ANNUAL REPORT

25

COLLECTIVE **STRENGTH** / SUSTAINABLE **IMPACT**

26

NATION
BUILDER


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NATION BUILDER

Architecting a **stronger social impact ecosystem**

This Annual Report reflects a year of **strengthening** organisations, deepening **collaboration** and **building** the conditions for more resilient, sustainable **social impact.**

Building the conditions **for greater impact**

If this past year has reinforced anything for us, it is this important conviction—that sustainable social impact depends on the strength of the organisations carrying the work.

Funding matters. Leadership matters. Governance matters. Organisational wellbeing matters. Evidence matters. Relationships matter. But none of these, on their own, are enough. The real opportunity lies in how they come together—and increasingly, we see Nation Builder's role as helping to create those connections.

Our Organisational Development Pathway has become an important part of this work. During its 2025 pilot, 47 organisations across the Western Cape and KwaZulu-Natal participated in the diagnostic process, giving us valuable insight into both existing organisational strengths and areas where further development could unlock greater resilience and effectiveness.

There was much to be encouraged by. Strong governance foundations, financial controls and programme-management practices were evident across many participating organisations. At the same time, the pilot surfaced clear development priorities, particularly in impact measurement and management, longer-term organisational sustainability and communications systems.

For us, this confirmed something important: capacity strengthening cannot be one-size-fits-all. It must begin by understanding where an organisation is, recognising what is already working, and then responding to what is genuinely needed next. It is an intentional journey, shaped by evidence, context and relationship.

The same thinking informs how we work with social investors. Through social investment and fund management, monitoring and evaluation, and tailored organisational development support, we seek to connect resources with capable organisations, sound systems and better evidence for decision-making.

Our Wellness Initiative added another important dimension to this picture. It reminded us that organisational resilience is deeply human. Strong systems matter, but so do the people holding them: their wellbeing, their leadership, their culture and their ability to sustain the work over time.

And none of this happens independently.

To every member organisation, social investor, funding partner, professional partner, facilitator, Board member and colleague who has contributed to this collective effort: thank you. Your trust, expertise and commitment are part of what makes this work possible.

The need around us remains significant, and so does the opportunity before us. Our ambition is not simply to grow Nation Builder. It is to keep strengthening the conditions in which social impact can thrive—building capability, connecting what too often remains fragmented, and helping create an ecosystem that can carry meaningful change well beyond our own time.

Ivan Swartz

Chief Executive Officer, Nation Builder

Change does not **happen in isolation.**

South Africa's social challenges are interconnected. Our response must be too.



No single organisation, investor, programme or intervention can create sustainable change alone.

Lasting impact requires capable organisations. Responsible investment. Relevant expertise. Strong leadership. Useful evidence. Trusted relationships. And the willingness to work beyond institutional boundaries.

It requires an ecosystem.

Nation Builder works across that ecosystem to strengthen the organisations behind social change and connect them with the capital, capability, evidence and relationships that can help them progress.

We assess organisational development needs.

We create opportunities for learning and collaboration.

We connect organisations to professional expertise and practical resources.

We support social investors to select, manage, monitor and understand their investments. And we use evidence to help measure progress and inform what happens next.

Our role is to strengthen the organisations responsible for implementing social impact work.

By strengthening the systems, capacity, relationships and resources around them, we help create the conditions for that work to become more resilient, accountable and effective.



From organisational strength

to sector resilience

OUR THEORY OF CHANGE

If we invest in and partner with capable, accountable organisations within the social impact ecosystem, then they will deliver lasting, meaningful change in the areas they serve.

Our Theory of **Change**

- INPUTS | What we invest

Funding; capacity development & resources; tools, coaching/support; networks; partnership & expertise.

- ACTIVITIES | What we do

Dilligent, fair funding selection; capacity strengthening; organisational development; learning & connection; monitoring, accountability & collaboration.

- OUTPUTS | What we deliver

Well-governed, resilient and capacitated organisations. Quality programmes implemented. Responsible use of funding. Data and learning that inform decisions.

- OUTCOMES | What changes

For organisations: stronger governance, systems and leadership; improved sustainability and resilience; greater effectiveness & impact.
For communities: better access to services and support; improved wellbeing and opportunities; stronger community participation and voice.

