



2022 REVIEW

\$2.2bn Funding
Volume

17 SDGs **1bn** Lives
Touched

1700+ Member
Organisations

2130+ Individual
Members

195 Countries
and territories

Table of Contents

Catalyst 2030	02	Collaborations Successes	07
Our Mission			
Our Vision		The collaborations	
Our Values		cut across the SDGs.	
People and nature at the centre			
Co-creative mindset			
Collaborative leadership			
Humble audacity			
Spirit of generosity			
The Secretariat			
Local Chapters	03		
Catalyst 2030 Global Network			
Our Regional Chapters			
Our Country Chapters			
Some Chapters Successes	04		
Latin America and the Brazil Chapters			
Europe and Ukraine Chapters			
Asia, India and Malaysia Chapters	05		
Australasia Chapter			
Africa and Kenya Chapters	06		
MENA Chapter			
		Impact Collaborations	08
		Education Report	
		South x South Climate Alliance Report	
		Catalyst Market	09
		Catalyst Business Commitment	
		Shifting Funding Practices	10
		The Donor Learning Group	
		Shifting Funding Practices	
		Systems Learning	11
		Social Change Innovators (SCI)	
		Catalysing Change Week	12
		Catalyst 2030 Awards	

Catalyst2030

Catalyst 2030 is a fast-growing global movement of social innovators committed to transforming society and contributing to the development of a regenerative social economy. Joining forces with communities, governments, businesses, funders and others, Catalyst 2030 members are changing systems at all levels through collective action and bold new strategies.

Our Mission

Catalysing collaboration across sectors, in this way unleashing our collective potential for global collaborative systems change

Our Vision

A world where we achieve the SDGs by 2030 through an unprecedented mobilisation of social entrepreneurs, partners and resources.

Our Values



People and nature at the centre

In everything we do, we place people, nature and their ways of life at the heart of what we do. We stand accountable to them for our actions.



Co-creative mindset

The future of innovation is co-creation. We seek to acknowledge our own biases and silos and work to move beyond them. This includes sharing all relevant data when we collaborate and that whatever Catalyst 2030 produces is non-proprietary.



Collaborative leadership

We prioritise co-creating approaches that reflect shared ownership and credit collective impact. Shared norms are based on the needs and challenges we face.



Humble audacity

We have audacious goals and approach them with the humility that none of us alone know how they can be best accomplished.



Spirit of generosity

On any given day we are all donors, doers, visionaries or clients. We commit to sharing our knowledge, time and networks freely without expectation of receiving anything in return, other than the achievement of collective goals.

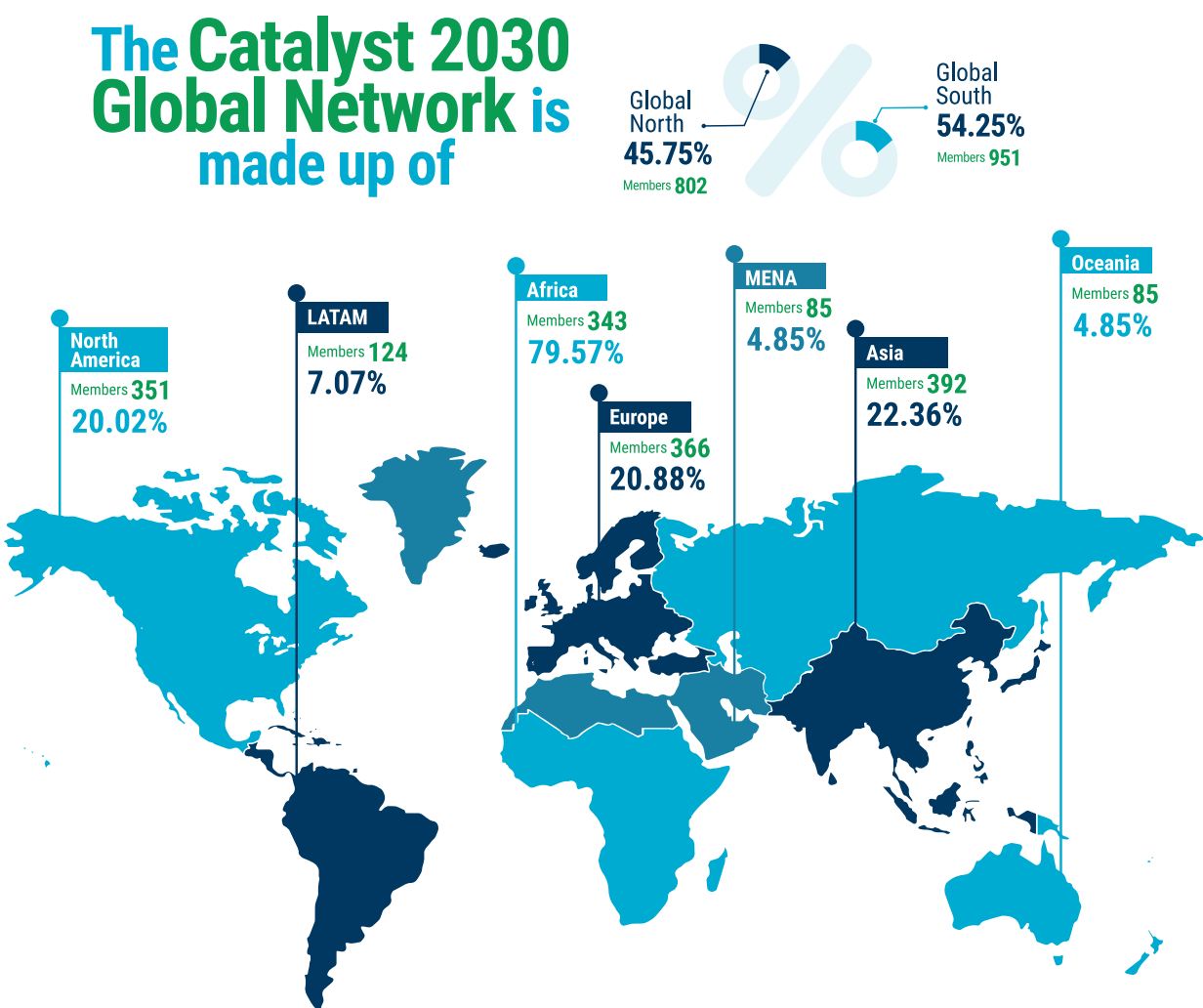
The Secretariat

A Secretariat serves as an honest broker within the movement, facilitating the work of the membership by overseeing the background activities and tasks that drives the movement. The Seretartiat team is responsible for coordinating and carrying out the logistics and operations of the movement and acts as a support system.

Local Chapters

Catalyst 2030 Local Chapters (groups of members in regions, countries or sub-regions) create an enabling space for social impact innovators to flourish and contribute towards advancing the SDGs in their local contexts. It is a space which fosters strong human connections among members and collaborations that strengthen initiatives based on the group priorities.

The **vision** of Catalyst 2030’s Regional and Country Chapters is to work together at a local level to ensure collective action of all chapters advance the SDGs. Local Cchapters are organised and mobilised by Catalyst 2030 members in different countries and regions. Currently the movement has 31 Country Chapters and six Regional Chapters spread across the globe. Local Chapters represent all regions of the world, while the majority of Country Chapters are from the Global South.



