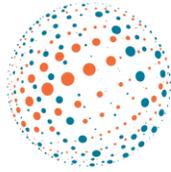


NETHOPE

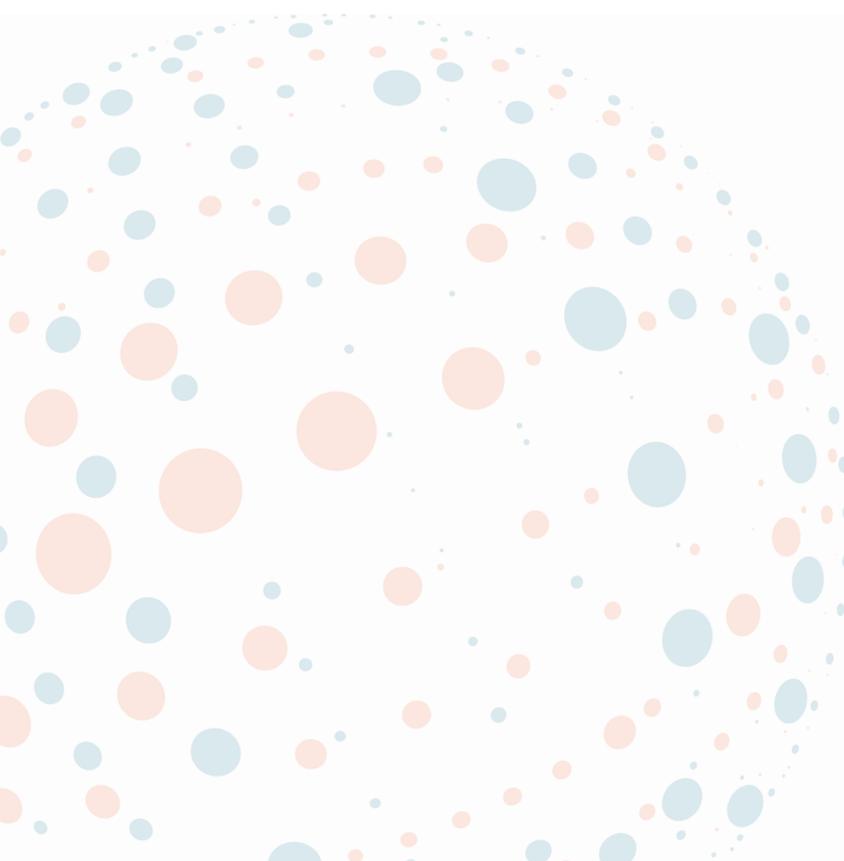


Informing an Uncertain Future

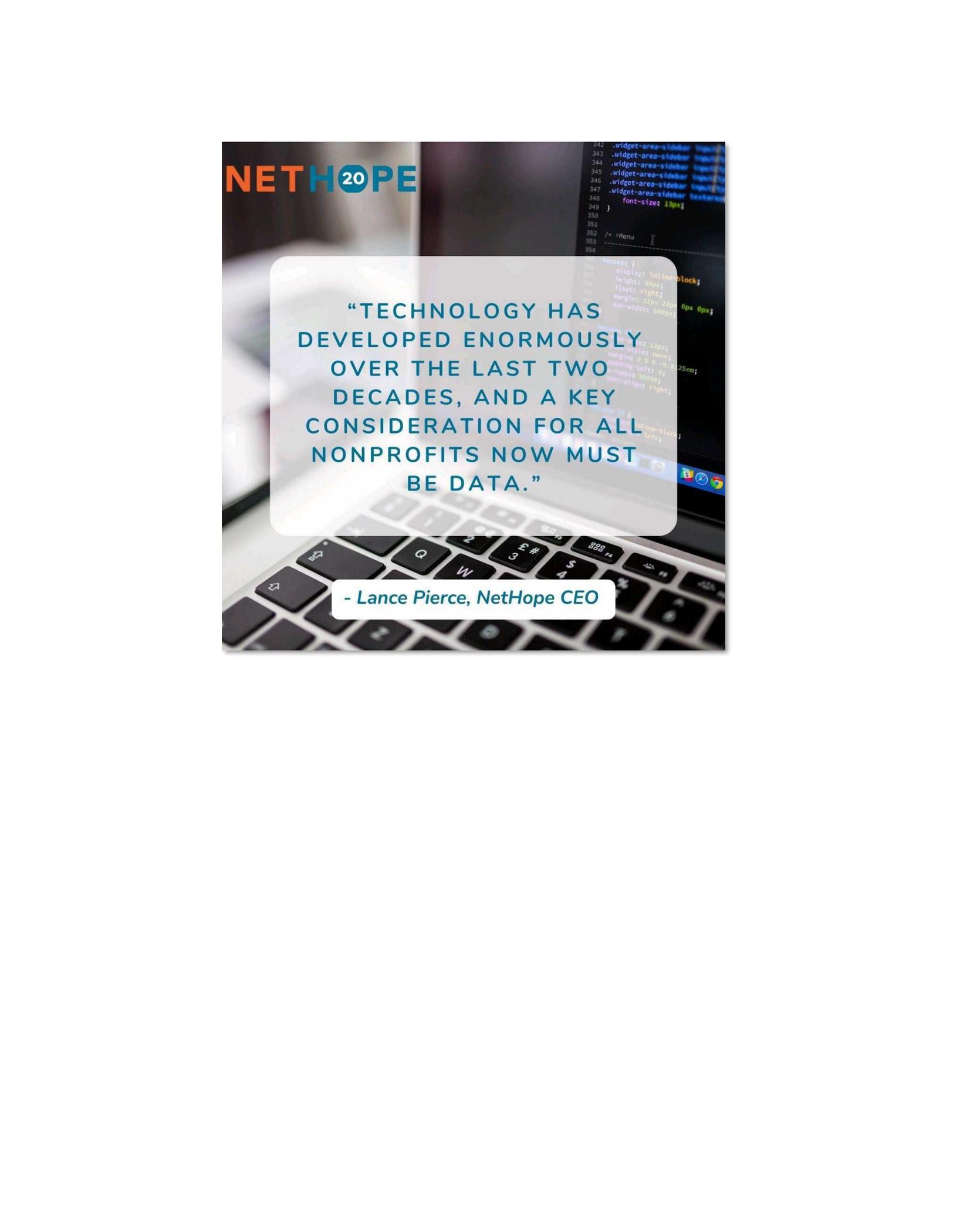
A global analysis of the strategic digital landscape behind social impact organizations

