub Partners







Intermediary Organisations












Challenges encountered in programme implementation and mitigation strategies



Challenges Encountered	Mitigation Strategies
<p>Client organizations sometimes encounter internal challenges or work pressures, leading to delays in intervention processes. These delays can hinder consultants from executing agreed activities as per contracted work plans.</p>	<p>In such cases, there is nothing much one can do but to respect the work and pressures of the CO.</p>
<p>Strategic plan approval delays: Draft strategic plans frequently require final validation and approval from Directors and senior staff. However, the busy schedules of these leaders can delay feedback and extend the time needed for consultants to complete their assignments.</p>	<p>Emphasise the diligence and accountability required of leaders in the signed MoAs, and constant follow ups and reminders.</p>
<p>Shrinking civic spaces and restrictive government actions have intensified challenges for social justice advocates. In some contexts, advocacy efforts have led to arrests and reprisals, highlighting the risks civic actors face in defending rights and freedoms.</p>	<p>SGS remains vigilant in these environments, providing solidarity, amplifying voices, and sustaining interventions where possible, while maintaining its commitment to delivering necessary interventions when feasible.</p>
<p>Increasing travel and accommodation demands: SGS faced challenges as client organizations expected it to cover travel and accommodation expenses for workshops and assessments. While Ford Foundation funding was available, managing logistics and audit requirements added an administrative burden.</p>	<p>SGS decided to discontinue offering these services, and recommends that such arrangements be managed by a separate organization.</p>
<p>Selection of Consultants by Client Organizations: SGS noted that client organizations often prioritize consultants' familiarity with local issues over organizational development expertise, which can affect the quality of deliverables.</p>	<p>Exploring working with collaborative teams that integrate local and organizational development experts, leveraging both areas of expertise to enhance the quality of outcomes.</p>
<p>Need for agility in our interventions: SGS recognizes that timely responses to evolving circumstances and emerging needs are crucial for successful interventions. However, rigid consultant processes can limit the agility required to adapt effectively.</p>	<p>Encourage approaches that allow flexibility and quick adjustments to intervention strategies based on emerging needs.</p>



Lessons Learned

Tailoring Strategies to Local Contexts



In addition to new solutions, consultants adapt and reframe existing ideas to align with local needs and cultural contexts. This approach makes strategies more relevant, relatable, and easier for communities to embrace.

Sector-Level Interventions for Greater Impact



Sector-wide interventions drive broader, more cascading changes compared to isolated efforts with individual organizations. Strategic investments by RH may need to shift focus toward finding the right balance between individual interventions, and expanding sector-wide initiatives to amplify impact and foster systemic change.

Patience in Grassroots Change



Meaningful change at the grassroots level takes time, and immediate results may not always be evident. However, these efforts are essential for fostering long-term community resilience, empowerment, and sustainable development.

Value of Cross-Border Collaborations



Facilitating collaboration among grassroots organizations in Southern Africa has proven beneficial for knowledge exchange and capacity building. The diverse strategies and perspectives gained not only foster regional solidarity but also enhance the organizations' abilities to address shared challenges. This reinforces the importance of networking and partnership in tackling regional issues.

Sustainable Change Through Ownership



Lasting, sustainable change is best achieved when client organizations take ownership of initiatives. Empowering local stakeholders not only increases the relevance of programmes but also ensures their continued success and longevity.

Strategic Planning Enhances grassroots organisation Visibility



The development of strategic plans has strengthened credibility and expanded reach through partnerships. Increased visibility attracts new stakeholders and donors, highlighting the importance of transparency and accountability in sustaining long-term support for grassroots initiatives.



Client organization's feedback



“With the guidance of a consultant who deeply understood our context and generously shared his knowledge and wisdom, we not only developed a strategic plan but also four additional key plans: a Monitoring & Evaluation (M&E) plan, a Resource Mobilisation plan, a Financial Sustainability plan, and a Communications plan. These plans emerged organically through reflective sessions that helped us better understand our organisation and the impact of our work.”

Joy Hayley Munthali, Executive Director, Green Girls Platform

“While our efficiency would have improved even further had we managed to develop a strategic plan during the course of the organisational development, the training has provided us with the necessary knowledge and tools to create one. We recognize the importance of a well-defined strategy in guiding our work and will use the insights gained to develop a comprehensive plan that aligns with our long-term goals.”

Richard Tamwa, Programmes Manager, Malawi Ex-Miners Association

“The support has not only contributed to our organizational growth but also provided us with the strategic framework necessary to scale our impact.”

The strategic plan has been instrumental in helping us achieve our goal of expanding to Mangochi and Nkhata Bay, allowing us to reach new communities with essential services.”

Zikani Nyirenda, Executive Director and Founder, Gender Collective

“The OD support has strengthened our ability to serve communities by providing a framework for impactful programming. The strategic plan has helped us target key areas, tailor services to community needs, and build stronger relationships.”

Senika B. Cheta, Founder, ZANGO Zambia

“Our newly developed strategic plan has enabled us to establish partnerships with key stakeholders, leverage additional resources, and tailor our interventions to address the specific needs of our target populations. As a result, we’ve witnessed a notable increase in the number of young people we’re able to support, and a corresponding improvement in their educational outcomes and socio-economic prospects.”

Fredrick Zulu, Executive Director, Back to School Youth Initiative Group

“Our management committee are now meeting frequently and the staff also meeting as per organizational policies. The organization has now managed to develop the organizational policies which are aligned with the constitution, and legislations of the country. We improved on financial management and also securing some funding from the government and private donors.”

Kgoboko Maditsi, Executive Director, Centre for Research and Development

“BUM continues to implement the Annual Plan and monitor, gather information for evaluation of the impact. The good news is that BUM has received as the result of mobilization increased funding from the Economic Justice Fund.”

Tshidiso Phaoane, Chairperson, Botshabelo Unemployment Movement

“The support strengthened the foundation of our NGO, allowing us to serve more people, deliver higher-quality programs, and create sustainable change in the communities we work with. It also enabled us to identify other resources we could use such as interns and volunteers thereby reaching with the limited resources.” available.”

Beatrice Chisomo Mateyo, Executive Director, Coalition for Empowerment of women and girls (CEWAG)



Our involvement in Weaving Resilience

Principles Academy

The Principles Academy was established to equip hubs within the Weaving Resilience constellation with the knowledge and tools to integrate anti-racist, anti-patriarchal, anti-ableist, and anti-colonialist principles into their organizations and services. It also serves as a safe space for sharing experiences and lessons.



A four-part Principles Series was planned, with two episodes completed:



Charlotte McClain-Nhlapo



Episode 1:

(December 5, 2024) – Featuring guest speaker Charlotte McClain-Nhlapo, Global Disability Advisor for the World Bank Group.



Dr. Carolina Almeida



Episode 2:

Anti-Racism (January 21, 2025) – Featuring Dr. Carolina Almeida from Geledés – Instituto da Mulher Negra (Black Women’s Institute).



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