- IMPACT | Long-term change:

A **stronger**, more **resilient** social impact **ecosystem** where organisations are **equipped** to deliver meaningful and **sustainable** impact.

HOW NATION BUILDER CONTRIBUTES

Our work operates through three interconnected mechanisms:

1.

ORGANISATIONAL DEVELOPMENT
Understand organisational strengths, needs and development priorities.

2.

NETWORK + CAPACITY
Connect organisations with learning, expertise, resources, relationships and opportunities.

3.

TAILORED CONSULTING + SOCIAL INVESTMENT
Design bespoke solutions for investors, nonprofits and social impact partners through social investment management, monitoring and evaluation, strategic support and tailored consultation.

Across all three sits a common discipline:

Assess → Strengthen → Connect → Enable → Measure → Learn → Adapt

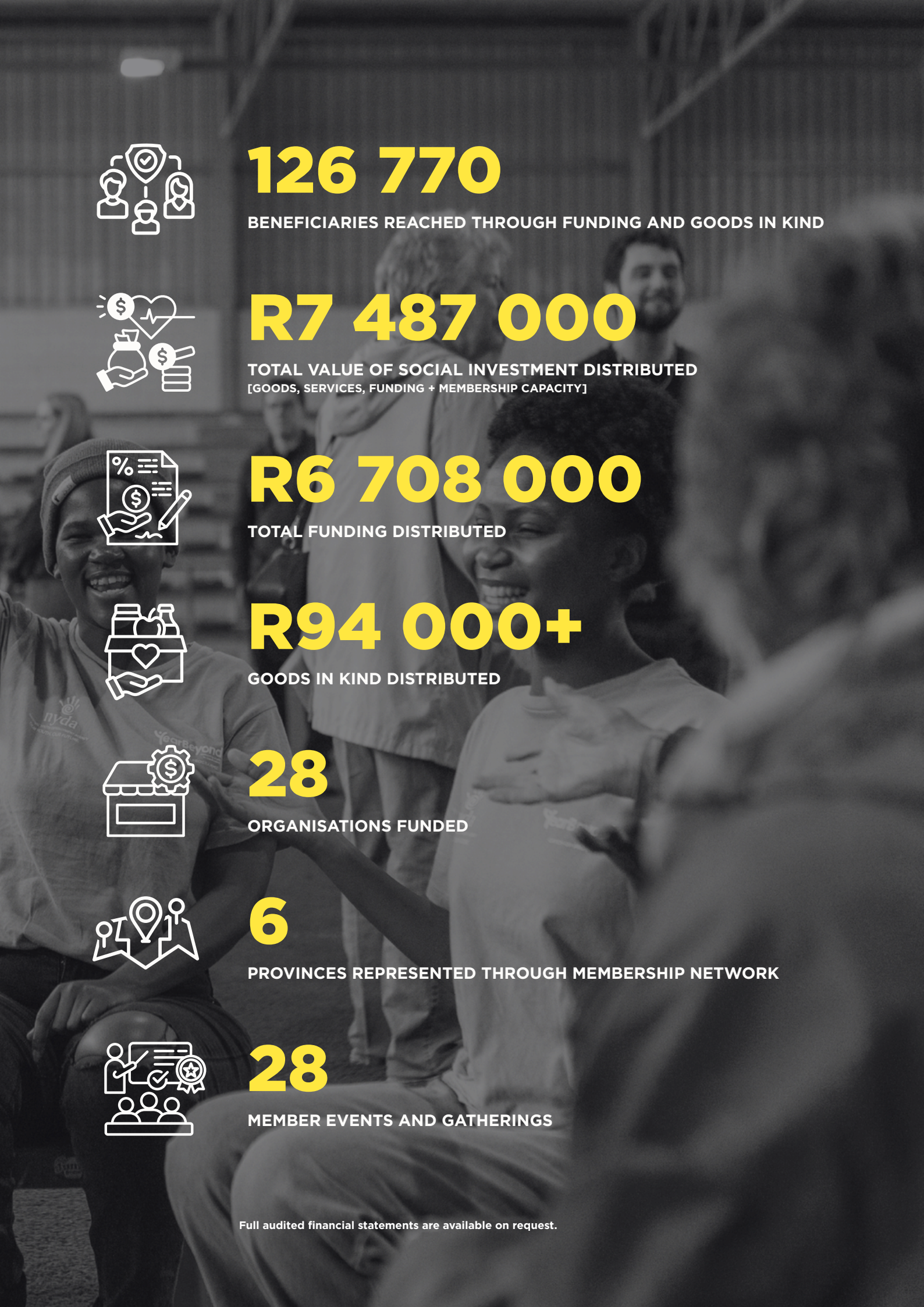

Marker



25/26

Impact at a GLANCE

THE YEAR IN EVIDENCE



126 770

BENEFICIARIES REACHED THROUGH FUNDING AND GOODS IN KIND

R7 487 000

TOTAL VALUE OF SOCIAL INVESTMENT DISTRIBUTED
[GOODS, SERVICES, FUNDING + MEMBERSHIP CAPACITY]

R6 708 000

TOTAL FUNDING DISTRIBUTED

R94 000+

GOODS IN KIND DISTRIBUTED

28

ORGANISATIONS FUNDED

6

PROVINCES REPRESENTED THROUGH MEMBERSHIP NETWORK

28

MEMBER EVENTS AND GATHERINGS

Full audited financial statements are available on request.

Impact Through **Social Investment**



During 25/26, **8 funders** entrusted Nation Builder with the distribution of **R6 707 887** across **28 organisations**, contributing to a total **beneficiary reach of more than 125 800**. Through this work, Nation Builder combined **social investment** with organisational development, capacity strengthening and ongoing support — helping **strengthen** the organisations responsible for **translating resources** into meaningful and sustainable impact.

Social **Investment**

Capital is most powerful when it strengthens more than a single intervention.



Responsible social investment requires more than moving funding from one stakeholder to another. It requires strategic intent, rigorous partner selection, appropriate due diligence, responsible stewardship, organisational understanding, meaningful measurement and continued learning.

But it also requires coordination.

Nation Builder's approach to social investment is increasingly shaped by the principle of **Collective Funding:** bringing social investors, implementation organisations and sector partners into greater alignment around shared priorities, complementary roles and stronger evidence.

Rather than funding operating as a series of isolated interventions, **Collective Funding creates the conditions for resources, expertise and organisational support to work together** more intentionally.