Our Regional Chapters:
Africa
ASEAN
Australasia
Europe
Latam
MENA

Our Country Chapters:				
Afghanistan	India	New Zealand	Rwanda	Uganda
Australia	Jordan	Singapore	Slovenia	Ukraine
Bahrain	Kenya	South Africa	Spain	United States
Brazil	Lebanon	Sri Lanka	Tanzania	Zambia
Canada	Liberia			Zimbabwe
Ghana	Malaysia			
Hong Kong	Nepal			

Some Chapters Successes

Latin America and the Brazil Chapters

The Regional Chapter in Latin America has successfully implemented a series of sessions on wellbeing and co-learning for their members. They focused on systems change for social innovators in the region and have defined a regional collaborative project with a holistic approach to food security that involves different countries in South American countries.

In 2022 Brazil Chapter organised the first Catalyst 2030 Fund, the SDG 06 Challenge, to financially support and promote collaborative actions around water and sanitation. The chapter also



Brazil chapter Masterclass on collaborations to accelerate the SDGs

launched a Donor Salon and advocated and made recommendations towards the bill concerning the 2030 Agenda in São Paulo.



Brazil chapter Fundo Catalisador 2030 Challenge

Europe and Ukraine Chapters

Since 2020 the Regional Europe Chapter has been working closely with the European Commission towards the Social Economy Action Plan. The Europe Chapter hosted two sessions in the **Digital Road to Mannheim** in January and February 2021 and submitted a recommendations document for the Social Economy Plan that was launched in 2022.

The Ukraine Chapter's main objective is to support the rebuilding of Ukraine through their social entrepreneurs. Members of the Ukraine Chapter, led by Impact Force and Silab Ukraine, launched the first acceleration programme for Ukrainian businesses to support post-war recovery and social impact. Twenty-five companies have already been selected to participate in this programme.



Europe Chapter Impact Month event

Asia, India and Malaysia Chapters

In Asia, Catalyst 2030 currently has a Regional ASEAN Chapter, with Country Chapters in Malaysia and Singapore. Other Asia Chapters include India, Nepal, Pakistan, Afghanistan, Sri Lanka and Hong Kong.

Launched during the 2021 Catalysing Change Week event, the Malaysia Chapter has a strong focus on advocacy, working with the Malaysian government as an ally. The Chapter has played an active role in the construction of a blueprint for a social economy in Malaysia and was part of the dialogue around the 2022 budget.

With more than 250 members, the India Chapter is one of the largest chapters in the Catalyst 2030 network. It has a strong focus on collaborations, creating more than 10 collaborative projects in 2022. It launched a Catalysing Change series to drive conversations on pressing issues in India's development sector and created The India Mission Million Report, a study that consists of a sector-wide survey, thematic reports and macro-economic research.

The Chapter prioritises co-creation and worked with local members in Goa and Pondicherry in 2022 to collectively build their own Local Chapter communities.



India chapter in person meeting in Pondicherry



India chapter in person meeting in Goa



Malaysia chapter round table dialogue

Australasia Chapter

The Catalyst 2030 in Regional Chapter in Australasia has been working together towards the promotion of collaborative systems change approaches across the region. The inclusion of social enterprise in cross-sectoral, cross-state and international collaborations to achieve commonly identified goals or missions is of particular focus of the chapter. The members have been working in collaboration around relevant topics for the region's ecosystem such as systems change learning, First Nations place of Standing and new economies innovation.

The Australasia Chapter had an important participation during the Social

Enterprise World Forum held in Brisbane, Australia in September, where different members of the chapter contributed to the Summit as organisers and speakers. In addition, the Regional Chapter organised a side event for the chapter members during the week.



Australasia chapter side event in SEWF in Brisbane

Africa and Kenya Chapters

The Africa Forward Campaign, co-created with Catalyst 2030, launched Africa's Regional Chapter in 2022 with social entrepreneurs, innovators and social impact organisations from different sectors and backgrounds.

Africa Forward comprises more than 160 organisations whose sole objective is creating an enabling environment for social innovation on the continent. Through advocacy and community building, they raise funds, influence government policies and address the needs of local communities battling poverty, global inequality, colonial legacies and political and social challenges.

The Kenya Chapter works closely with the State Department for Housing and Urban Development and the Small Medium Enterprise Advisory Unit Office of The President, collaborating on a project for upscaling micro, small and medium enterprises (MSMEs) through the certification and accreditation of youth involved in the delivery of affordable housing and Kazi Mtaani.



Kenya chapter members in a meeting with the Department of Housing and Urban Development



South Africa chapter in person meeting in Cape Town



Liberia chapter in person meeting



Lebanon chapter in person meeting

MENA Chapter

The Regional Chapter in the Middle East and North Africa (MENA) has a diverse and multidisciplinary group of members working on the development of collaborations to create awareness of the SDGs and community building amongst members across the region.

The Regional Chapter has co-created multiple collaborations between members in MENA, Europe and Africa on projects like the Climate Solutions Market, Global Minds University, Thematic STEAM Curriculum, Social Justice Index, Early Warning Systems and Advisory Climate Services, peacebuilding, youth development, and reimagining social enterprise through a cultural lens.