NetHope's Center for the Digital Nonprofit

Nicholas M Kerastas & Jean-Louis B Ecochard



NOVEMBER 2021

The image features a background of a laptop keyboard and a screen displaying code. The NetHope logo is in the top left corner. A central white box contains a quote, and a smaller white box at the bottom contains the attribution. The code on the screen includes CSS classes like '.widget-area-sidebar' and 'access {', along with various styling properties such as 'display: inline-block;', 'height: 60px;', and 'float: right;'.

NETHOPE

**“TECHNOLOGY HAS
DEVELOPED ENORMOUSLY
OVER THE LAST TWO
DECADES, AND A KEY
CONSIDERATION FOR ALL
NONPROFITS NOW MUST
BE DATA.”**

- Lance Pierce, NetHope CEO

This work is made possible thanks to the generous contributions from the founders of NetHope's Center for the Digital Nonprofit.



TABLE OF CONTENTS

- I. ABSTRACT 2
- II. PARTICIPATING NONPROFITS 2
- III. INTRODUCTION 3
- IV. BACKGROUND..... 3
- V. METHODOLOGY..... 5
- VI. FINDINGS OVERVIEW..... 5
- VII. THE KEYSTONE ECOSYSTEM 6
- VIII. LATENT DIGITAL SUPPORTS 8
- IX. CONCLUSION 9
- X. APPENDIX..... 10
- XI. WORKS CITED 12

I. Abstract

While the world experiences unprecedented turmoil and continuous setbacks, the humanitarian and development community remain steadfast in its commitments to achieve each of the 17 [Sustainable Development Goals \(SDGs\)](#) by 2030. The tangled web of global crisis demands an immediate response from all invested stakeholders. For NetHope and its alliance of nonprofits and corporate technology partners, the logical choice for action resides within the promise of technology and humanitarian digitalization. To understand how stakeholders can more effectively support the alignment of digitally enabled action toward the SDGs, NetHope performed a thorough qualitative assessment of the entire strategic landscape – NGOs, governments, and tech companies. Through this process, it has been theorized that an information revolution will take place in the nonprofit sector over the next decade. This revolution will require the rapid advancement of digital skills and solutions to achieve peak performance and the greatest return on investment. In pursuit of this outcome, there are four interlinked pathways and waves of change that the Membership will be focusing on in the next decade:

- a) Getting information right,
- b) Increasing digital skills,
- c) Applying more technology-based solutions, and
- d) Achieving peak digital performance.

Furthermore, these digital priorities will later be joined by two supports that will transition from tactical to strategic: digital protection and emerging technologies. These will also play a role in the strategic landscape of the membership (Figure D). Through these findings, NetHope has provided nonprofits, technology partners, and philanthropic donors alike the digital blueprint to fuel impact acceleration across the humanitarian sector.

II. Participating Nonprofits



III. Introduction

In the last 5 years, the world has experienced an unprecedented series of layered crises that have vastly complicated the path to accomplishing the [Sustainable Development Goals \(SDGs\)](#). The world, and particularly nation states, multilateral agencies, and global nonprofits are being forced to respond to the COVID-19 pandemic, disasters amplified in magnitude by the effects climate change, and resource constraints derived from widespread debt crises. Thus, the remaining decade of action to reach the SDGs exists within a turbulent context made more complex by system entropy. In the midst of this, humanitarian and conservation stakeholders are expected to maintain focus on achieving the 17 SDGs in the countries and communities where they work, with the aim to restore or even increase the wellbeing of people and planet alike. Globally, in an effort to combat instability and uncertainty (and to drive efficiency) there is yearning for a 'single source of truth' to steer humanity's efforts forward through this turbulence, however, a lack of information certainty instead creates conditions that allow for polarization and harm. For nonprofits this need to push towards greater clarity and information certainty is expressed in their internal operations (for example data driven decision making, cohesive and relational information architectures, and collaborative knowledge sharing), and in their external programmatic approaches (for example mitigating misinformation and disinformation within the communities they work with, enhancing fundraising and campaign engagement using statistics, and monitoring and evaluation analyses that drive accountability and transparency on the efficacy of their programs).

