

Standaardformulier publicatieplicht

Fondswervende instellingen

1 Algemene gegevens instelling

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Contactgegevens. Vul minimaal 1 van de velden Adres, Telefoonnummer of E-mailadres in.

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☐ Alleenstaande ouders	☐ Lhbtqi+	☐ Slachtoffers van natuurrampen
☐ Analfabeten	☐ Mensen met een beperking	☐ Slachtoffers van oorlog
☐ Chronisch zieken	☐ Milieu	☐ Slachtoffers van seksueel misbruik
☐ Dak- en thuislozen	☐ Minderheden	☐ Studenten
☐ Dieren	☐ Minima	☐ Verslaafden
☐ Gedetineerden	☐ Natuurgebieden	☐ Vluchtelingen
☐ Gelovigen	☐ Oceanen en zeeën	☐ Vrouwen en meisjes
☐ Gemeenschappen	☐ Ouderen	☐ Werklozen
☐ Jongeren	☐ Patiënten	☐ Wildlife
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Statutaire doelstelling
van de instelling.

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Hoe krijgt de instelling inkomsten?

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Op welke manier en aan welke doelen worden de verkregen inkomsten besteed?
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Url van het beleidsplan
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Beloningsbeleid

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Url van het activiteitenverslag. Vul de link in waar het activiteitenverslag te vinden is.

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OUR COLLECTIVE JOURNEY

2022-2024

SEPTEMBER 25, 2024

Table of contents

2 | Introduction

3 | What led to this report? Why now?

4 | About this report: The methodology

5 | Theory of change

6 | Catalyst 2030's collaborative systems change

8 | 7 Principles of Catalyst 2030

9 | Catalyst 2030's impact structural change

How has Catalyst 2030 influenced the change of policies by collaborating with governments, private sector and organisations?

How Has Catalyst 2030 influenced policy changes through multi-Sector collaboration?

How have we influenced changes in the flow of resources across sectors?

18 | Catalyst 2030's impact relational change

How have we enhanced ecosystem relationships and connections?

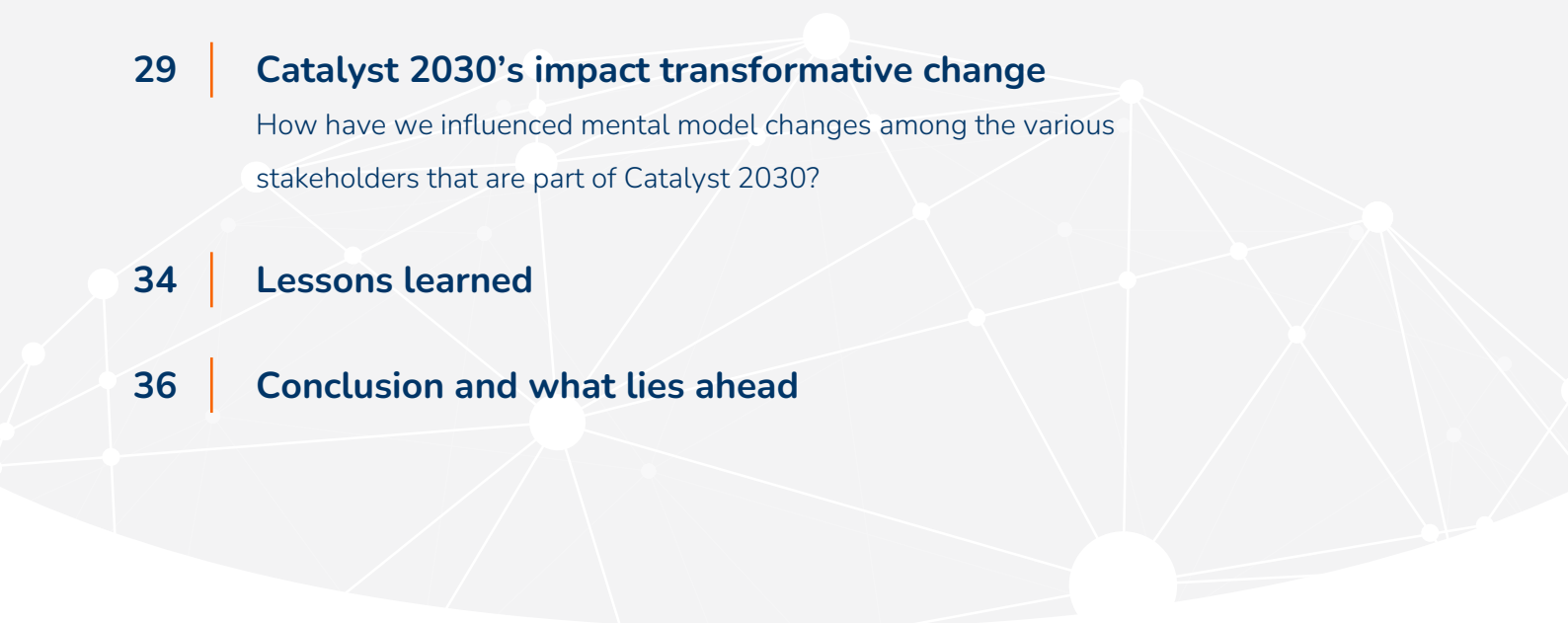
How has Catalyst 2030 promoted changes in power dynamics within the system?

29 | Catalyst 2030's impact transformative change

How have we influenced mental model changes among the various stakeholders that are part of Catalyst 2030?

34 | Lessons learned

36 | Conclusion and what lies ahead



Introduction

In the face of an escalating polycrisis, social innovators have been working tirelessly to achieve systemic change. These changemakers, confronting issues from inequality to climate change, have historically struggled in isolation, competing for scarce resources.

The scale of today's challenges demands a more comprehensive and collaborative approach, bringing diverse innovators together. This is where Catalyst 2030 plays a crucial role. What began as a WhatsApp group of leading social entrepreneurs has blossomed into a global movement fostering collaboration and driving systemic change. As individuals and organisations engage with this community, connecting with peers worldwide, they often transition from initial scepticism to recognising the power of their collective voice, committing to transformative solutions for pressing global issues.