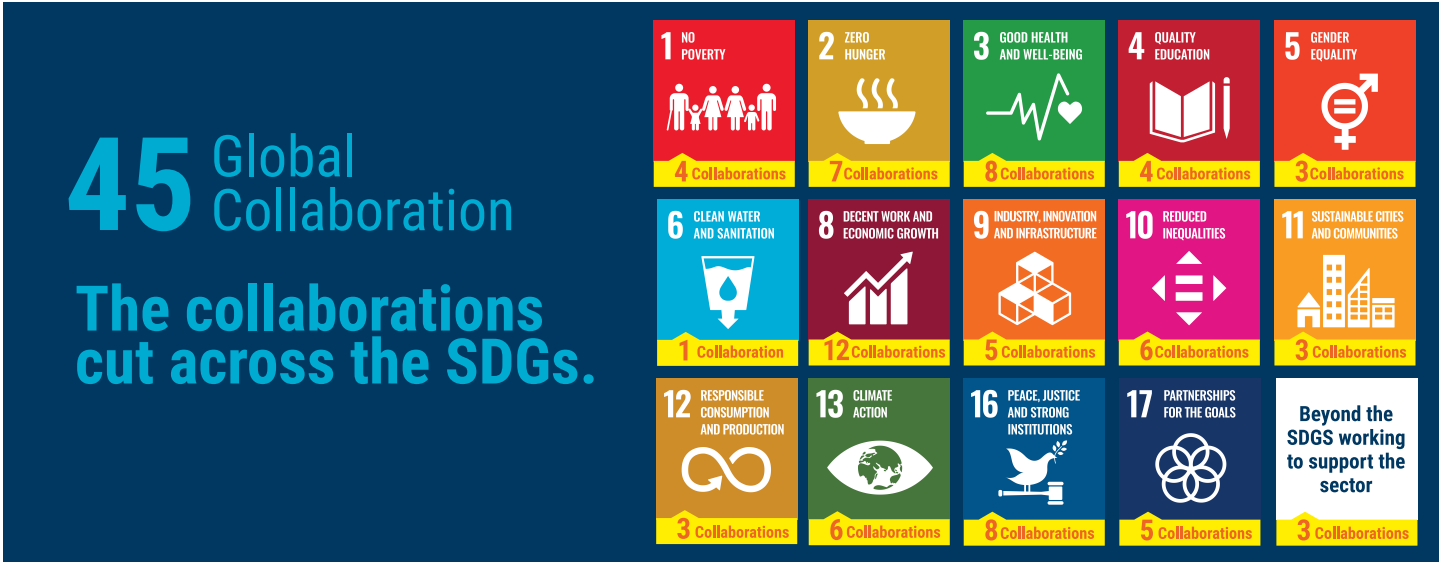
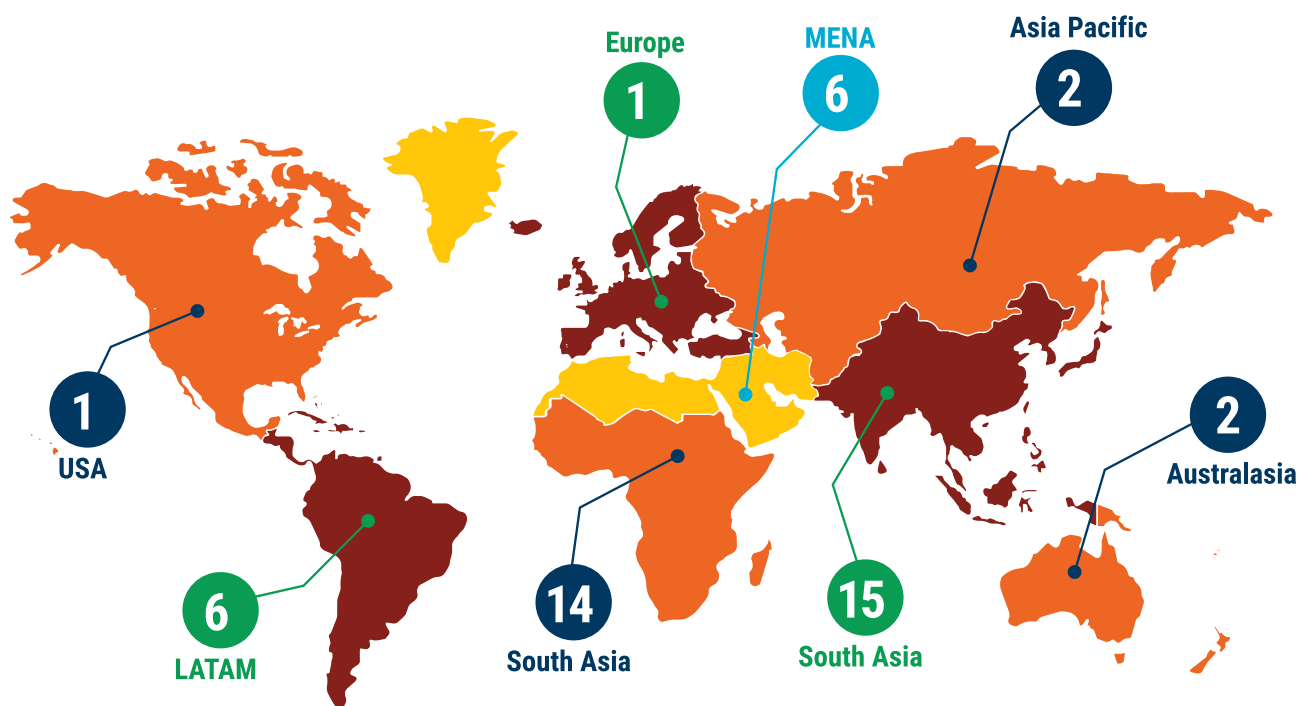
Collaborations

Catalyst 2030 is committed to working with partners to achieve social change. Our Catalyst Members come together to maximise their influence and resources. Together, members work to change policies, mindsets and power dynamics.

As an honest broker, the Collaborations Team brings together individuals and assists networks as they identify areas of impact and launch joint initiatives to address challenges. The Secretariat connects leaders and promotes collaborative approaches.

There are 24 flagship system-changing partnerships among the 92 collaborations that are closely aligned with the Catalyst 2030 principles. The other 68, which are member-led, are supported by Catalyst 2030. There are 15 regional, 32 country-based and 45 global collaborations.

Most collaborations at Catalyst 2030 are led by frontline leaders in the "Global South." These regional and country collaborations are distributed as follows:



Impact Collaborations

Education Report

More than 60 social entrepreneurs and leaders from around the globe are represented by the Education Collaboration at Catalyst 2030. Nine principles were established to transform education. A student representative, three social entrepreneurs, two donors and three policymakers attended the Transforming Education Summit at UN week in September 2022 in New York to introduce the Pathways to Transforming Education report. Over the next three years, members have pledged to work with 50 nations to implement these principles in local and national policy and to promote collaboration between the various governments and social entrepreneurs.



Local Solutions from the Global South

Changing the Narrative of the Climate Debate



South x South Climate Alliance Report

The South x South Climate Alliance was established to showcase local innovations and practical solutions from organisations headed by Catalyst 2030 members. The Local Solutions from the Global South report, which kicked off policy dialogue at COP27 and highlighted frontline work on a global scale, featured 15 solutions from various developing nations, including India, Bangladesh, Brazil, Africa, Colombia and Egypt.



Catalyst Market

Catalyst Market was created by members of Catalyst 2030 as a marketplace to connect conscious producers and consumers, thereby contributing to building a regenerative social economy and a sustainable world.

The market, which launched in March 2023 with 160 producers and thousands of

products, breaks down cost and access barriers to global markets for marginalised artisans.

With a community-owned curation process, consolidated product postings, integrations with other platforms and tools, participant collaboration, and a self-sustaining, not-for-profit model, it functions as a next-generation seller marketplace.



Catalyst Business Commitment

Catalyst Business Commitment

Catalyst 2030 collaborations are deliberate about addressing systemic and structural problems by bringing together stakeholders from various industries. The Catalyst Business Commitment recognises private businesses that partner with mission-locked social enterprises.

In 2022 social entrepreneurs and representatives from the private sector came

togetherto help social entrepreneurs accelerate their impact and advance the SDGs, the commitment calls on private sector businesses and companies to join forces with them and officially launched in Jan 2023. The collaboration celebrates businesses that have adopted sustainable practices and are working towards a regenerative economy.

Shifting Funding Practices

The Donor Learning Group – a peer learning circle for funders at the intersection of systems change and philanthropy. The group has continued to grow from strength to strength with more than 130 global funder members in 2022. Presentations support funders with a range of acclaimed speakers and topics ranging from Degan Ali of Adeso on Decolonisation and Localisation in Philanthropy, Ndidi Nwuneli from LEAP Africa, Sahel Consulting, Agriculture and Nutrition, AACE Foods, and Changing Narratives Africa shared her experiences and insights of systems change in action, to Dr English Sall, board member at the Sall Family Foundation and co-founder and CEO of Cymantix. Discussion explored the importance of networks and systems catalysts in creating equitable systems change. Any other philanthropists and funder organisations shared their insight and expertise around systems change.

“With an ambition to break silos and initiate holistic multi-focal programmes, it has been so valuable to be a part of the donor community of Catalyst 2030. At the Donor Working Group we have been able to learn, exchange challenges and ideas and benchmark ourselves against like minded peers who all share the ambition to fund and catalyse systems change. I would recommend any donor to join the community and get inspired”.

Maria Bystedt, Strategy Lead, H&M Foundation

NGO shift in funding practices letter hits milestone

13 JULY 2022 | CATALYST NEWS



Shifting Funding Practices

The NGO Urgent Letter launched in 2022 and has since gained 1,205 signatures, with 76% of those coming from organisations based in the Global South. This marks a significant step towards uniting calls on funders to shift their practices, embrace systems change and trust-based grant making approaches. We are now mobilising the signatures of this letter to pave a way towards creating a new funding paradigm.

This includes mapping and partnering with key stakeholders across the world and leading and co-creating a funder response to the NGO Letter which is regionally relevant and systems-oriented.