In this challenging time with no clear solution, every step toward impact acceleration and maximization counts. There is especially hope that in the 4th industrial revolution, the areas of technology and digitalization can make a lasting difference. With this guiding belief, NetHope's Center for the Digital Nonprofit (CDN) sponsors have enabled the NetHope's Strategic Alignment Initiative for the 2030 SDGs. Working with humanitarian stakeholders around the world, NetHope set forth to develop a strategic landscape assessment containing three major components:

- i) an overview of the NetHope Member nonprofits strategic plans and digital development pathways,
- ii) situational context from the ICT capabilities of countries and governments, and
- iii) the product/solution roadmaps from corporate technology partners.

Together, these three components culminate in NetHope's strategic alignment framework. While the focus of this white paper is on the first component (i), this entire framework is being used to guide NetHope Member engagement, solutions development of engaged technology partners, and to develop recommendations for future program development over the next decade. However, it was through this first round of strategy analysis that NetHope was able to establish the broad strategic intent of its membership. Thereby shining light on how humanitarian organizations are pursuing greater impact through leveraging digitalization.

IV. Background

Adopted in 2016 to guide the global development agenda through 2030, the SDGs are the end result of a massive collaborative effort to achieve positive transformational change across the globe. The SDGs come off the heels of the Millennium Development Goals (MDGs) and works build on the success achieved in the previous decade by finishing the job and going to "the last mile on ending hunger, achieving full gender equality, improving health services, and getting every child into school" (UNDP Africa, 2021). Through a commitment to "leave no one behind" (UN, 2021), the SDGs are a common framework that

represent everything we strive to achieve as nonprofits that come together through the NetHope alliance. This is because the SDGs allow for long-term oriented goals such as zero poverty to integrate with traditionally siloed concerns of resilience and environmental sustainability. The SDGs thus provide NetHope and its nonprofit membership greater opportunities for multi-lateral collaboration, as well as possibilities to achieve exponential impact in areas that may be non-traditional. In total, there are 17 goals, each with a specific list of targets and steps for implementation related to said goal. While the SDGs are measured by the UN and formally acted on by its nation state members (UN, 2017), nonprofits have an intimate role to play in the actions necessary to achieve the SDGs.

Over time, responsibility of nonprofit organizations to coordinate their actions toward the SDGs has increased. To start, it would be impossible for all nations to achieve each of the SDGs without some kind of humanitarian assistance. While independent action may be viable for some countries, economic policies instituted since the 1970s have exacerbated the unequal distribution of wealth globally (Navarro, 1998; Saad-Filho, 2019) and led to the modern dichotomy between lower to middle income countries (LMICs) and high-income countries (HICs). Thus, the modern global economic structure – based on inequitable resource extraction – dictates that certain geographic areas would be destined to fall behind and require assistance on achieving the SDGs. What's more, despite the widespread enthusiasm and commitment to the SDGs, global action toward the SDGs lagged from the start and has remained as such. Since the outset of the SDGs in 2014, annual gaps in funding required to hit minimal targets have ballooned from \$2.5 trillion to \$4.2 trillion (OECD, 2020). At the same time, the main implementers of the SDGs, the member states of the UN, are suffering from debt crises that are increasingly putting resource strains on activities related to the SDGs. Most notably, the external debt of developing countries, the main target of the SDG initiatives, has surpassed \$10 trillion (UNCTAD, 2020), thereby further contributing to slowed progress.

With the proliferation and continued pestilence of COVID-19, the situation only worsened. As a 2021 UN Report explains, “the COVID-19 pandemic is a setback for sustainable development everywhere” (Sachs et al, 2021). Consequently, the pandemic underscores the critical nature of longstanding issues such as the lack of monetary resources and access to connectivity for LMICs (Sachs et al, 2021). Finally, and most devastatingly, worsening global climate change is not only contributing to increasing levels of economic inequality (Diffenbaugh & Burke, 2019) but is also acting as “threat multiplier” (Huntjens & Nachbar, 2015) thus amplifying both the impact and occurrence of disasters globally. It is through this complex layering of interconnected issues that progress toward the SDGs has nearly stalled and demands an immediate response from the humanitarian and development communities.

To combat this negative tide of global events, UN Secretary-General António Guterres notes, “It is abundantly clear that a much deeper, faster and more ambitious response is needed... From our advances, we know what works” (Sachs et al, 2019). Echoing this call for action, the humanitarian community is increasingly leveraging technology and digitally enabled programming to achieve accelerated impact toward the SDGs. However, these nonprofits cannot carry out this process on their own. Leveraging 20 years of collective action and collaboration the NetHope community knows what it takes to achieve this kind of necessary systemic impact as a multiplicity of agencies – our network effect. Accordingly, NetHope and its membership believe that strategically executed research, sector wide collaboration, and a collective effort to implement digitalization at scale, can serve as the much-needed force-multiplier to achieve the SDGs by 2030.