This strengthens not only individual investments, but the wider ecosystem in which those investments are expected to create impact.

Through due diligence, the **Organisational Development Pathway**, monitoring and evaluation, capacity strengthening, and ongoing network engagement, **Nation Builder helps social investors direct resources to organisations better positioned to steward funding responsibly**, demonstrate their impact, and strengthen over time.

Our role is therefore not only to manage capital, but to build the infrastructure around it — connecting investment with organisational capability, evidence, learning, and collaboration.

From capital allocation **to responsible stewardship**

KWV Funding Partnership

Over the past eight years, the partnership between KWV Foundation (KWV) and Nation Builder has evolved alongside the needs of the organisations and initiatives it supports. What began as responsible social investment management has grown into a more integrated partnership — connecting funding, organisational development, evidence, and targeted capacity strengthening to create **value beyond the investment itself**.

Over this period, **KWV has invested more than R6 498 300**, supporting **8 unique organisations** and **7 unique programmes** and **initiatives** through Nation Builder.

As the partnership developed, so too did the support surrounding that investment. Nation Builder's role expanded from partner selection, compliance screening, due diligence, funding distribution and reporting to include deeper organisational insight and development.

The 2025/26 cycle marked an important **next step**. Funded partners completed Nation Builder's **Organisational Development Pathway** (ODP) assessment, providing a clearer picture of organisational strengths and development priorities.

These **insights shaped the response**. Each organisation received a **tailored development plan**, with support ranging from Impact Management and Reporting Masterclasses and impact-management tools to policy resources, site visits and organisation-specific recommendations.

THE BIGGER VALUE

Over eight years, this partnership has shown that the greatest value of social investment is not only in what it funds, but in what it strengthens: organisations, systems, evidence and the ecosystem around them.

KEY METRICS

R6 498 300

Total managed or distributed funds from the 2018 financial year

8

UNIQUE ORGANISATIONS FUNDED

7

UNIQUE PROJECTS SUPPORTED

22 910

BENEFICIARY REACH OF FUNDED ORGANISATIONS

Capital accompanied by assessment, **organisational development**, **evidence** and ongoing **support**.