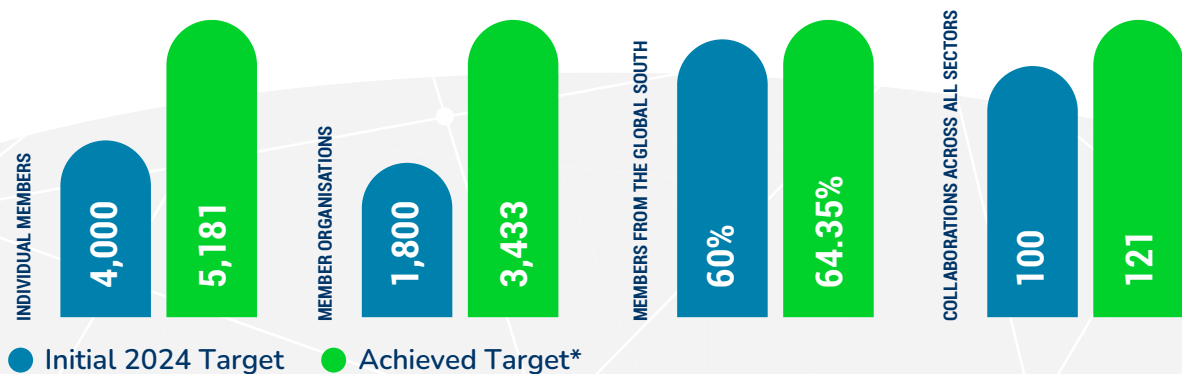
Launched at the 2020 World Economic Forum in Davos, Catalyst 2030 has exceeded its initial goals under Jeroo Billimoria's leadership and the One Family Foundation's support. Today, we are 5,100 members strong, representing 3,400 organisations worldwide. Our mission is to catalyse cross-sector collaboration for global systems change through knowledge sharing, peer learning, and effective practices.

Our reach extends to 84 regional, national, and local chapters across 140 countries, with 64% of our members hailing from the Global South. These chapters partner with local communities, businesses, and governments to drive grassroots change. Our councils and working groups enhance diversity, promote collaborative leadership, and foster engagement, impacting billions globally.

As Ernest Chapi Mukete from Cameroon shares,

"I have had the best experience of joining Catalyst 2030. Before, I worked on my own. When I joined, I realised that there was a need for collaboration. When I presented it to the government, they could actually accept me and collaborate with me to solve social problems in my community - I was missing out on something before. This was a very big realisation for me."

Together, we are proving that by harnessing the collective power of social innovators, we can overcome global challenges and create a future where humanity can truly flourish.

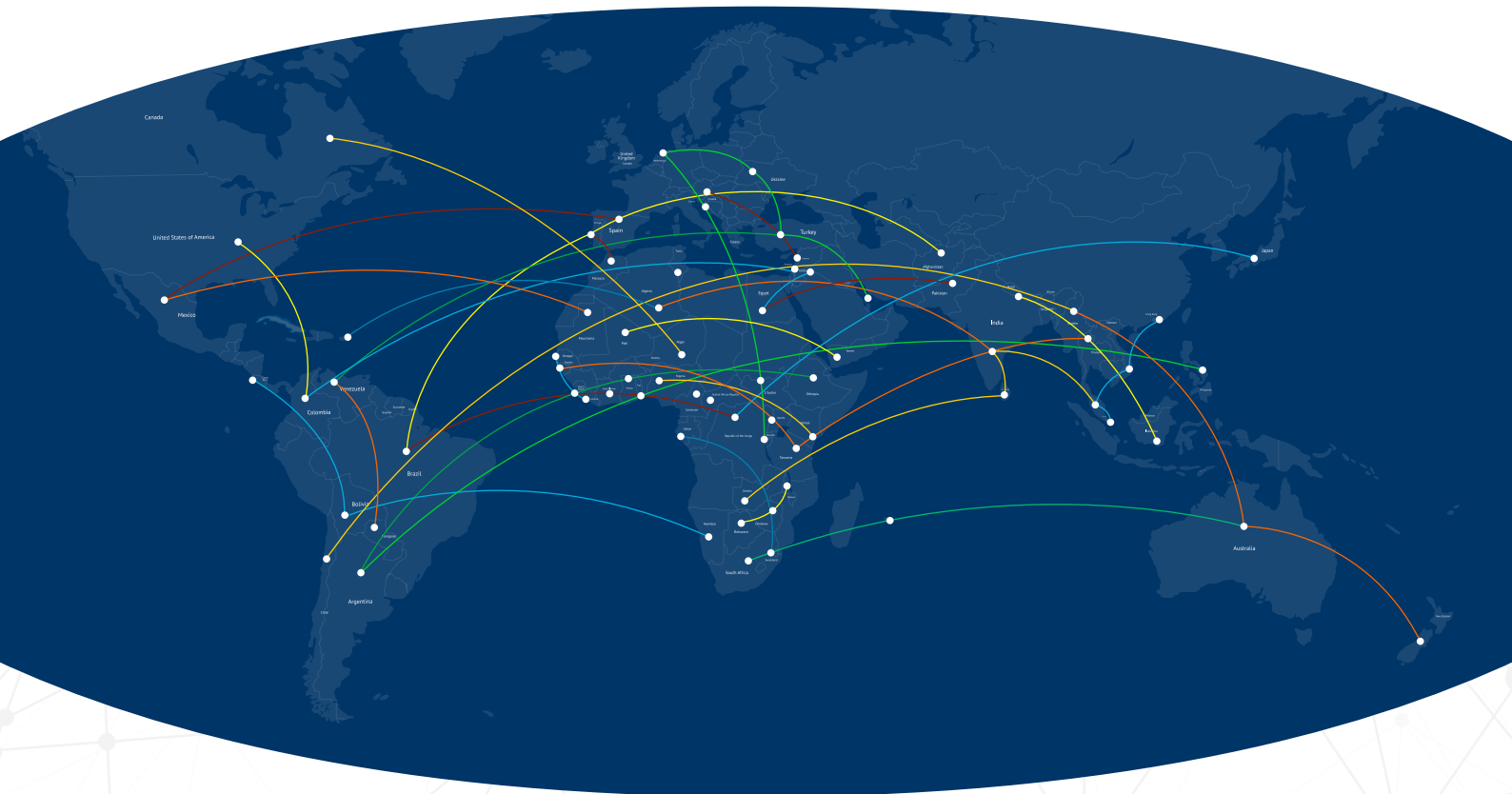


*As of August 2024

What led to this report? Why now?

Catalyst 2030 has successfully dispelled three myths: that social entrepreneurs do not collaborate, that networking and collaborations are a waste of time, and that funding systems cannot be changed. We have demonstrated that social innovators not only have a strong desire to collaborate, but that their work becomes significantly more impactful when they do so.