V. Methodology

Leveraging an agile qualitative research methodology, NetHope analyzed the published strategic documentation of all 59 nonprofit organizations within its [membership](#) at the time. The strategy documents were targeted as the primary data source for this project because of their effectiveness as proxy for information related to planned internal nonprofit activities. This is especially true for the areas of programming, participant outreach, and digital investments and commitments – where the strategies act somewhat as marketing statements to would-be donors and partners in the sector. With roughly two-thirds of the strategies publicly accessible through online publications or websites the majority of the data collection process was open sourced based. However, in the sizable minority of cases where documentation was not readily available, NetHope leveraged its trust with nonprofit and technology partners in order to gain access to otherwise confidential information.

Having achieved data saturation from Member strategies, NetHope then conducted a conceptual analysis upon the global strategic data set. With the use of text summarization tools, data mining with affinity analysis, and ideation sessions with key stakeholders from the Member community, the research team focused on evaluating the recurring digital themes contained within the strategies. A matrix of 10 ‘digital dimensions’ and 10 thematic ‘program dimensions’ was then established. Each digital dimension represents a priority investment pathway that the nonprofit membership will be implementing as they make progress on their missions and approach the 2030 end date of the SDGs. With this process, the frequency of the digital dimensions within the collective of strategies was quantified, creating a holistic landscape assessment of the digital investments that different types of nonprofits will be making to accelerate the achievement of the SDGs by 2030.

VI. Findings Overview

With only a single nonprofit holding back their strategy due to potential cybersecurity risk, the research team was able to establish the various strategic groupings that exist within the membership. Overall, 88% of the 60 nonprofits that NetHope represents operate under a regularly published digital enablement strategy, with 16% of those organizations still in the development and planning process. While most of the membership uses strategic documentation to align themselves and their teams towards 2030 (and thus play their part in the achievement of the SDGs), there was nevertheless a small group of nonprofits that considered the process of publishing and updating yearly strategic documentation a “fool’s errand” (Anonymous, corporate communication, 2021). This niche of mostly emergency or disaster response organizations instead operate under the assumption that strategic documents “become obsolete faster than the latest laptop” (Anonymous, corporate communication, 2021). Recognizing that strategic planning is not always effective, this 12% of the NetHope membership do not publish an industry recognized strategy document. Therefore, their digital dimensions could not be as accurately evaluated and were excluded from analysis.

For the strategy-driven organizations the digital dimensions ran from core IT solutions to experimental program applications. With each of these dimensions fulfilling some key aspect of the primary or supporting activities of any given nonprofit (NetHope, 2018). Definitions and naming conventions of the dimensions were carefully constructed from the common phrasing found within the membership strategies. It also became clear that each dimension encompassed both internal organizational imperatives as well as external facing client/beneficiary concerns when illuminated by the language within the strategies (Figure A in Appendix). The ten digital dimensions were thus codified in this list:

- Emerging Technology
- Platform Solutions
- Information Certainty
- Applied Technology
- Peak Performance
- Digital Protection
- Digital Culture
- Digital Skills
- Operating Models
- Connectivity

The dimensions above are ordered roughly from fundamental (i.e., Connectivity) to novel (i.e., emerging technologies), although they in many ways overlap and are dependent to each other. What's more, the overall frequency of these dimensions within in the collective data set of Member strategies is among the top findings from this project (Figure B in Appendix) and has informed NetHope's approach with its membership over the last few months. It is from this strategic frequency that NetHope has begun transition from Wiring the Global Village (Happ, 2001) to ethically sustaining and managing it with full inclusion of stakeholders.

VII. The Keystone Ecosystem

Connectivity

Since the inception of NetHope, the primary focus amongst the membership was at the base of the solution stack: Connectivity. The reason for this focus was initially justified through low levels of internet and mobile-cellular penetration that hampered development efforts across LMICs and HICs alike. However, since 2005, internet penetration has steadily increased from 17% to over 53% (ITU, 2019) and mobile-cellular subscriptions have also increased globally per 100 inhabitants, with an 18.4% annual growth (ITU, 2019). Recognizing these gains being made on connectivity, the NetHope membership has slowly deprioritized its previous strategic focus on Connectivity and moved to a more localized approach. With a frequency of just 27% (Figure B), it was revealed that broadband connectivity and mobile access is no longer a fervent imperative of the NetHope membership. As a result, NetHope considers the low frequency of Connectivity as an organizational win that stands as a testament to 20+ years of work to providing reliable and affordable connectivity solutions to nonprofit Members no matter where they operate (Happ, 2001). This much-reduced presence implies that Members no longer view Connectivity as a sufficiently limiting factor such that it would require organizational strategic focus and intent to solve. In fact, in many strategies the assumption that this was no longer a problem at all may yet prove to be concerning for the niche geographies where it remains a persistent and acute problem. While the area of connectivity (i.e., internet and mobile access) will remain a priority for NetHope, other digital dimensions are emerging as the most critical limiting factors for nonprofit's impact, and these are the new frontier for collaboration on humanitarian digitalization.