ORGANISATIONAL DEVELOPMENT

PATHWAY

UNDERSTANDING **Organisational Capacity**

Strong organisations are built intentionally.



Organisations do not all need the same support at the same time.

One may need stronger governance. Another may have sound financial systems but limited monitoring and evaluation capability. Another may need to strengthen succession, sustainability or communications.

Nation Builder's Organisational Development Pathway (ODP) creates a more intentional approach to organisational development by helping organisations understand where they are strong, where attention is needed, and what should be strengthened next.

In 2025, **47 nonprofit organisations participated** in the ODP pilot across two partner groups: 20 Change in Action organisations in KwaZulu-Natal and 27 Funding Partners, primarily in the Western Cape.

The assessment considered **seven organisational foundations:**

Board & Governance // Leadership, Values & Culture // Strategy & Operations // Financial Management & Sustainability // Programmes & Projects // Impact Measurement & Management // Communications

THE **PATHWAY**

Assess → Understand → Prioritise → Strengthen → Learn → Progress

The purpose is not assessment for assessment's sake. It is to use evidence to guide more relevant organisational development — connecting identified needs with practical resources, learning, expertise and tailored support.

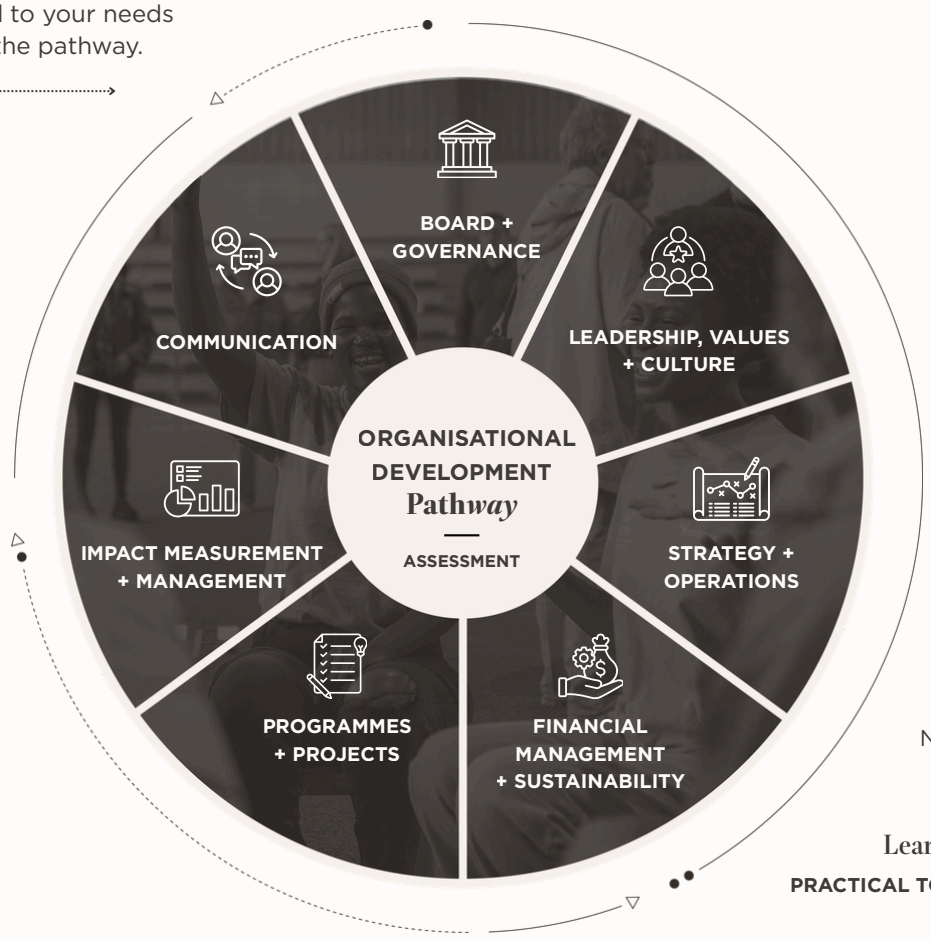
WHAT THIS TELLS US

Organisational development is rarely about fixing everything at once.