This ethos of collaboration is central to Catalyst 2030's mission, with 54% of members reporting in an annual member survey that they are actively collaborating within the network.



As Catalyst 2030 enters a new phase, marked by the introduction of collaborative leadership, the establishment of a legal entity, and the development of impact ecosystems, we are excited to share the impact we have achieved in our first four years as a movement.

This report includes stories from our members and data on the impact generated by our collaborations and initiatives. We are deeply grateful to our members, who have dedicated countless hours of volunteer work to make this impact possible, and to our supporters for their unwavering commitment.

We look forward to continuing this journey together, generating even greater impact in the years to come.

About this report: The methodology

As we approached the end of our first five years of operations, we employed a mixed-method approach, incorporating both qualitative and quantitative research methods, to prepare our impact report.

For the qualitative aspect, we engaged members in small group listening circles, where they shared valuable insights about their experiences. Each listening session lasted 60 minutes and was guided by the following questions:

1. What has been your experience as a member of Catalyst 2030?
2. Do you think it is important to collaborate between entrepreneurs and with different stakeholders? Why?
3. What is Catalyst's biggest impact on your organisation?

Our quantitative research included our annual membership survey, which gathered feedback from over 200 members, as well as secondary data collection from 685 members.

This was further supplemented by additional internal data collection.



213

**Members attended
24 listening circles**



685

**Member data
gathering**

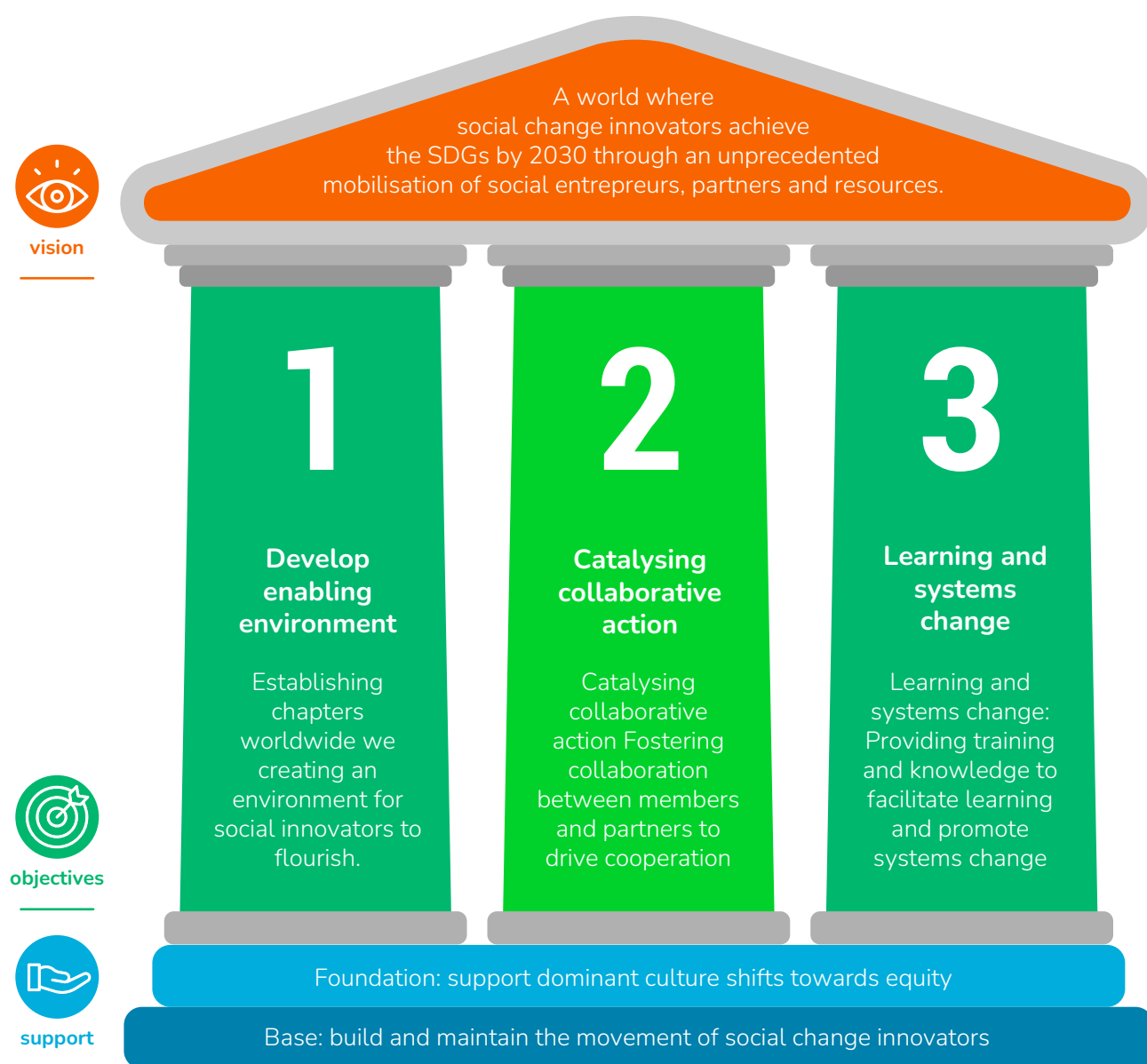


201

**Annual membership
survey**

Theory of change

Catalyst 2030's impact is driven by two key elements: building a strong global movement and supporting cultural shifts toward equity. Our strength lies in our diverse global network of social change innovators. We support members through onboarding, collaboration, and deepening their understanding of systems change, all aimed at engaging members and the broader social impact community.



Supported by our diverse membership and advocacy efforts, Catalyst 2030 continues to promote collaboration, social innovation, and local representation to achieve our vision: a world where we meet the SDGs and support thriving communities powered by social innovation in every corner of the world.

This is the foundation of Catalyst 2030's mission. It guides our approach to creating lasting, systemic impact as we work together to tackle complex global challenges.



Catalyst 2030's collaborative systems change

Creating lasting change in our world requires a deep, interconnected approach that brings together diverse ecosystems of learning, collaboration, and impact. At Catalyst 2030, we focus on collaborative systems change, an approach first introduced by our co-founder, Jeroo Billimoria¹, through her work with Child & Youth Finance International (CYFI). This approach mobilises a diverse set of stakeholders to work together transparently, aiming to create positive, systemic change.