Information Certainty

Replacing concerns about connectivity, the dimension of Information Certainty has emerged as the leading digital emphasis. Broadly, this digital euphemism describes how the NetHope Members are united in their aim towards achieving "a single source of truth" by optimizing their data and information supply

chain(s). Moreover, this dimension sharpens the focus on harnessing data analytics and information science to more strongly support evidence-based decision-making processes, boost staff and stakeholder productivity, and ensuring the efficacy of distributed investments. Much like the sabermetrics revolution that occurred within American Baseball (James, 2003; Lewis, 2013), the goal of this digital dimension is to gain coherence and build confidence in managed information systems and data applications. This is in pursuit of “data to the richest grain” and thereby to transform the modern nonprofit into a “data pioneer” (Drummy & Bernson, 2018) that continually seeks to improve data quality, integrate disparate data sources, and create common data architectures for maximum efficiency of information flow between stakeholders. The outcome of efforts related to Information Certainty pays off in the form of greater ability to execute evidence-based decisions, stronger accountability to organizational stakeholders, and ultimately a capacity to benchmark and measure impact being made in the field.

With a strategic frequency of 90%, Information Certainty acts as a keystone at the top of a masonry-arch, locking all of the other digital dimensions into place. As a result, Information Certainty has the most potential for a force-amplifying effect on humanitarian and development programs. However, by way of a correlation analysis (Figure C in Appendix), it was revealed that this keystone dimension cannot stand on its own. Accordingly, it directly depends on a strong foundation of Digital Skills, effective use of Applied Technologies, and the ever-lasting pursuit of Peak Performance.

Peak Performance

With a strategic frequency of 88% (Figure B), Peak Performance is the dimension most closely associated with the keystone dimension of Information Certainty (Figure C). The notion of Peak Performance encompasses the notion of maximizing organizational return on investment (ROI) and represents the primary outcome of operationalizing the data and information supply chain. This end result is not merely viewed in terms of financial metrics, but also regarding the impact being made (aka mission outcomes achieved), and the total number of clients being served. To achieve this idealist state of operational excellence, the membership envisions using digital resources to streamline workflows, foster knowledge sharing, and reduce program costs while simultaneously driving innovative approaches to fundraising.

Applied Technologies

Intimately connected to the pursuit of Peak Performance is the embedded existence of Applied Technologies. With a strategic frequency of 83% (Figure B), and a further connection to Information Certainty (Figure C), this dimension leverages solutions based on the application of existing technologies. Combined with contextual investments and innovations, these solutions are working to fill gaps in program quality and thereby achieve the last mile(s) in service delivery. The engagement, i.e. full utilization and creative combining of these technologies, is the means which the NetHope Members believe they can move towards increased efficiency, expanded data insights, as well as improved program quality and accessibility.

Digital Skills

However, all of these efforts to modernize and digitalize aspects of nonprofits dissolve in validity without the final supporting dimension of Digital Skills, which exhibits a strategic frequency of 88% (Figure B). From the texts analyzed this dimension is deemed the most critical to the achieving of Information Certainty. Internally, Members are setting goals to develop the digital capabilities of staff such that they can more effectively participate in data-driven and agile ways of work. Likewise, they are addressing the

issue of digital literacy and digital skills of their program participants and stakeholders, thereby ensuring that the ramp to accelerated economic benefits is accessible to the entirety of its targeted clientele. Therefore, Digital Skills is seen a key contributing factor for the success of Applied Technologies and thus to the pursuance of Peak Performance and the achievement of Information Certainty (Figure C). These four dimensions have emerged via this strategic landscape of nonprofits, as the primary digital pathways that are imperative for action toward the SDGs (Figure D).

VIII. Latent Digital Supports

Supplementary to the above ecosystem, are the dimensions of Digital Protection and Emerging Technologies. NetHope knows that both play a crucial role as building blocks toward Information Certainty, and yet the two exhibited among the lowest strategic frequencies (Figure B). Through NetHope's wide network of relationships and qualitative understanding of the Member nonprofits, these dimensions are believed to represent latent strategic waves. Meaning that these areas have yet to reach sufficient visibility to be codified within the collective-intent artifacts like strategies. NetHope believes that these dimensions will continue to grow in recognition and urgency and will then eventually join their fellow supporting dimensions in the next round of strategies that will be published in the coming years.

Emerging Technologies

With Emerging Technologies,, which had a strategic frequency of just 41% (Figure B), the research team was especially surprised. Despite this very low level of representation, the NetHope community exhibits great member activity and collaboration in this dimension. Through a commitment to bottom-up innovation that nurtures the entire innovation cycle, many nonprofits are attempting to leverage cutting-edge technologies such as blockchain, artificial intelligence, and process or task automation. This is all an effort to achieve greater efficiency and impact at scale thereby contributing toward targets such as those related to the SDGs. However, many of these innovations are still in the pilot stage and thus likely to be regarded as quasi-confidential, or outliers that won't be made public or embedded into organization-wide consciousness until ROI is clear. Accordingly, such developments would not be present in strategic documentation at this point (because they are at the very beginning of their latent waves) but would be visible in the behind-the-scenes digital collaboration that NetHope fosters and is privy to.