It is about recognising **what is already working**, **identifying** where **focused development** can make the greatest difference, and returning to the **evidence** to understand **what is changing.**

The value of the ODP isn't in arriving at a score. It's in creating clarity around what to strengthen next — and using that insight to build organisations that are more resilient, accountable and equipped to strengthen the ecosystem around them, and sustain their impact over time.

A flexible and integrated set of **support tailored** to your needs at **any stage** of the pathway.



The NATION **BUILDER Response:**

Learning + *Resources*
PRACTICAL TOOLS + GUIDANCE

Network *Support*
PEER LEARNING + COLLABORATION

Tailored *Consulting*
EXPERT SUPPORT FOR LASTING CHANGE

Monitoring, Evaluation + *Learning*
EVIDENCE FOR GREATER IMPACT




AKR 300

Wellness **Initiative**

Organisational resilience is human.



The people carrying the work matter too.

Strong systems matter. So do the people behind them. The long-term resilience of social impact organisations is inseparable from the wellbeing and capacity of those carrying the work forward.

Through Nation Builder's **Collab Wellness Initiative** and **South African Wellness Baseline Pilot**, more than 100 nonprofit organisations across the Western Cape, Gauteng and KwaZulu-Natal contributed to a **co-created framework for understanding organisational wellness**.

The African-designed diagnostic explores wellness across **seven interconnected domains**:

Environmental // Financial // Mental // Physical // Social // Spiritual // Vocational

The findings showed how closely organisational **wellness** is **tied to leadership quality** and connection within an organisation. **Leadership connection** emerged as the strongest predictor of overall wellness, while **mental and financial wellness** stood out as areas **calling for greater attention and support**.

WELLNESS IS PART OF ORGANISATIONAL CAPACITY.

This evidence reinforced something we increasingly see across the sector: **organisational resilience is deeply human**. The **wellbeing** of staff, the health of leadership and the culture within an organisation are **not peripheral to performance**—they are part of what enables effectiveness and sustainability over time.



A NETWORK

BUILT FOR

Collective STRENGTH



“Denis Waitley once said, “There are **two primary choices** in life: to **accept conditions** as they exist or **accept the responsibility for changing them**.”

We accepted the responsibility, and as one of the oldest members of Nation Builder, we are pleased to **collaborate to make an impactful difference** in the communities we serve. We are **thankful** for trustworthy relationships that helped us sustain our services.”

Daleen Labuschagne
COO, Khula Development Group

Member VOICE

The Network in NUMBERS

Connection. Capacity. Collaboration. Support.

CAPACITY BUILDING

24
EVENTS

535
UNIQUE ATTENDEES

269
UNIQUE ORGANISATIONS

Including Impact Management & Reporting, Child Protection, Intro to MEL, Social Worker CPD Training and Ask a Professional.

ENGAGEMENT

28
ENGAGEMENT EVENTS

484
ATTENDEES

292
UNIQUE ORGANISATIONS

Including Vision + Celebration, Proteas of Mzansi, Midday Mingle, Social Worker Initiative, Partners' Lunch, and Prayer Gathering activity falling within the reporting period.

COLLABS

10
COLLABS + WORKING-GROUP SESSIONS

90
UNIQUE ATTENDEES

69
UNIQUE ORGANISATIONS

ONGOING SUPPORT

28
MEMBER MEETINGS, INFORMATION SESSIONS AND SITE VISITS

28
UNIQUE ORGANISATIONS SUPPORTED

Co-create + LEARN

Learning is most valuable when it **changes practice**

Nation Builder's **Co-Create + Learn** opportunities bring together practical knowledge, specialist expertise and peer learning to strengthen organisational capability and practice.

The ODP pilot gives this work a sharper point of reference, showing more clearly where organisational strengths lie and where focused development is still needed.

One of the clearest gaps was in monitoring and evaluation, where fewer organisations had formal frameworks, dedicated M&E capacity or experience conducting evaluations. This gives added weight to learning opportunities such as Impact Management & Reporting and Intro to MEL — helping organisations move beyond reporting activity towards stronger evidence, learning and decision-making.

The pilot also surfaced important sustainability gaps, particularly around succession planning, needs analysis and broader sustainability practices. These findings strengthen the case for continued investment in leadership development, organisational resilience, succession and funding readiness — all critical to an organisation's ability to sustain impact over time.