Collaborative systems change acknowledges the complexity of the challenges we face today. Instead of relying on top-down solutions, it encourages multiple smaller efforts that work in harmony, driving the adoption of new ways of thinking and doing. This approach is informed by systems theory, social movements, and institutional entrepreneurship, recognizing that no single organisation or intervention can address the complex problems we face.

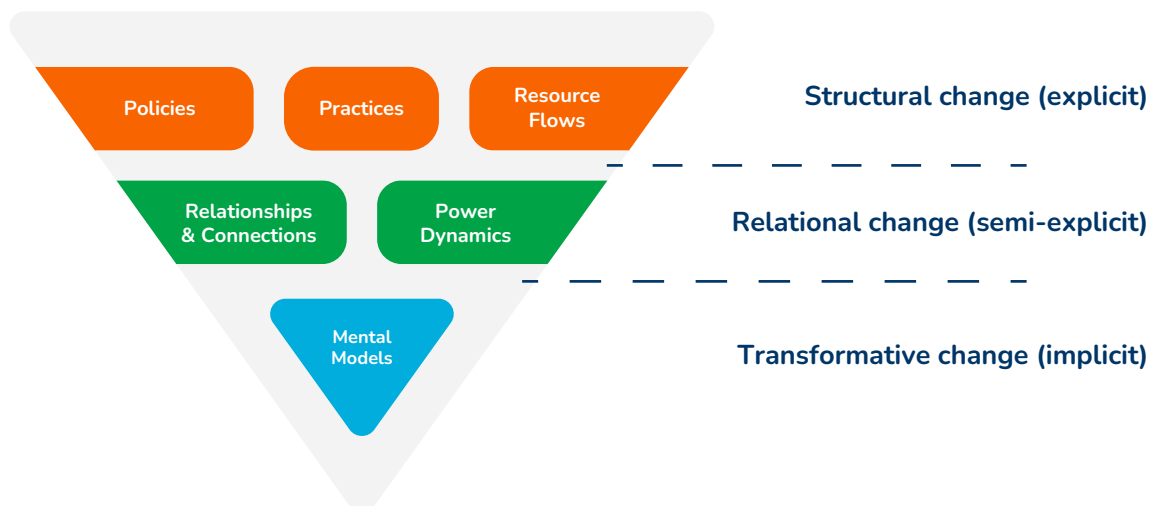
The complexity of our world means that it is essentially unknowable according to Cynthia Rayner and François Bonnici, authors of the Systems Work of Social Change². In response, we can either attempt to model this complexity as best as possible or embrace the uncertainty and work collaboratively within it.

1. For more information, see "Brokering Collaborative Systems Change" at https://issuu.com/childfinanceinternational/docs/cyfi_brokering_collaborative_system/1?e=7128000/67885967

2. For more information, see "The System Works of Social Change" at www.thesystemswork.org/

Building on these ideas, Catalyst 2030 draws on the framework provided by Kania, Kramer, and Senge³, who identify six conditions that make up a system. Affecting systems change involves addressing all these interrelated conditions, and through this lens, Catalyst 2030's work contributes to comprehensive, systemic transformation.

Six conditions of systems change



Transformational change is necessary to solve the important challenges we face:

- Income inequality is on the rise, with the UN reporting that the richest 1% of the population has captured 27% of the cumulative wealth growth over the past three decades⁴.
- Discrimination affects one in six people globally, with women and individuals with disabilities disproportionately impacted.
- The refugee crisis has reached unprecedented levels, with 34.6 million people displaced in 2022.
- Misinformation further complicates efforts to address these issues effectively.
- Other significant social challenges include poverty, healthcare access, access to education, climate change, and human rights, all of which impact millions of lives and hinder sustainable development.

Addressing these issues requires a systematic and collaborative approach including equitable resource distribution, investment in education, robust social protection measures, combating discrimination, supporting marginalised groups, Fostering collaboration is essential to achieving these goals.

³ For more information, see "The Water of Systems Change" at www.fsg.org/resource/water_of_systems_change/#resource-downloads

⁴ For more information, see United Nations Sustainable Development Goals at www.un.org/sustainabledevelopment/sustainable-development-goals/

Figure A: Six Conditions of Systems Change, Waters of Systems Change

7 Principles of Catalyst 2030

At Catalyst 2030, our work is guided by a set of core principles that shape every action we take and every decision we make. These principles reflect our commitment to creating a thriving and sustainable world, where collaboration, collective impact, and shared purpose are at the forefront of all we do.



The seven principles are fundamental to the Catalyst 2030 approach and are embedded in every aspect of this report. At its core, this approach recognises that sustainable change emerges from the collective wisdom and efforts of diverse stakeholders. Throughout the report, you will see how these principles guide our work and how fully integrated they are.

By embracing these principles and the collective potential of our diverse members, Catalyst 2030 has succeeded in fostering learning and impact ecosystems that drive systemic and meaningful change aligned with our mission. This report will not only highlight our achievements but also demonstrate how our principles are applied to foster collaboration and drive impact.