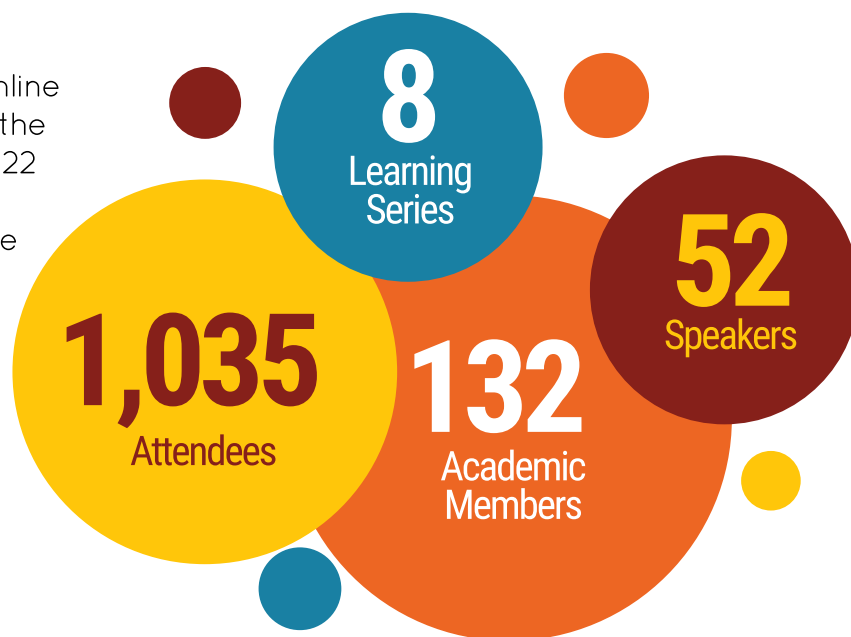
Systems Learning

Catalyst 2030 has explored systems change learning as a way of accelerating progress for the SDGs. Through the work of members, new collaborations and approaches are being pursued providing rich opportunities for shared learning and the creation of a collective learning community to inform best practices.

The Systems Learning Series includes online sessions on topics from grant writing to the systems work of social change. In the 2022 Catalyst 2030 Annual Survey, 73.9% of members responded positively to the the Learning Series, which included:

- Eight Learning Series
- 52 speakers
- 1,035 attendees
- 132 academic members

“Catalyst has provided social entrepreneurs a seat at the table by empowering us with knowledge on how we can leverage the power of collaborations to bring about systems change, source for funding, and create social change” - Catalyst member



Social Change Innovators (SCI)

Social Change Innovators (SCI) is the leading knowledge platform for social change innovators to connect and share resources.

In 2023 Catalyst 2030 and SCI launched the

Social Change Innovators Knowledge Resource Portal and to date includes:

- 1,107 resources
- 9,719 unique visitors
- 21,400+ page views



Comment from a member: “When It comes to system change, the series and events that I participated in, I learnt a lot that allowed me to identify poor systems around me and respond to the education system”.

Catalysing Change Week

Catalysing Change Week is the world's largest annual event led by social innovators and entrepreneurs to share knowledge, exchange ideas and accelerate collaborative systems change, during more than 250 sessions and activities in a dedicated week.

The week is coordinated by Catalyst 2030, brings together all systems catalysts, including social entrepreneurs, representatives from the private sector, governments, funders and others involved in systems change, to inspire change.

Catalysing Change Week 2022 in numbers



Catalyst 2030 Awards

Catalyst 2030 members believe that collaborative systems change should be recognised and promoted. This means bringing together the ecosystems – individual philanthropists, donor organisations, impact investors and corporate funders – that provide support for social innovators and entrepreneurs.

In 2022 the Annual Catalyst Awards celebration highlighted transformative solutions for addressing systemic challenges to encourage others to follow their inspiring lead.



Join Catalyst 2030



email: info@catalyst2030.net
website: www.catalyst2030.net

Stichting One Family Foundation
Aerdenhout

Financial statements for financial year 2022

Stichting One Family Foundation
Koekoeksweg 1
2111 HD Aerdenhout

Contents

Report

Board report.....	3
Balance sheet.....	7
Balance of income and expenses for the period ended December 31, 2022	8
Commentary on actuals versus budget 2022.....	9
Cash flow statement.....	10
Notes to financial statements.....	11
Notes to the balance sheet	14
Notes to the statement of revenue and expenditure	16
Allocation of expenses to objectives	17
Signatories to the financial statements.....	19
Other information.....	20
Independent auditor's report	21

Board report

About us

One Family Foundation is a family foundation which began its operations in the summer of 2018. Our open-door policy and collaborative working methods have quickly led to high network individuals and social entrepreneurs joining forces with us to create a network enhancing and growing impact across all regions of the globe. One Family Foundation focuses on incubating and scaling projects based on the principles of Collaborative Systems Change and Social Franchising.

Vision

One Family Foundation aims to initiate positive change in the world through incubating various initiatives to focus on achieving the SDGs and ensuring peaceful global coexistence. Through this the foundation hopes to alleviate poverty especially for children and young people.

Mission

We aim at achieving our mission by creating partnerships, both large and small in order to work towards a peaceful coexistence and initiate the change that is so greatly needed in the world. Thereby proactively working on:

- Achieving the SDGs by 2030
- Alleviating poverty
- Ensuring peaceful global coexistence
- Undertaking the projects which will ensure this based on the need of the moment

Goals 2020- 2025

The following are the key goals of the foundation till 2025

- To ensure the SDGs are achieved by 2030 through mobilising social entrepreneurs and innovators and collaborating to create the greatest impact.
- To facilitate a truly global platform where social innovators can showcase their work to invite and create collaborations to multiply impact.
- To develop scale-up strategies for organisations wishing to expand their reach and impact.

Governance

One Family Foundation is governed by the board.

Chair: Bertjan Janzen

Secretary: Jeroo Billimoria

Treasurer: Kris Kohlstrand

Advisor: Koen Vermeltfoort

Youth Advisor: Laxmi Janzen

Youth Advisor: Guru Janzen

The board is responsible for approving the strategy & direction of the foundation and for approving finances and budgets. The executive director is charged with overseeing the strategy and finances and reports to the board. Board members do not receive remuneration for the work they carry out for the foundation and work on a purely voluntary basis.

Forward

One Family Foundation has dedicated 100% of its efforts in 2022 to supporting the growing network of Catalyst 2030. One Family Foundation has moved from incubating this global network in 2020 and 2021 to taking the network into its first year of official operations from January 2022. The Catalyst2030 secretariat is based out of the foundation.

We would like to thank all the stakeholders including our trusted donors who have been willing and able to help the network to exceed all expectations in the last year. Growth of the membership, number of collaborations, reports and calls to action are proof the network is working for social entrepreneurs and innovators who wish to contribute to collaborative systems change and work towards the achievement of the SDGs. The impact made in 2022 is described in more detail in the second part of this report.

Risks and Uncertainties

One Family can expect to face a number of risks and uncertainties in this time. With the continuing war in Ukraine, high inflation and the strong dollar affecting funding in 2022 and 2023, there are many uncertainties. One Family Foundation will double down to ensure that we can continue to support the last mile beneficiaries through our work in collaborative systems change. We have identified a number of specific risks and uncertainties for the foundation in 2023 and ways of mitigating them, which we will outline below.

Fraud Risks

The board is and will continue to be vigilant identifying all types of fraud. To limit fraud risks we will optimise a system to identify, measure, track and limit these risks in 2023.