FEATURE PROGRAMMES

Unique ID Attendance:

Impact Management + Reporting
105
Intro to MEL
73
Child Protection in Practice
70
Ask a Professional
86
Social Worker CPD Training
80
Collabs + Working Groups
90

"I found the practical introduction to Monitoring, Evaluation and Learning (MEL) and the Theory of Change particularly valuable. Understanding how the Five Dimensions of Impact can be used to design, measure and improve programmes gave me a clearer perspective on how evidence can support better decision-making and maximise social impact." - Lebogang Magome, **Orchard Africa**

TAILORED SOLUTIONS for complex challenges

CONSULTING FOR IMPACT

When the solution needs to be tailored.

Not every organisational or investment challenge can be addressed through a network-wide programme.

Some require deeper diagnostic work, specialist expertise or a solution designed around a specific organisational or investment context.

CONSULTING SERVICES

Nation Builder's consulting services apply the same principles that underpin our broader ecosystem work — organisational development, evidence, accountability, partnership, and learning — through bespoke engagements.

1.

SOCIAL INVESTMENT + FUND MANAGEMENT

Supporting social investors through strategy, partner selection, due diligence, fund management, monitoring, organisational support and reporting.

2.

MONITORING, EVALUATION + LEARNING

Supporting investors and organisations with monitoring frameworks, Theory of Change development, impact measurement, evaluation, research, data interpretation, reporting and organisational learning.

3.

ORGANISATIONAL DEVELOPMENT

Using diagnostic insight and specialist expertise to respond to areas including governance, financial systems, leadership, sustainability, impact management and organisational resilience.

OUR APPROACH:



Diagnose



Use Evidence Before Assuming



Design Around Context

Our aim is to strengthen **capability that endures** — capacitating organisations in ways that **build long-term resilience**, **extend the value of the intervention beyond the organisation** itself, and strengthen the **wider social impact sector**.



SHOWING **impact in** PRACTICE

The stories that follow show Nation Builder's model in action from two perspectives: **tailored consulting** that strengthens evidence and decision-making, and **organisational development** that builds the systems behind sustainable growth. Together, they show how **strengthening organisational capability** can build resilience and drive **collective progress** across the social impact **ecosystem**.

LIV Community Clothing Project **Jobs Fund**

What began as an independent monitoring and evaluation assignment became a 26-month journey of evidence-building, organisational learning and M&E capacity strengthening.

Nation Builder was commissioned by **Lungisisa Indlela Village (LIV)** in April 2024 to serve as the independent M&E provider for its Jobs Fund-supported enterprise development project, with a mandate spanning the formative baseline, ongoing M&E support and the final summative evaluation.

The project grew. So did the evidence strategy.

The programme significantly exceeded its original participation targets, training **495 women against a target of 200** and supporting **25 interns against a target of 20**.

As the project scaled, Nation Builder adapted the methodology from sample-based surveys to population-level measurement, supported by audited programme data.

Across the engagement, Nation Builder maintained **28+ documented M&E sessions**, undertook site visits, facilitated a two-day participatory Theory of Change process and supported LIV with indicator definitions, quarterly reporting, data-quality practice and instrument design. Programme teams co-developed refreshed Theories of Change, strengthening their ownership of the frameworks rather than receiving them as static deliverables.

What the evidence showed

The final evaluation recorded strong programme results:

- **495 women trained** — 247% of the original target.
- Mean self-reported income increased by **157%**, from **R1 371 to R3 521** among 169 respondents.
- **202** women sustained informal employment generating income above UBPL for at least 6 consecutive months.
- **89%** of respondents were at or above the upper-bound poverty line, compared with **32% at baseline.**
- **61 formal jobs** were created — 41 permanent and 20 fixed-term.

The evaluation also found sufficient evidence to support continued investment in, and replication of, the Umthombo and Internship models.

More than an evaluation

The engagement left LIV with more than a final report. Nation Builder handed over reusable data-collection instruments in English and isiZulu, an adapted Results Framework and Logframe, refreshed Theories of Change and **eight evidence-linked recommendations** to guide what happens next.