Digital Protection

Similarly, Digital Protection was also an outlying dimension with an unexpectedly low strategic frequency of just 46% (Figure B). In accordance with the sector's ethical responsibility to safeguard program participants, there is an evolving emphasis on developing relevant data protection frameworks and cyber security capabilities to protect program stakeholders, so it seems like a 'record scratch' for this dimension not to be more strategically relevant. Responding to digital calamities that have caused real life damage, like the recent data leak of Rohingya identities by the government of Bangladesh (Human Rights Watch, 2021), there is an awakening that is emerging among nonprofits. Specifically in regard to data rights and about the necessity to make it a stronger humanitarian priority. As global use of digital resources and identities increases also sharpen the focus on this dimension. Accordingly, it will require greater attention particularly from the institutions that collect, store, and analyze client data. It is with this increasing focus that this dimension will move from latent in status to being core to nonprofit operations. Once the dimension is codified in strategies, appropriate budgeting and resources will be allocated, and scaling work can begin in nonprofit digital ecosystems.

IX. Conclusion

NetHope and its community of dedicated nonprofit Members are very conditioned to 'riding' the ever-changing waves of digital innovation and transformation together. Prior research from the Center for the Digital Nonprofit identified that, on average and as a group, NetHope Members have become more digitally advanced than peer organizations. As a collective, the NetHope alliance has witnessed the identified digital dimensions represented in their work shift from being niche concerns relegated to ICT departments, to taking on broader strategic importance. This pattern of development can clearly be observed in the dimension of Connectivity. Beginning as an isolated concern amongst siloed groups of stakeholders in nonprofits it eventually graduated as a strategic imperative with deeper organizational meaning. Only once Connectivity was highlighted at the senior and the strategic level that the requisite budget and resources were unlocked for implementation. Now, of course, after all that aligned effort, Connectivity is mostly achieved. So much so that connectivity nearly exists in the background of nonprofit programs and strategic commitments. This foundational status had led to the eventual evanesce of Connectivity as a primary focus of strategic documentation and thus the organization as a whole.

Having largely succeeded on wiring and connecting the global village, NetHope and its Members now aim to ethically sustain and manage the information resources embedded within humanitarian action. Replacing foundational concerns about connectivity is an ecosystem of digital pathways that all converge and depend on one another. At the top, much like a keystone in a masonry-arch, is Information Certainty. However, this deeply established notion of becoming a data pioneer does not stand alone and is supported by a rich landscape of digital investments. Most notably, these investments exist within the context of Digital Skills, Applied Technologies, and Peak Performance. Going forward, NetHope believes that these areas will be joined by latent waves in Digital Protection and Emerging Technologies. All together these six areas represent NetHope's target for impact acceleration towards the 2030 achievement of the SDGs. Thus, driving these dimensions from niche to standard becomes the new goal of NetHope and all partners to humanitarian digitalization (Figure D in Appendix).

X. Appendix

Figure A – Digital Dimension Definitions

Experimental	Emerging Technologies	▽▲ <i>New technologies or notable development of existing technologies within programs to achieve greater impact or internal efficiencies.</i>
	Platform Solutions	▽▲ <i>Use of software and digital solutions to establish a digital ecosystem for work.</i>
	Information Certainty	▽ <i>Gaining coherence of collected information and pursuing data to the richest grain to get to “one single source of truth” and become data driven in decision making</i>
	Applied Technologies	▽▲ <i>Use of embedded technology in programs that provide increased efficiency, access, and impact from humanitarian and development services.</i>
	Peak Performance	▽ <i>Optimization of processes based on data to reduce effort, resource expenditures, and to increase engagement on the community level.</i>
Core	Digital Protection	▽▲ <i>Cyber security, data privacy, compliance, ethical & responsible use of technology.</i>
	Digital Culture	▽▲ <i>Adaptation of ways of living and working to technology and information abundance.</i>
	Digital Skills	▽▲ <i>Range of abilities to use technologies to gather, manage and communicate in a digital workplace</i>
	Operating Models	▽▲ <i>How non-profits deliver value to stakeholders and operate in the digital age.</i>
	Connectivity	▽▲ <i>Capacity for the interconnection of people, systems, information and places.</i>