Funding

Funding, as always, has an element of unpredictability. One Family Foundation has a staunch supporter in the MasterCard Foundation, whose donations we are able to rely on for operational costs and projects up to 2024 and if all goes well, well beyond. Finding new sources of funding however, has proved more challenging. To ensure the foundation has the resources needed to continue as is and moreover to grow, the Donor Relations department has taken on an extra senior staff member, a senior fundraiser, to redouble efforts to identify sufficient funding for beyond 2024. This recruitment move is proving fruitful, with more potential donors moving through our donor pipeline and future funding looking more secure. Not only are we making way in the market for the more conventional donors and philanthropists, One Family Foundation is also looking at less conventional methods of bringing donors onboard.

By endeavouring to change the funding paradigm, One Family, its partners and stakeholders are encouraging donors to reinvent their practices to partner and collaborate rather than simply fund. In practice, this means less paperwork and reporting and more impact and involvement for the donor and more unrestricted funding for the beneficiaries. Although this is still a work in progress, an open letter to donors has been signed by more than 1200 stakeholders, donors and funding organisations, who have for the most part been enthusiastic. This work will continue in 2023.

Operations and staff

As a small operation, One Family incubated Catalyst 2030, a global network and set about ensuring staffing is as diverse as its membership. In 2022, One Family Foundation grew its staff count to 9 members of staff working with Catalyst 2030 in the Netherlands, 6-12 independent consultants based around the globe, two staff members working through PEO firms and around 20 interns. This growth of the global team has brought with it challenges for the human resources department. To mitigate the risks of global recruitment, One Family made contact with the international law firm, DLA-Piper through TrustLaw, (Thomson Reuters), a foundation that searches and sources pro bono lawyers to assist foundations and charities in their operations.

DLA-Piper has created a robust, international agreement for independent contractors and provided us with local support in many of the countries and regions where our consultants are based to ensure that compliance is not just Dutch focused but is compliant for both parties. In this way we endeavour to provide a safe and secure environment for our contractors, de-risk recruitment processes and keep the organisation as diverse as possible.

Communication with Team and Stakeholders

At One Family we fulfil our obligations to report to all our donors and stakeholders. Our policy is one of transparency. We report on an individual basis to donors and on a larger scale to all our stakeholders via a monthly newsletter, monthly General Assemblies, Board meetings and biweekly Operations & Finance Committee meetings.

Further, One Family Foundation commissioned the member portal. The member portal has been designed to improve the visibility and communication about the existing initiatives of Catalyst 2030. All collaborations and chapters as well as the engagement events are now visible on the member portal. Additionally, this tool improves the ability of our members to communicate about their work providing them with the opportunity to maintain the information about them up to date and showcasing it on the website. Finally, communication among stakeholders is now made possible via a connecting function that allows members to reach out to one another.

In 2022, we carried out a survey within the membership of Catalyst 2030 and an anonymous employee satisfaction survey within the secretariat. This year, the employee survey was analysed, and recommendations made by a third party to provide an unbiased and objective report and to enable a safe and professional environment for team members to flourish.

Social Responsibility Policy

One Family Foundation is a forerunner when it comes to diversity. The supervisory board is made up of 60% female members as is the Catalyst 2030 incubation board. We aim to be a truly global organisation with representation from the South as a priority. Our recruitment policy reflects this as we strive to employ a diverse team. Further, the set of values we adhere to are a starting point for all who join us at One Family. These values are embedded in our culture and help us keep on track of being honest brokers.

Financial Policy

One Family Foundation has a policy of funding its operational costs from funds, individuals and businesses, be that in monetary donations or in services given pro bono.

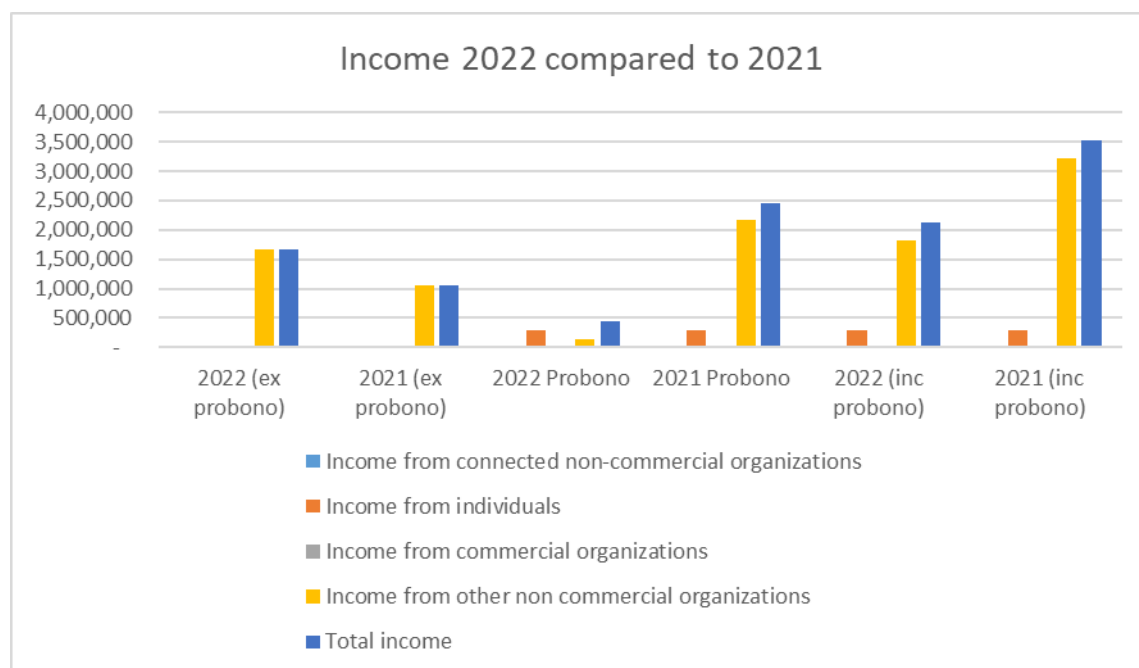
In 2022, the foundation was able to recognize funding of EUR 2,117,241. This was spent for EUR 2,105,219 on operational activities, including management, administration, website, communications and our project costs. Operational costs are kept as always to a minimum so as much funding as possible can go to the projects themselves.

Moving into the first year of the operational plan of our major project this year, Catalyst 2030, our spend was concentrated on building the Catalyst network and its secretariat which is housed at One Family Foundation.

Financial results

The income of One Family Foundation in 2022 was EUR 2,117,241 compared with EUR 3,525,931 in 2021. The income relates to income from commercial organizations of EUR 150,000 (2021 EUR 2,159,000) income from other non-commercial organizations EUR 1,667,24 (2021: EUR 1,066,931) and income from individuals EUR 300,000 (2021 EUR 300,000).

Out of the total income in 2022 EUR 450,000 (2021: EUR 2,459,000) relates to pro bono contributions and EUR 1,667,241 relates to actual cash receipts. Exclusive pro bono contributions the income for 2022 is significantly higher compared to 2021 (income exclusive pro-bono contributions in 2021: EUR 1,066,931). The increase relates to the general increase of activities and thus expenses in 2022 compared to 2021.



The income is aligned with the volume of expenses. The total amount of expenses for 2022 is EUR 2,105,219. This is split with EUR 1,610,766 of expenses relating to strategic objectives, EUR 90,397 relating to expenses from own organizational fundraising and EUR 404,056 of operational and administrative expenses.