Catalyst 2030's impact structural change



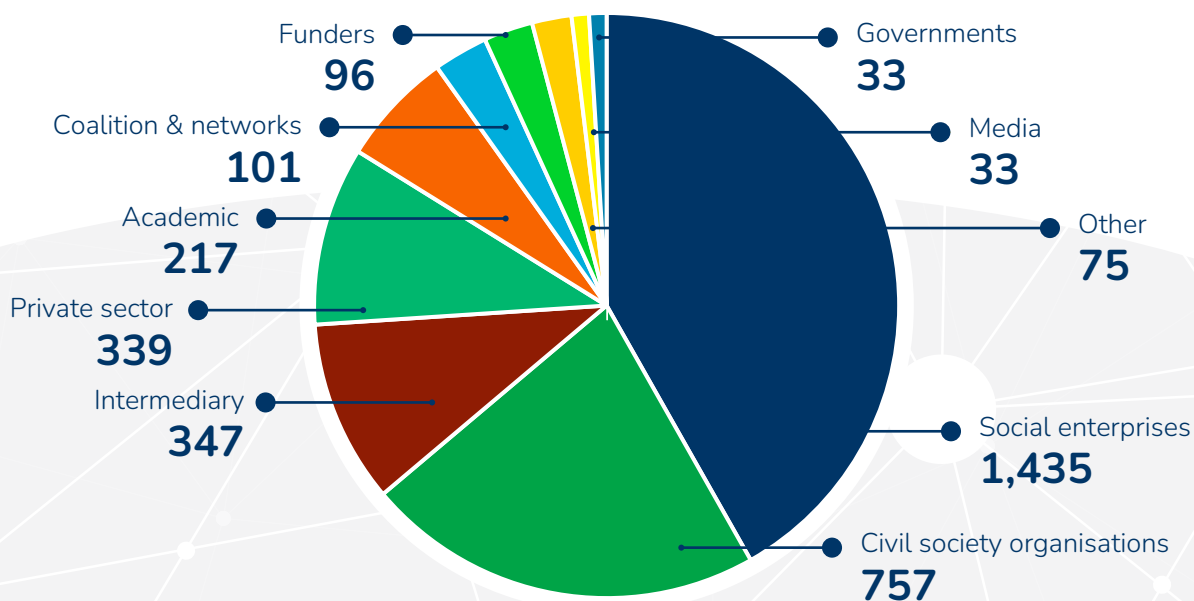
Structural systems change addresses policies, practices, and resource flows across various organisations. Catalyst 2030 members are driving profound systemic change by transforming the foundations of the systems they engage with. This comprehensive approach brings together diverse perspectives, expertise, and resources, fostering a shared sense of responsibility and enhancing collective problem-solving.

Catalyst 2030 members are driving changes at a structural level by transforming public policies, practices, and resource flows within communities. By collaborating across diverse sectors, they target the core of societal structures, ensuring a lasting impact. These efforts go beyond minor adjustments, focusing on comprehensive approaches that reshape systems from the ground up.

Our members effectively promote structural changes in systems through inclusive stakeholder engagement. This fosters shared responsibility and enhances collective problem-solving, broadening impact and increasing the likelihood of successful, sustainable implementation.

These efforts align with our core principles to convene as an honest broker and create shared spaces for collaboration that democratise access for all stakeholders. They also underscore Catalyst 2030's principles of connecting with stakeholders—funders, community-based social innovators, and systems change experts—to co-create solutions. Participants have praised these efforts for aligning strategies with cutting-edge practices and fostering collaboration among like-minded leaders.

Catalyst 2030 organisation membership



Several member-led initiatives have made significant strides in fostering systemic structural changes, demonstrating the power of collaboration in addressing complex challenges.



How has Catalyst 2030 influenced the change of policies by collaborating with governments, private sector and organisations?

Social and solidarity economy resolution

Catalyst 2030 members played an active role in advocating with their respective national governments for the UN resolution that was adopted at the UN General Assembly in April 2023 to promote the **Social and Solidarity Economy**. The resolution calls on governments to develop and implement national, regional, and local strategies in support of a social economy. This resolution stands as a testament to the efforts of social innovators advocating for a more just economy.

"We know that around the world, actors in the social economy contribute up to 7% of GDP. With the current volatility, as well as digital and environment transitions, the risk of driving increased inequality is real and being felt."
– François Bonnici, Schwab Foundation for Social Entrepreneurship

Catalyst 2030 is active in the UN Inter-Agency Task Force on Social and Solidarity Economy (UNTFSSSE) as one of the few non-UN agencies, collaborating with other members to support international efforts and strengthen partnerships. Our members and the Regional Coordinator for Africa participated in the "Experts Session of the Specialized Technical Committee on Social Development, Labour & Employment" in July 2024, preceding the Ministerial Session on "Social Agenda 2063: Promoting Social and Solidarity Economy (SSE) Ecosystems." The aim of this convening is to adopt strategies and policy measures at the continental and regional levels to enhance social development, labour, and employment.



Bogotá commitment ecosystem

Compromiso Bogotá-Región is a collective initiative led by Colombia Cares for Colombia, the Colombia Chapter of Catalyst 2030, uniting community leaders, entrepreneurs and civil society organisations to address economic, social, and cultural challenges in Bogotá's vulnerable citizens. Launched in 2023 with support from various organisations and partnering with local government offices, the initiative began its work in the municipality of Suba in 2024, with plans to expand to other municipalities by 2025. This ecosystem uniquely positions businesses and multilaterals as co-creators and active participants alongside social organisations and community leaders, reshaping power dynamics and mental models in the region.

The initiative is powered by Colombia Cares for Colombia, a movement founded by Catalyst 2030 members in March 2020 to support those affected by the COVID-19 pandemic. Since then, the group has evolved to promote collaborative work for systemic change, achieving significant milestones such as influencing public policy to support entrepreneurs and social enterprises. In 2021, the National Government enacted Law 2125, which established incentives for the creation, formalisation, and strengthening of micro, small, and medium-sized businesses led by women. This legislation resulted in the “I Believe in You Law,” which established public policy for entrepreneurship. In 2022, the National Government enacted Law 2234 to promote the Social Entrepreneurship Policy. Today, the Colombia Cares for Colombia movement serves as a connector for various ecosystems that impact Colombians’ development and wellbeing, such as Compromiso Bogotá-Región, demonstrating the power of trust-based collaboration in driving meaningful societal change.





How has Catalyst 2030 influenced policy changes through multi-sector collaboration?