Figure B – Collective Breakdown of Digital Dimensions

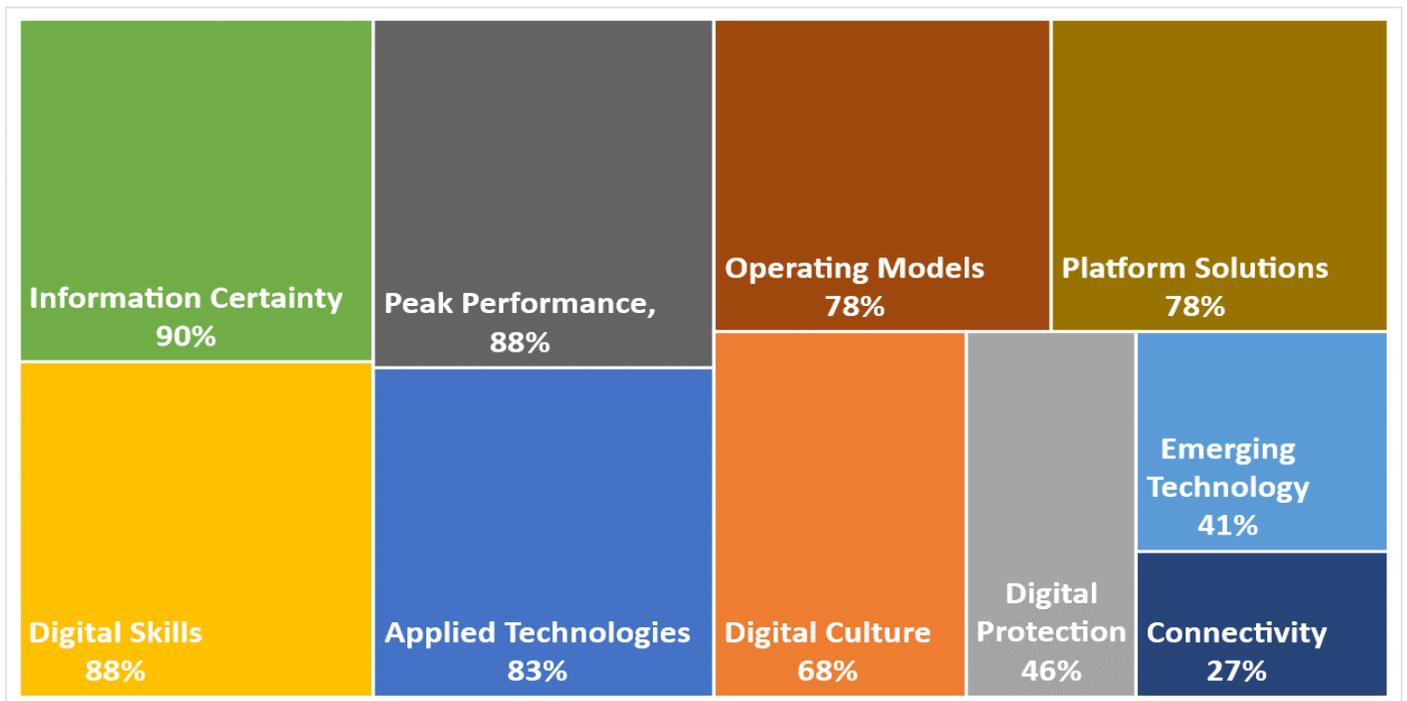
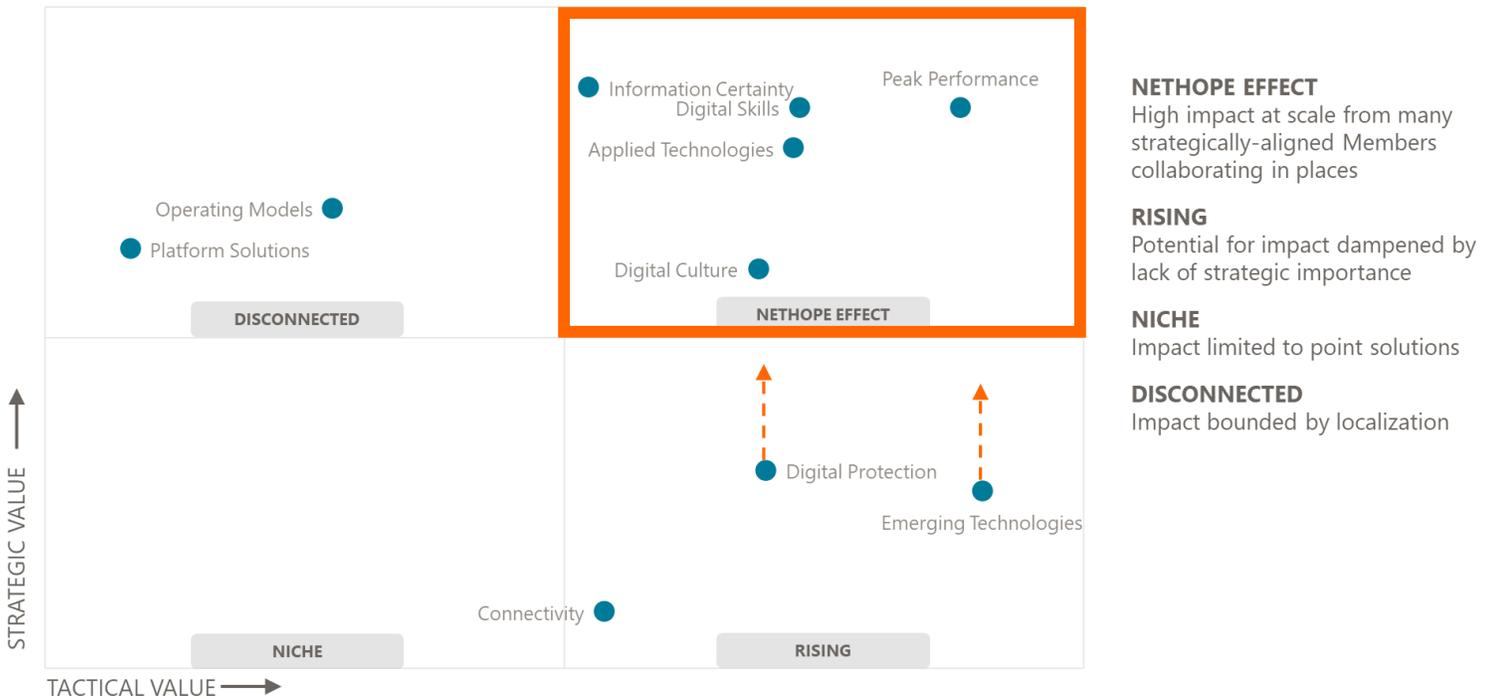