Balance sheet

December 31, 2022

(before proposed appropriation of the balance of income and expenses)

A s s e t s

	2022	2021
	EUR	EUR
Current assets		
Cash at banks and in hand (1)	790,669	1,088,889
Debtors (2)	-	21,764
Other receivables	4,579	4,579
Total assets	<u>795,248</u>	<u>1,115,232</u>

R e s e r v e a n d l i a b i l i t i e s

Reserve (3)

Continuity reserve	10,226	10,226
Balance of income and expenses for the period	12,022	-
Total reserves and funds	<u>22,248</u>	<u>10,226</u>

Current liabilities

Income received in advance (4)	432,808	1,014,039
Other current liabilities (5)	340,192	90,967
Total current liabilities	<u>773,000</u>	<u>1,105,006</u>

Total reserve and liabilities	<u>795,248</u>	<u>1,115,232</u>
--------------------------------------	----------------	------------------

Balance of income and expenses for the period ended December 31, 2022

	Actuals 2022	Budget 2022	Actuals 2021
	EUR	EUR	EUR
Source of income			
Income from individuals (6)	300,000	300,000	300,000
Income from commercial organizations (7)	150,000	150,000	2,159,000
Income from other non-commercial organizations (8)	1,667,241	2,180,125	1,066,931
Total income sources	2,117,241	2,630,125	3,525,931
Expenses			
Expenses made for Strategic Objectives			
Objective 1: Incubating: Imagining change is the seed of making change happen our incubation projects are the ideas of shared change we facilitate to fruition. Once up and running the project will become an independent organization or handed over to one of our partners to take forward.	-	-	3,336,281
Objective 2: Scaling up: Take projects and organisations to scale and work with Established organisations to help grow their role Bringing the change to the world that is so greatly needed.	1,610,766	2,195,375	-
Subtotal Objectives 1 & 2	1,610,766	2,195,375	3,336,281
Expenses for fundraising			
Expenses from own organizational fundraising	90,397	62,500	64,300
Operational and administrative expenses	404,056	362,250	125,350
Total expenses	2,105,219	2,620,125	3,525,931
Balance of income and expenses	12,022	10,000	-

Appropriation of balance of income and expenses

The balance of income and expenses is EUR 12,022 and it is proposed to add this to the continuity reserve.

Index numbers	2022	2021
-Operational and administrative expenses in % of Total expenses	19%	4%
-Expenses made for strategic objectives in % of Total expenses	77%	94%
-Expenses for fundraising in % of income of fundraising	4%	2%
-Expenses made for strategic objectives in % of Total income	76%	94%

The operational and administrative cost reached 19% of the total expenditure in the financial year 2022. This includes direct and indirect costs as well as pro-bono contribution relating to work at Secretarial level in support of the strategic objectives and work supporting activities directly related to the strategic objectives.

Commentary on actuals versus budget 2022

The balance of income and expenses in 2022 ended up with EUR 12,022 in actuals compared to EUR 10,000 in the budget. Actual income of 2022 is EUR 2,117,241 compared to the budget of EUR 2,630,125. Actual expenses of 2022 are EUR 2,105,219 compared to the budget of EUR 2,620,125.

The foundation budget versus actuals for 2022 shows an underspend of EUR 514,906. The budget included the new recruitment of senior, mid-level and junior staff in 2022 for Membership, Chapters and Collaborations departments. Due to only half the 2022 MasterCard foundation funds being received during the year and a very tight post COVID recruitment market, recruitment of staff was delayed. It is our policy to begin recruitment only when funds and donations are banked, oftentimes resulting in a shorter time span for recruitment. This delay has created an underspend in 2022.

Cash flow statement

	2022		2021	
	EUR	EUR	EUR	EUR
Cash flow from operating activities				
Net result	12,022		-	
		12,022		-
<i>Changes in working capital</i>				
Current receivables	21,764		-26,343	
Current liabilities	-332,006		547,586	
		-310,242		521,243
Cash flow from operating activities		-298,220		521,243
Net cash flow		-298,220		521,243
Increase/(decrease) cash and cash equivalents		-298,220		521,243
Movements in cash and cash equivalents				
Opening balance cash and cash equivalents		1,088,889		567,646
Increase/(decrease) cash and cash equivalents		-298,220		521,243
Closing balance cash and cash equivalents		790,669		1,088,889

Notes to financial statements

General

Activities

One Family Foundation is a small scale family foundation which began its operations in the summer of 2018. Our open door policy and collaborative working methods have quickly led to high network individuals and social entrepreneurs joining forces with us to create a network enhancing and growing impact across all regions of the globe.

One Family Foundation focuses on incubating and scaling projects based on the principles of Collaborative Systems Change and Social Franchising. The founder of One Family Foundation has been working with Collaborative Systems Change and Social Franchising for more than 25 years and has founded several organisations that have devoted themselves to these two concepts.

One Family Foundation has its statutory seat in Aerdenhout. The foundation was founded on 1 July 2018 and is registered with the number 66742838 at the Chamber of Commerce.

The strategic objectives are structured along the two pillars of the organization:

- 1 Incubating: Imagining change is the seed of making change happen. Our incubation projects are the ideas of shared change we facilitate to fruition. Once up and running, the project will either become an independent organisation or be handed over to one of our partners to take forward.
- 2 Scaling up: We have the expertise and a proven track record in taking projects and organisations to scale and are currently working with a number of established organisations to help grow their role in bringing the change to the world that is so greatly needed.

The reporting period of the foundation is the period from 1 January 2022 to 31 December 2022.

The comparative information is the period from 1 January 2021 to 31 December 2021.

Accounting principles

The financial statements are prepared under the historical cost convention in accordance with accounting principles generally accepted in the Netherlands pursuing RJ 650 (Fund Raising Organizations).

Going concern assumption

The financial statements have been prepared based on the going concern assumption.

Index numbers

The index number operational and administrative expenses provides the percentage from total expenses used for operative and administrative tasks.

The index number expenses made for strategic objectives provides the percentages from total expenses used for expenses made for strategic objectives.

The index number expenses from fundraising provides the percentages from total income from fundraising or expenses made for fundraising.

The index number expenses made for strategic objectives provides the percentages from total income used for expenses made for strategic objectives.

Summary of significant accounting policies

Foreign currencies

Assets and liabilities denominated in foreign currencies are translated into EUR at year-end exchange rates; exchange gains and losses are charged to the Statement of revenue and expenditures. Transactions in foreign currencies during the financial year are translated into euro's at the rate of exchange ruling on transaction date.

Cash at bank and in hand

Cash at bank and in hand includes cash in hand, bank balances, notes and checks. It also includes deposits if these are effectively at the Foundation's free disposal, even if interest income may be lost.

Cash at bank and in hand not expected to be at the Foundation's free disposal for over twelve months is classified as financial fixed assets. Cash at bank and in hand are carried at face value.

Receivables

Current receivables are initially recognized at fair value plus transaction costs and subsequently stated at amortized cost based on the effective interest method net of a provision for doubtful debts when necessary.

Current liabilities

Income received in advance

Project liabilities are presented in the year during which the liability becomes definite. Estimates of costs required to complete running projects up to their end date are compared with the committed project funds on an annual basis. As soon as an inevitable funding gap (excluding overhead costs) is identified, it is accrued in the year it is identified.

Other current liabilities

On initial recognition, current liabilities are carried at fair value less directly attributable transaction costs. After initial recognition, current liabilities are carried at amortized cost. This is usually the face value for current liabilities.

Principles of determination balance of income and expenses

General

The result is determined as the difference between income generated by contributions, membership fees and others, and the costs and other charges for the year. Income is recognised in the year in which it is realised.