Malaysia chapter

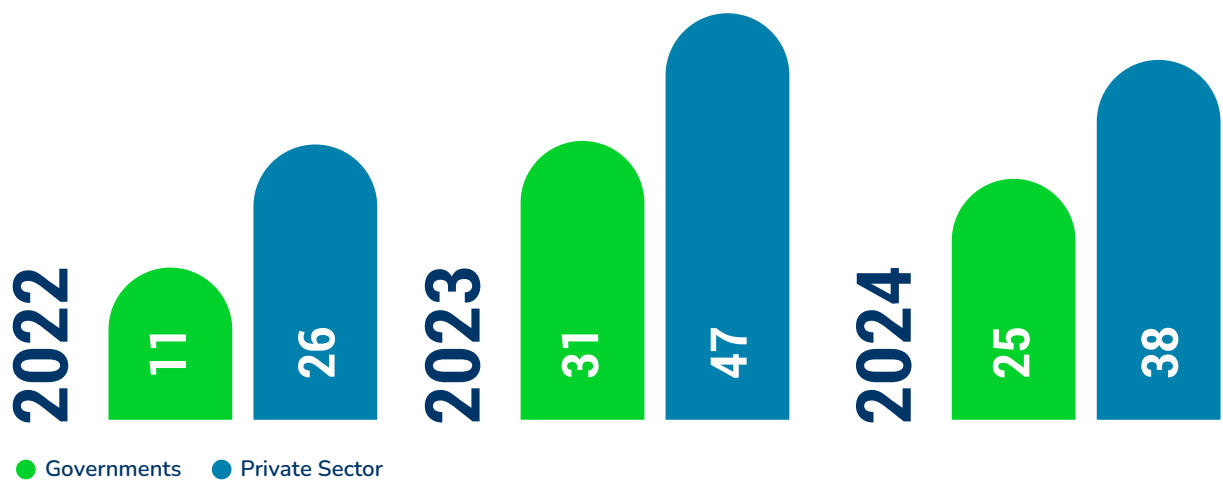
Since its inception, the Catalyst 2030 Malaysia Chapter, launched in 2021, has maintained a strong focus on advocacy, engaging with various national ministries in Malaysia. From the outset, the Chapter initiated dialogue with the Malaysian government to pave the way for collaboration. Leading members of the Chapter established relationships with national authorities by sharing the Ashoka lead report in partnership with Catalyst 2030 "New Allies: How Governments Can Unlock the Potential of Social Entrepreneurs for the Common Good." Thanks to these collaborative efforts, Chapter members were soon recognised as key allies by the government in the design of their programmes. The Malaysia Chapter played an instrumental role in developing the country's blueprint for the social economy, participating in roundtable discussions and dialogues on the national budget in 2022 with the Ministry of Finance, and co-creating a policy paper on social entrepreneurship for the Ministry of Economic Affairs.



IMPACT STORIES



Collaborations with governments, institutions and private sector



G20 collaboration

Through coordinated advocacy by the India Chapter and the Schwab Foundation for Social Entrepreneurship, social innovation was strategically included in the 2023 India G20 Leaders' Declaration, with a focus on sustainable growth, SDG progress, and green development. In collaboration with G20 for Impact, led by Catalyst Brazil, efforts were made to establish social innovation as a distinct G20 engagement group. The Government Champions for Social Innovation and Impact were launched at a G20 side event in July 2024, bringing together government representatives. Advocacy with the G20 organising committee in Brazil ensured the inclusion of social innovation language in key declarations. Key efforts included:

- Collaborating with G20 for Impact, an international advocacy campaign led by the Co-Chair of Catalyst Brazil, to craft recommendations for establishing social innovation as a separate G20 engagement group.
- Directly advocating with members of the G20 organising committee in Brazil to strategically incorporate social innovation within the engagement group.
- Working with members of the Finance and Sherpa tracks to include language on social innovation in their respective declarations.



LAB cities and innovators: Innovate by changing cities

In Spain, there are over 8,000 cities, ranging from small towns with fewer than 1,000 inhabitants to large cities with more than 2 million people, all facing significant challenges. A collaboration under Catalyst 2030 emerged between Sustainable Startup & Co (SS&CO), several municipalities, and entrepreneurs in Spain. The "LAB Cities & Innovators" initiative developed a successful model that brings together towns and cities with innovators to solve challenges and co-create more innovative cities, focusing on green-tech, transforming city management, and impact systems. This collaboration aims to drive the creation of innovative cities aligned with the Sustainable Development Goals (SDGs), in partnership with innovative individuals.

In February 2024, an open innovation lab was launched in collaboration with the Catalyst 2030 Spain chapter and political representatives from the Provincial Council of Burgos, as well as the town councils of Belorado and Villarcayo. Over 70 participants, including other town and provincial councils, worked together to address the challenge of access to housing in rural areas. Belorado and Villarcayo, coordinated by the Diputación de Burgos, were chosen as pilot territories for the LAB Cities & Innovators project. Simultaneously, in Rafelbunyol, a second public innovation laboratory, described as "A Noah's Ark of Plurality," was established to foster diversity and creativity. The event focused on regenerating services and fostering innovative female entrepreneurship to attract opportunities, in collaboration with the gigafactory PowerCo, the Rafelbunyol City Council, and the Provincial Council of Valencia. They are now creating a toolkit to help others implement this model and exploring opportunities to present it to other organizations and funding bodies.





How have we influenced changes in the flow of resources across sectors?

Catalyst fund to accelerate the SDGs in Brazil

An initiative stemming from the World Economic Forum aims to accelerate the achievement of the SDGs globally. Members strongly believe that the only way forward is through collaboration. However, collaboration in practice is much more complex than it appears, which is why it is essential to have incentives to make it happen. With this in mind, the team established the first fund focused on collaborative actions in the market, beginning with SDG 6—Clean Water and Sanitation.

The Catalyst 2030 Brazil movement launched a fund to finance initiatives that promote the sustainable management of drinking water and universal sanitation. This fund was a collective initiative led by volunteers from the Catalyst 2030 Brazil Chapter, raising R\$200,000 to support Catalyst 2030 member organisations that collaboratively promote access to water for the most vulnerable populations. The aim is to accelerate progress on UN Sustainable Development Goal 6. Since 2021, the movement has sought to create an environment and conditions conducive to accelerating the SDGs in Brazil. This year, the collaboration secured confirmation from AMA/Ambev for new financial support for the second edition of Fundo Catalisador 2030, which will focus on SDG 6 and SDG 13.



Venezuela new longevity network

The Venezuelan chapter of Catalyst 2030 is building a network of organisations to address the challenges faced by the country's ageing population. With over 8 million elderly people and many young people having emigrated in the past 15 years, a significant number of older adults in Venezuela are left without family support and are grappling with a collapsing pension and healthcare system. In response, the chapter organised three international events, engaging more than 500 participants from various sectors, including local governments, private companies, multilateral organisations, and social entrepreneurs. These events have been pivotal in fostering dialogue and developing collaborative solutions to the growing need for elderly care in Venezuela.

The movement is actively engaging with the private sector and the Inter-American Development Bank to jointly develop initiatives focused on the "silver economy." In addition, Catalyst 2030 is working to strengthen cross-border collaboration by forming alliances with similar regional programmes, such as Colombia's "Plan Mayor." The chapter has also initiated a partnership with Ashoka New Longevity programme to develop collaborative mapping and research models in Spanish.