Figure C – Correlation Between Digital Dimensions



Figure D – NetHope Impact Quadrant



XI. Works Cited

- Diffenbaugh, N. S., & Burke, M. (2019). Global warming has increased global economic inequality. *Proceedings of the National Academy of Sciences*, 116(20), 9808-9813.
https://www.pnas.org/content/116/20/9808?utm_source=newsletter&utm_medium=email&utm_content=2020-02-26&utm_campaign=greenbuzz
- Drumme, J., & Bernson, J. (2018). Four guiding principles for using data effectively. Inspiring data insight! Four guiding principles. Retrieved October 26, 2021, from <https://www.path.org/articles/inspiring-data-insight-four-guiding-principles/>.
- Happ, E. G. (2001). *Wiring the Global Village* (thesis). Cisco.
- Human Rights Watch. (2021, June 25). Un shared Rohingya data without informed consent. Retrieved October 28, 2021, from <https://www.hrw.org/news/2021/06/15/un-shared-rohingya-data-without-informed-consent>.
- Huntjens, P., & Nachbar, K. (2015). Climate change as a threat multiplier for human disaster and conflict. The Hague Institute for Global Justice. <https://www.thehagueinstituteforglobaljustice.org/wp-content/uploads/2015/10/working-Paper-9-climate-change-threat-multiplier.pdf>
- International Telecommunication Union. (2019). *Measuring digital development Facts and figures 2019*. Retrieved October 25, 2021, from <file:///C:/Users/keras/Downloads/Measuring%20digital%20development%202019.pdf>
- James, B. (2003). *The Bill James Historical Baseball Abstract*. Free Press.
- Lewis, M. (2013). *Moneyball: The art of winning an unfair game*. W.W. Norton.
- Navarro, V. (1998). Neoliberalism, "globalization," unemployment, inequalities, and the welfare state. *International journal of health services*, 28(4), 607-682.
- NetHope Solution's Center. (2018, March 22). The NGO Reference Model. Digital Nonprofit. Retrieved October 21, 2021, from <https://solutionscenter.nethope.org/resources/the-ngo-reference-model>.
- Organization for Economic Cooperation and Development. (2020). *Global Outlook on Financing for Sustainable Development 2021: A New Way to Invest for People and Planet*, OECD Publishing, Paris, <https://doi.org/10.1787/e3c30a9a-en>.
- Saad-Filho, A. (2019). Crisis in neoliberalism or crisis of neoliberalism?. In *Value and Crisis: Essays on Labour, Money and Contemporary Capitalism* (pp. 302-318). Brill.
- Sachs, J., Kroll, C., Lafortune, G., Fuller, G., & Woelm, F. (2021). *Sustainable Development Report 2021*. Cambridge University Press. <https://s3.amazonaws.com/sustainabledevelopment.report/2021/2021-sustainable-development-report.pdf>
- Sachs, J., Schmidt-Traub, G., Kroll, C., Lafortune, G., Fuller, G. (2019): *Sustainable Development Report 2019*. New York: Bertelsmann Stiftung and Sustainable Development Solutions Network (SDSN). https://s3.amazonaws.com/sustainabledevelopment.report/2019/2019_sustainable_development_report.pdf
- UNCTAD. (2020). *SDG Pulse 2020. Trade and Development Report Update*. Geneva: United Nations Conference on Trade and Development. https://sdgpulse.unctad.org/wp-content/uploads/Unctad_SdgPulse_2020.pdf

United National Development Programme: Africa. (2021). Background of the sustainable development goals. UNDP Africa. Retrieved October 21, 2021, from <https://www.africa.undp.org/content/rba/en/home/sustainable-development-goals/background.html>.

United Nations, Transforming our world the 2030 Agenda for Sustainable Development (2015). New York.

United Nations. (2017). Major Group: NGOs. Sustainable Development Knowledge Platform. Retrieved October 21, 2021, from <https://sustainabledevelopment.un.org/index.php?page=view&type=30022&nr=774&menu=3170>.