Income relating to services in kind and expenses of pro bono services received are valued at their respective fair value amounts.

Income

Grant income is recognized in the year in which the entitlement becomes definite. Changes to the value of grants are added to or deducted from the grant income during the year in which the grant awarded changes.

As the foundation follows the Dutch Accounting Standard 650, income from private funds is recognized in the year for which it was pledged. All other income is based on the new commitments signed during a particular year and on actual costs incurred for operations and direct program costs.

Expenses

All costs, with the exception of extraordinary items, are allocated to the various cost categories, based on business criteria and with due observance of the relevant guidelines.

Wages, salaries, and social security charges are presented in the statement of income and expense in accordance with the terms of employment, insofar as they are payable to employees.

Allocation of expenses

The expenses recognized in the reporting year are allocated to the objectives or to operational and administrative costs. The allocation has been prepared in the schedule allocation of expenses to objectives.

Realized currency translation differences

Currency translation differences stemming from the settlement or translation of monetary items are presented in the statement of income and expense during the period in which they arise.

Cash flow statement

The cash flow statement has been prepared applying the indirect method.

Notes to the balance sheet

December 31, 2020

Cash at banks and in hand (1)

	2022	2021
	EUR	EUR
Current account ABN AMRO Bank	790,669	1,088,889
	<u>790,669</u>	<u>1,088,889</u>

All cash is at free disposal of the foundation and immediately accessible.

Debtors (2)

	2022	2021
	EUR	EUR
Debtors	-	21,764
	<u>-</u>	<u>21,764</u>

In the comparative figures, no provisions for uncollectable debtors were formed as the outstanding debtor balance was received in 2022.

Reserve (3)

	Continuity reserve	Balance of income/expenses	Total
Balance on 1 January 2022	10,226	-	10,226
Balance of income and expenses 2022	-	12,022	12,022
Balance on 31 December 2022	<u>10,226</u>	<u>12,022</u>	<u>22,248</u>

In accordance with the provisions of the articles of association, the Board decides on the appropriation of the balance of income and expenses. The appropriation of balance income and expenses for the financial year 2022 is proposed on page 9 of the financial statements.

Continuity reserve

The Foundation wants to ensure sustainability of the organization so that its international network is not affected. Therefore, the Foundation wants to create a continuity reserve to cover operational and program costs for a period of 6 months. This time frame is based on a prudent assessment of the time required to source additional funding.

According to 'The Wijffels code' this reserve should not exceed 1,5 times the operational costs. A higher reserve will need clarification. On December 31, 2022, the reserve was below this limit. The continuity reserve is built up by income primarily from private donors that are not specified for a particular activity.

Income received in advance (4)

	2022	2021
	EUR	EUR
Income received in advance from other non-commercial organizations	432,808	1,014,039
	<u>432,808</u>	<u>1,014,039</u>

In 2022 funding (excluding probono services) increased and the balance of EUR 432,808 relates to funding not spend yet and therefore recognized as income received in advance. Spending on activities for this funding will be realized in 2023.

	2022	2021
	EUR	EUR
Mastercard Foundation	250,454	786,263
The Skoll Foundation	135,256	162,201
Dalberg Catalyst	46,671	-
Chandler Foundation	-	43,311
Digital Opportunity Trust	-	21,764
Others	427	500
	<u>432,808</u>	<u>1,014,039</u>

The full amount of income received in advance is expected to be short-term, <1 year.

Other current liabilities (5)

	2022	2021
	EUR	EUR
Other payables	283,806	79,100
Accounts payable	35,246	566
Accrued holidays	21,140	11,301
	<u>340,192</u>	<u>90,967</u>

Notes to the statement of revenue and expenditure

December 31, 2022

Income from individuals (6)

	2022	2021
	EUR	EUR
Probono services	300,000	300,000
	<u>300,000</u>	<u>300,000</u>

The probono services relate to services from individuals that are not charged and therefore recognized as income.

Income from commercial organizations (7)

	2022	2021
	EUR	EUR
Probono services	150,000	2,159,000
	<u>150,000</u>	<u>2,159,000</u>

The probono services relate to services from commercial organizations that are not charged and therefore recognized as income.

Income from other non-commercial organizations (8)

	2022	2021
	EUR	EUR
Mastercard Foundation	1,038,738	349,717
The Skoll Foundation	499,475	472,272
Peter Brach	47,619	-
Chandler Foundation	43,311	79,655
Digital Opportunity Trust	21,711	-
GM Rockefeller	16,387	-
GHR Foundation	-	157,137
The King Baudouin Foundation	-	8,150
	<u>1,667,241</u>	<u>1,066,931</u>

Allocation of expenses to objectives

	Strategic objective	Strategic objective	Fundraising	Operations	Total 2022	Total 2021
	1	2				
	EUR	EUR	EUR	EUR	EUR	EUR
Objective: Incubating	-	522,846	-	-	522,846	363,079
Objective: Scaling up	-	-	-	-	-	-
Wages	-	536,286	79,968	169,339	785,593	536,520
Social securities and taxes	-	101,634	10,429	33,355	145,418	105,688
Other costs	-	-	-	201,362	201,362	61,644
Subtotal	-	1,160,766	90,397	404,056	1,655,219	1,066,931
Probono services	-	450,000	-	-	450,000	2,459,000
Total expenses	-	1,610,766	90,397	404,056	2,105,219	3,525,931

Allocations of costs to objectives have been made based on actual costs and salary costs spent on meeting the said objective.

Pro bono goods and services for 2022 are valued at EUR 450,000 and have been added to the expenses totals for 2022.

The operational and administrative cost reached 19% of the total expenditure in the financial year 2022. This includes direct and indirect costs relating to work at Secretarial level in support of the strategic objectives and work supporting activities directly related to the strategic objectives.

The subtotal of expenses is divided into the below further categories and is allocated to the income from other non-commercial organizations as follows:

	Mastercard Foundation	The Skoll Foundation	Peter Brach	Chandler Foundation	Digital opportunity	GM Rockefeller	Total 2022
	EUR	EUR	EUR	EUR	EUR		EUR
Build & maintain the movement	145,066	1,590	-	-	-	-	146,656
Membership	168,914	-	-	-	-	-	168,914
Chapters	4,893	2	-	-	-	3,558	8,453
Shifting the dominant culture	185,040	15,236	-	714	-	-	200,990
Enabling environment	35,513	-	-	-	-	-	35,513
Catalyse collaborative action	71,642	7,500	879	-	-	3,131	83,152
Facilitate systems	7,520	5,940	-	-	-	-	13,460
General & operations	254,939	160,167	11,373	1,821	-	8,457	436,757
Donor relations	122,010	300	35,368	29,172	-	1,241	188,091
Supporting member led initiatives	36,517	290,826	-	-	21,711	-	349,054
Streamlining	19,679	4,500	-	-	-	-	24,179
Total	1,051,733	486,061	47,620	31,707	21,711	16,387	1,655,219

Employee information

In 2022, the Foundation employed on average 8 (FTE:7,4) and in 2021 on average 8 employees (FTE:7,7).

	2022	2021
	EUR	EUR
Gross salary	785,593	536,520
Social contributions	145,418	105,688
	<u>931,011</u>	<u>642,208</u>

Remuneration Board of Directors

The secretary of the Board of Directors provided services that are valued as probono contribution of EUR 300,000 for the year 2022 (2021: EUR 300,000).