The network's efforts have significantly impacted the wellbeing of older adults in Venezuela and Colombia. A report presented to the UN Human Rights Council led to the inclusion of "older persons" as a priority group in Venezuela's humanitarian aid plan, ensuring better care and setting a precedent for future initiatives. Over £2.8 million has been mobilised for emergency and long-term projects, directly benefiting older adults. Livelihoods and entrepreneurship programmes have supported 138 older adults in Venezuela, while an innovative healthcare programme provides preventive care to 1,200 older adults annually, enhancing their overall health and wellbeing.

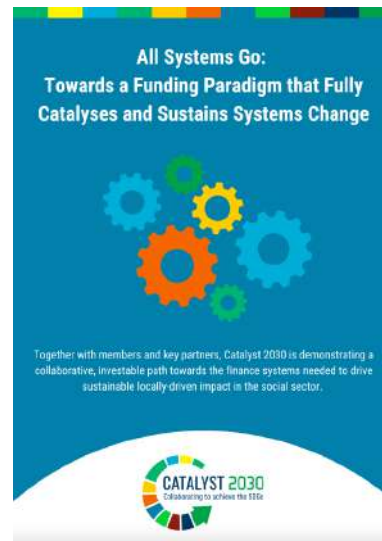


Shifting the funding paradigm

Catalyst 2030's Donor Learning Group and the Shifting the Funding Paradigm Working Group, both established in 2020, are leading efforts to transform funding systems in order to better meet the needs of social entrepreneurs and systemic change efforts. These groups are redefining the flow of resources by demonstrating the power of collaborative action to drive systemic change.

Funders, who once played a passive role, are now becoming active collaborators and co-creators of systemic change initiatives, working side by side with entrepreneurs, social enterprises, and social impact leaders. The achievements include:

- Creating a platform for funders committed to systems change.
- The Funder Self-Assessment Tool, which has been used by over 1000 organisations, including over 176 funders.
- Advocating for policy changes and supporting systems change funding. Developed an NGO Open Letter: An Urgent Invitation to Shift Funding Practices, signed by over 1,200 organisations from 80+ countries, including 137 funders. This exemplifies our efforts to challenge traditional funding models and promote innovative practices.
- Collaborating with Adeso, EPIC-Africa, TechSoup, Warande Advisory, and others to connect funders with local organisations and address high compliance barriers.
- Connecting funders with social innovators through regional Donor Salons, Catalysing Change Week, and Fundraising Masterclass sessions.



Influencing the change in resource flow by collaborating with governments, institutions, the private sector and organisations

176
137

of donor self-assessment tool completions

of funders signing the NGO Open Letter



IMPACT STORIES

Catalyst 2030's impact relational change



Inherent to collaborative systems change is relational systems change, which emphasises building strong, transformative relationships among stakeholders to drive lasting impact. As Milligan, Zerda, and Kania⁵ note, systems change is fundamentally about people, and without shifts in how individuals connect, the system remains unchanged. Catalyst 2030 facilitates collaborations among diverse actors, including civil society leaders, social entrepreneurs, and public officials, ensuring that meaningful change is driven by collective efforts.

Catalyst 2030 breaks down traditional silos, enabling professionals from various fields to work together. This approach bridges gaps between sectors and sparks innovative solutions to complex societal challenges, contributing significantly to relational systems change.

Within our network, members dedicate countless hours to collaborative efforts, mutual learning, and support. This peer-to-peer process enables efficient sharing of methodologies, practices and insights across regions, allowing social innovators to work with like-minded individuals who share their purpose.

By elevating local leaders and amplifying underrepresented voices, social innovators co-create with peers to integrate diverse perspectives. This approach promotes sustainable solutions that address root causes of community problems. Through this inclusive model, Catalyst 2030 fosters an effective, enduring approach to systemic change, ensuring solutions are comprehensive and adaptable to local contexts.

Growth of membership representations from the Global South



"When we started the process of creating our country chapter in the Australasia region, we had six or seven languages in the room. That makes the process of creating the bond between members slow but strong. We take the time to support our members."
– Jason Jacobs, Australasia Chapter

Catalyst 2030 members are driving relational system change by co-creating and collaborating with diverse stakeholders, including underrepresented groups. This approach transforms connections, relationships, and power dynamics within communities, fostering mutual learning and ecosystem-wide impact.

⁵ Milligan, K., Zerda, J., & Kania, J. (2022). The Relational Work of Systems Change. Stanford Social Innovation Review. <https://doi.org/10.48558/MDBH-DA38>



How have we enhanced ecosystem relationships and connections?

Africa Forward

Africa Forward, co-created by members of the African Chapter of Catalyst 2030, is a strategic initiative aimed at transforming Africa's social innovation landscape. The group focuses on three key areas: social innovation field development, job creation and skills development, and sustainable financial empowerment. The initiative enhances the social innovation ecosystem through robust data platforms, policy advocacy, and shifting perceptions to strengthen African social innovation. It also prioritises scaling social enterprises, developing youth skills, and linking job demand with supply. Cross-cutting pillars such as youth and gender inclusion, climate change, and training ensure an inclusive approach. The blueprint, finalised by the Africa Forward Secretariat, outlines the pathway for these action areas.

In December 2023, Africa Forward held a groundbreaking meeting in Naivasha, Kenya, with over 70 social innovators and other stakeholders from 23 countries, marking the beginning of a transformative systemic shift.



The gathering led to the creation of a visionary five-year strategy, co-developed by members, donors, and stakeholders, focusing on narrative shift, ecosystem development, funding, and youth education. The high-level roundtable, in collaboration with key partners like the Schwab Foundation for Social Entrepreneurship, the Motsepe Foundation and the African Union Commission, aims to unlock the social economy in Africa, emphasising the role of social entrepreneurship in sustainable development.

Over time, Africa Forward has seen increased engagement from local communities, governments, international and regional organisations. We currently have over 850 members from 28 country chapters in Sub-Saharan Africa. A key relational development will be the establishment of the African Social Innovation Data and Advocacy Hub, designed to enhance the ecosystem with robust data platforms, conduct initial surveys, map key ecosystem stakeholders, and engage different stakeholders for necessary changes. The integration of youth and gender, climate change, and training as cross-cutting pillars ensures a holistic approach to systemic change. Equally important here is the necessary alignment with regional bodies like the Africa Union and particularly their ten year strategy on the social solidarity economy, which pays keen attention to the youth voice and is soon to be adopted.

The core values driving Africa Forward include a commitment to community empowerment, sustainable development, inclusivity, and equity. The belief in the power of collaboration and co-creation fosters a cooperative spirit among stakeholders to achieve common goals. The emphasis on youth and gender inclusion, as well as addressing climate change, reflects a comprehensive understanding that systemic change must be inclusive and address the needs of the most marginalised.