The project's impact extended beyond the women it trained. Its **internship programme supported 25 interns**, against a target of 20, drawn from young people raised within LIV's care. For these young people, the internships offered a **practical step from foster care into independent, working adulthood**. This reflects LIV's broader mission: to **"Rescue a child, Restore a life, Raise a leader and Release a star."**

The internships are where the final two take shape, as orphaned and vulnerable children, raised up within LIV's care, are released into the nation as capable, contributing citizens.

By strengthening the systems, tools and capability behind measurement, M&E becomes more than a way to account for what happened. It becomes a resource for learning, adaptation and better decision-making.

This is the wider value of Nation Builder's M&E consulting: **not evaluation as a compliance exercise, but evidence as organisational infrastructure.**



“Our two-year partnership with Nation Builder was instrumental in **strengthening the implementation, monitoring and evaluation** of the **LIV / Jobs Fund** partnership project. Their team delivered an outstanding **formative baseline report** and a high-quality **summative evaluation report**, providing valuable insights into the programme’s **progress, outcomes and impact**. The quality and **rigour** of their work were reflected in the positive feedback received from the Jobs Fund, contributing meaningfully to the **credibility and quality of our project reporting**.

We greatly valued their **professionalism**, **expertise** and **commitment** throughout the journey, and would gladly recommend Nation Builder to organisations seeking a capable and reliable monitoring, evaluation and learning partner.”

Nqobile Dlamini - LIV / Jobs Fund Project Manager

Little Lions **child coaching**

What change looks like: Growing impact from the inside out

Growth is often measured by reach. But sustainable growth asks another question: **is the organisation behind the impact becoming stronger too?**

For Little Lions Child Coaching, 2025 was a year of both.

The organisation opened its fourth site in Capricorn, reaching **36 children** against a target of 20, while its programmes, through implementing partners in South Africa and Kenya, reached **791 children during the year.** It also **piloted** the new **Inner Lion Starter Programme** at Molo Mhlaba School and St Teresa's Primary School, where early teacher feedback pointed to **improved emotional awareness, coping skills, confidence and willingness** among learners to seek help.

Programme evidence reflected encouraging outcomes. **62% of children improved** their self-reported **Total Resilience scores,** while **76%** of parents observed stable or **improved resilience** behaviours, exceeding the 60% target. Coach observations recorded a **5.26% improvement across resilience domains**, meeting the organisation's 5% target. A further **132 children graduated** across multiple locations, with increased parent engagement at graduation sessions.

But expansion also placed new demands on the organisation behind the programmes.

The addition of a new site prompted Little Lions to strengthen its internal systems: compulsory Admin Fridays were reintroduced for more consistent data capture and reporting; formal minutes were introduced for weekly coach meetings; paper-based records were organised into structured storage systems; and a visual programme-cycle timeline was developed to support consistent implementation.



As Little Lions reflected:

“The key lesson has been the need to embed systems rather than rely solely on adaptability and experience… an investment that will pay off as we continue to grow.”

As a participant in Nation Builder’s Organisational Development Pathway, Little Lions offers a practical picture of organisational development in motion. Its journey touches several ODP foundations — particularly Programmes & Projects, Strategy & Operations, and Impact Measurement & Management — as programme growth is matched by stronger systems and a growing ability to measure and understand outcomes.

The organisation celebrated its fifth anniversary during the year, marking its journey from what it describes as “a small team with a bold vision” to an established organisation extending its reach through programmes and implementing partners in South Africa and Kenya.

Looking ahead, Little Lions plans to expand the Inner Lion Starter Programme into additional schools, partner with local libraries across Cape Town during Mental Health Awareness Month, and welcome a new cohort through the Let’s Talk Fellowship.