Rights, contingencies and commitments

Mastercard Foundation income relates to a multi-year contract with the commencement date of 28 October 2021 and expiry date of 30 April 2025. The total contract value is USD 3.3 million. Out of this amount USD 1.5 million is received as of 31 December 2022 in EUR amounts based on the exchange rate of the moment of the bank transactions. The remaining contract value is to be received in future years. The EUR equivalent is based on the exchange rate upon the moment of bank transactions.

The Foundation has a rental commitment of EUR 1,500 per month. The rent contract expires on July 31, 2024.

Events after balance sheet date

The Chair is not aware of other significant events that have occurred since the balance sheet date that were not included in the financial statements.

Signatories to the financial statements

Aerdenhout, 30 June 2023

Chairman of the Board of Directors:

w.g. E.J. Janzen

Other information

Proposed result appropriation

In accordance with the articles of association, the annual proceeds from the reserve as well as the gains whatsoever named and received in any year, not destined to be regarded as reserve, can be used for the realisation of the objectives of the foundation.

The balance of income and expenses is EUR 12,022 and it is proposed to add this to the continuity reserve.

Awaiting a decision from the Chair, the balance sheet is prepared before appropriation of the balance of income and expenses.

Independent auditor's report

INDEPENDENT AUDITOR'S REPORT

To the Board of Stichting One Family Foundation

Report on the audit of the financial statements 2022

Our opinion

We have audited the financial statements 2022 of Stichting One Family Foundation, based in Aerdenhout.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Stichting One Family Foundation as at December 31, 2022, and of its result for 2022 in accordance with Guidile 650 of the Dutch Accounting Standards.

The financial statements comprise:

1. The balance sheet as at December 31, 2022.
2. Balance of income and expenses for 2022.
3. The notes to the financial statements.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stichting One Family Foundation in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information in support of our opinion

We designed our audit procedures in the context of our audit of the financial statements as a whole and in forming our opinion thereon. The following information in support of our opinion was addressed in this context, and we do not provide a separate opinion or conclusion on these matters.

Audit approach fraud risks

We identified and assessed the risks of material misstatements of the financial statements due to fraud. During our audit we obtained an understanding of the entity and its environment and the components of the system of internal control, including the risk assessment process and management's process for responding to the risks of fraud and monitoring the system of internal control and how the Board exercises oversight, as well as the outcomes. We note that the Board has not formalised its fraud risk assessment.

We evaluated the design and relevant aspects of the system of internal control and in particular the fraud risk assessment, as well as among others the social responsible policy and the financial policy.

As part of our process of identifying fraud risks, we evaluated fraud risk factors with respect to financial reporting fraud, misappropriation of assets and bribery and corruption. We evaluated whether these factors indicate that a risk of material misstatement due fraud is present.

Based on ISA 240.32, we identify a fraud risk inherent in management's ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. To mitigate this risk in our audit, we have performed the following specific procedures:

We tested the appropriateness of journal entries recorded in the general ledger and other adjustments made in the preparation of the financial statements.

We evaluated whether the selection and application of accounting policies by the entity, particularly those related to subjective measurements and complex transactions, may be indicative of fraudulent financial reporting.

We evaluated whether the judgments and decisions made by management in making the accounting estimates included in the financial statements indicate a possible bias that may represent a risk of material misstatement due to fraud.

For significant transactions such as we evaluated whether the business rationale of the transactions suggests that they may have been entered into to engage in fraudulent financial reporting or to conceal misappropriation of assets.

We incorporated elements of unpredictability in our audit. We also considered the outcome of our other audit procedures and evaluated whether any findings were indicative of fraud or non-compliance.

Our work does not reveal any indications of fraud that could lead to a material misstatement.

Audit approach compliance with laws and regulations

We assessed the laws and regulations relevant to the entity through discussion with board and management, reading minutes. As a result of our risk assessment procedures, and while realizing that the effects from non-compliance could considerably vary, we considered the following laws and regulations: employee insurance and the requirements under the accounting principles generally accepted in the Netherlands pursuant to RJA 650 (fund Raising Organizations) with a direct effect on the financial statements as an integrated part of our audit procedures, to the extent material for the financial statements.

We obtained sufficient appropriate audit evidence regarding provisions of those laws and regulations generally recognized to have a direct effect on the financial statements.

Apart from these, the entity is subject to other laws and regulations where the consequences of non-compliance could have a material effect on amounts and/or disclosures in the financial statements, for instance, through imposing fines or litigation.

Given the nature of the foundations business and the complexity of these other laws and regulations, there is a risk of non-compliance with the requirements of such laws and regulations. In addition, we considered major laws and regulations applicable to listed companies.

Our procedures are more limited with respect to these laws and regulations that do not have a direct effect on the determination of the amounts and disclosures in the financial statements. Compliance with these laws and regulations may be fundamental to the operating aspects of the business, to the entity's ability to continue its business, or to avoid material penalties (e.g., compliance with the terms of operating licenses and permits or compliance with environmental regulations) and therefore non-compliance with such laws and regulations may have a material effect on the financial statements. Our responsibility is limited to undertaking specified audit procedures to help identify non-compliance with those laws and regulations that may have a material effect on the financial statements. Our procedures are limited to (i) inquiry of management, the Board and others within the entity as to whether the entity is in compliance with such laws and regulations and (ii) inspecting correspondence, if any, with the relevant licensing or regulatory authorities to help identify non-compliance with those laws and regulations that may have a material effect on the financial statements.

Naturally, we remained alert to indications of (suspected) non-compliance throughout the audit.

Finally, we obtained written representations that all known instances of (suspected) fraud or non-compliance with laws and regulations have been disclosed to us.

Audit approach going concern

The Noard has prepared the financial statement on the basis of the continuity of all activities of at least twelve months from the date of preparation of the annual accounts. Our procedures to review the board's going concern assessment include:

- Consider whether the board assessment contains all relevant information of which we have knowledge as a result of our audit.
- Considering whether the Board identified events or circumstances that could give rise to reasonable doubt about the ability of the One Family Foundation based on, among other things, the budget 2023 till 2026.
- Inquiry from the Board about their knowledge of a going concern risk.

Our audit procedures have not revealed any information that conflicts with the assumptions of the Board regarding going concern included on page 11 of the financial statement.

Report on the other information included in the annual accounts

The annual report contain other information, in addition to the financial statements and our auditor's report thereon. The other information consist of the board report and other information.

The other information consists of:

- Board's Report.
- Other Information.

Based on the following procedures performed, we conclude that the other information:

- Is consistent with the financial statements and does not contain material misstatements.
- Contains all the information regarding the management report and the other information as required by Guideline 650 of the Dutch Accounting Standards.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

The Board is responsible for the preparation of the other information.

Description of responsibilities regarding the financial statements

Responsibilities of the Board for the financial statements

The Board is responsible for the preparation and fair presentation of the financial statements in accordance with Guideline 650 of the Dutch Accounting Standards. Furthermore, the Board is responsible for such internal control as the Board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the Board is responsible for assessing the foundation's ability to continue as a going concern. Based on the financial reporting framework mentioned, the Board should prepare the financial statements using the going concern basis of accounting unless the Board either intends to liquidate the foundation or to cease operations, or has no realistic alternative but to do so.

The Board should disclose events and circumstances that may cast significant doubt on the foundation's ability to continue as a going concern in the financial statements.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included among others:

- Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the foundation's internal control.
- Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- Concluding on the appropriateness of the Board's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the foundation to cease to continue as a going concern.
- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures.
- Evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identified during our audit.

Den Haag, June 30, 2023

Deloitte Accountants B.V.

Signed on the original: M.A. van Dreumel