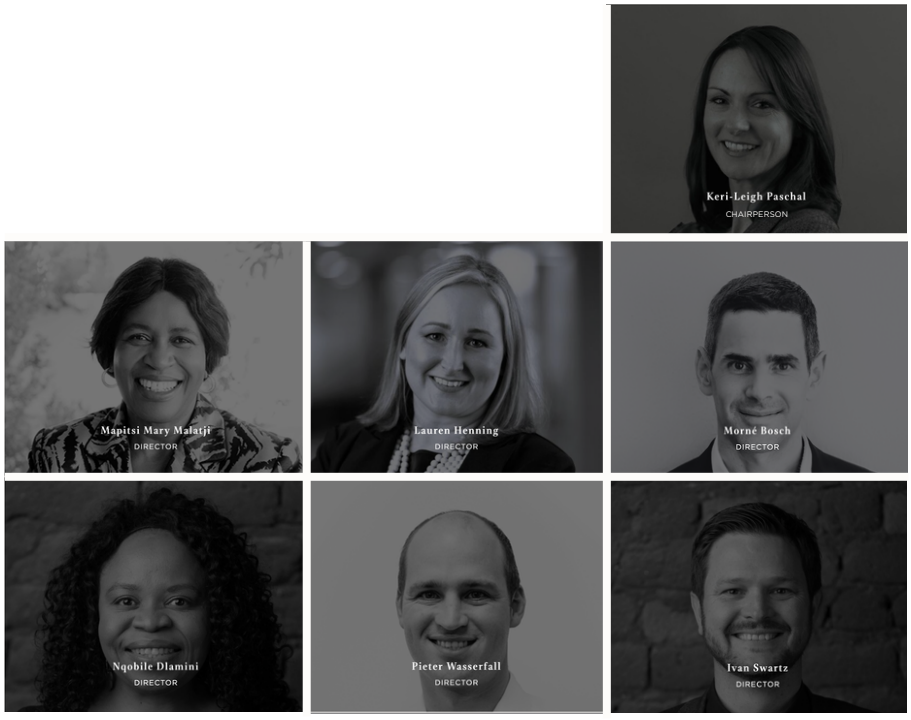
Sustainable impact is not simply about reaching further. It is about ensuring that, as the work grows, the organisation carrying it grows stronger too.

NATION BUILDER

The People **and partners behind the work**

The people, partnerships and **stewardship behind the work.**

Strong governance is central to the organisational maturity Nation Builder encourages across the social impact sector. **Our Board** provides strategic oversight, accountability and stewardship as Nation Builder continues to develop its role within the ecosystem.



Nation Builder's **team** brings together expertise across organisational development, social investment, programme design, monitoring and evaluation, network development, communications and operations. Their **collaborative strength** lies in **working across disciplines** — translating **strategy into action**, **evidence into learning**, and relationships into **meaningful support** for the organisations and partners we serve.



SOCIAL INVESTORS + FUNDERS

STRATEGIC + PROFESSIONAL PARTNERS*

Nation Builder's work is made possible through **investors and funding partners** who recognise that sustainable social change requires investment not only in programmes, but in the organisations, systems, people and relationships that make those programmes possible.

Their contribution enables resources to reach communities while **strengthening the broader ecosystem that carries that work forward.**

*With gratitude to all our strategic partners, we have highlighted here those most closely involved in specific initiatives during the year; this is not an exhaustive list of the many partners who contribute to Nation Builder in different ways.

The work ahead **IS COLLECTIVE**

Director **Perspective** + Looking Ahead

"The South Africa we hope for will not be built by any one sector, organisation or community alone. It will require us to work across our differences, combining our strengths and resources to strengthen communities, widen opportunity and build a future in which every person can contribute and flourish."

Keri-Leigh Paschal
Chairperson
NATION BUILDER

LOOKING AHEAD

We will continue strengthening the Organisational Development Pathway, expanding access to relevant learning, expertise and resources, and deepening our capabilities in monitoring, evaluation and learning, tailored consulting and social investment. Insights from our work in organisational wellness and resilience will continue to shape our approach, while we create stronger opportunities for nonprofits, social investors and partners to work beyond organisational boundaries towards shared impact.

Our ambition is not simply to deliver more activity. It is to help strengthen an ecosystem in which organisations can understand themselves better, develop intentionally, steward investment responsibly, learn from evidence and collaborate more effectively.

Ultimately, the measure of this work is not how much we build ourselves, but what becomes stronger because we were here — organisations equipped to endure, an ecosystem better able to work together, and impact that carries forward long after our part is done.

Stronger organisations. Greater impact. Thriving communities.

Thank you **for building with us.**

To our member organisations, social investors, funding partners, professional partners, Board, team and every organisation carrying the work of social change:

Thank you.

Together, we are strengthening the organisations behind social change and creating better conditions for collective impact.

NATION BUILDER

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