Community action collab

In March 2020, a collaboration journey began with the establishment of a multidisciplinary platform aimed at providing relief, recovery, and resilience to vulnerable communities, including fisherfolk, farmers, street vendors, sex workers, transgender individuals, tribal populations, and others. During COVID-19, the platform undertook high-impact interventions, such as raising COVID awareness, providing material support, and facilitating vaccination efforts for vulnerable communities across India. As of the latest update, the collaboration platform continues to operate with approximately 375 members, including partners working with 13 vulnerable community groups. The platform has responded to 14 emergencies, nine of which occurred in 2023 alone. Since the onset of COVID-19 in 2020, the platform has reached about 15 million people.

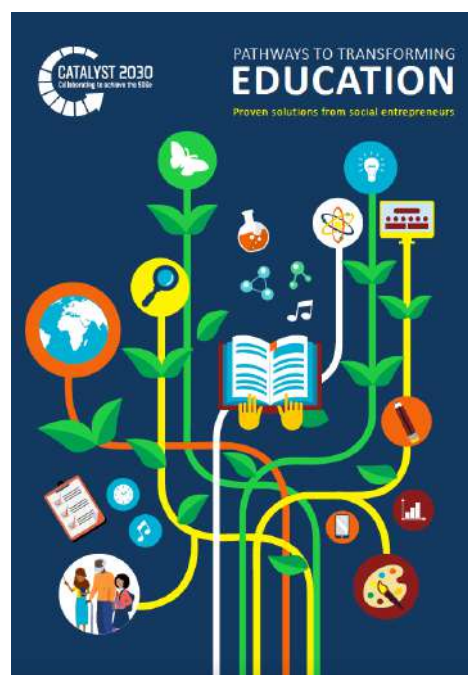
Ongoing collaboration efforts focus on health, livelihoods, social protection, and climate solutions, with partners organised into nodes based on vulnerable populations, domains, and regions. The platform aims to facilitate collaboration among partners to address gaps in vulnerability assessment plans and build community resilience during both emergencies and peacetime. Efforts are also underway to explore tech-based solutions to further enhance collaboration efficiency and effectiveness.



Transforming education

The Transforming Education Collaborative is one of Catalyst 2030's first collaborations. The group came together to discuss solutions and action to achieve SDG 4: Quality Education, and over the course of the past three years, it has grown to over 100 edu-prenuers, innovating to transform the landmark of education.

“Never before have we had a more strident call to reimagine education. From all corners. The pandemic started it, and it has not stopped”
– Urvashi Sahni, Study Hall Education Foundation



In early 2022, the group realised the necessity of documenting innovations and fostering partnerships between governments and entrepreneurs to drive education shifts. Together, the group co-created a report titled “[Pathways to Transforming Education](#),” which was launched at the Transforming Education Summit at the United Nations Headquarters in September 2022. The event featured Ministers of Education from Palestine and Sierra Leone, representatives from the United Nations, and funding representatives from around the world. What makes this initiative particularly powerful was the involvement of community and social innovators representing local, marginalised communities. They served at the centre as co-hosts, organisers and shapers rather than simply being present as tokens. The conversation was focused around solutions, partnerships, and the magic of co-creation allowing everyone to represent their contexts and pave the way for collective action.

In 2023 and 2024, the Education group has maintained momentum and played a critical role in bringing diverse players to the table and fostering a dialogue where the power dynamic is significantly different from the status quo. Building on the initial report, the team created a supplementary guide and a toolkit for collaborative action between practitioners and policymakers. Since then, they have engaged with Ministers of Education and their offices in Colombia, Qatar, the UAE, and several states in India, expanding the diversity of solutions within the network.

The collaboration continues to explore ways to engage with ministers and policymakers to take these community centred principles into policy. They also have regular meetings on a monthly basis to learn about innovations in the space, welcome and engage with newer entrepreneurs, and collectively identify partnership opportunities with each other to scale their solutions across borders and take their innovative local solutions to the global stage. With these innovations getting the limelight, gaining geographical scale, and opening dialogue about policy, the collaboration is collectively walking towards a transformation in education systems.



Catalyst Co-Labs

Catalyst Co-Labs brings together social entrepreneurs and changemakers with practitioners and experts from around the world in co-designing sessions focused on finding solutions to challenges and generating wider impact. The aim is to ignite authentic collaborations that accelerate the achievement of the SDGs through a structured series of events and online co-creation work. Every Catalyst Co-Lab brings together social entrepreneurs and a broad community of skilled stakeholders from government, civil society, and enterprises, in an inclusive rather than elitist manner.

Incubated at Catalyst 2030 by founding Catalyst Members Therese von Blixen-Finecke, Winthrop Carty, and Kristin Peterson, this collaboration has helped many other initiatives scale within the network. In January 2024, Catalyst Co-Labs concluded crucial collaborative sessions focused on addressing the mental health impacts of climate change on vulnerable young people. Thirty-four experts from 21 countries contributed to developing policy and funding recommendations that were presented at the Nordic Conference on MHPSS in Malmö, Sweden, in March 2024. This highlighted the importance of involving youth and individuals with lived experiences in policy-making.

A new Catalyst Co-Lab, hosted by the Creativity Lab for Empowerment and Innovation and Yes Theatre, is now in development. This Co-Lab aims to create mental health and education strategies for children in Gaza in light of the ongoing conflict. Both organisations already operate in Gaza, reaching thousands of children, and seek to adapt and expand their work.





How has Catalyst 2030 promoted changes in power dynamics within the system?

Refugee innovation centre

Traditionally, refugees have been the beneficiaries of programmes led by international organisations, multilateral agencies, and governments. However, a collaboration led by members of Catalyst 2030 supported the Refugee Innovation Centre (RIC) in Uganda, a refugee-led social enterprise in the Rwamwanja Refugee Settlement is changing this. The RIC is shifting power dynamics by empowering refugees to design and lead the solutions to the challenges they face, fostering innovation, skill development, and social integration among refugees. By allowing refugees to take the lead, the RIC provides access to digital technology, social entrepreneurship workshops, and initiatives addressing education like The Early Childhood Development program under SHINE PROJECT, sexual and reproductive health and rights, legal aid, and economic recovery. This shift from being mere beneficiaries to active leaders and co-creators represents a fundamental change in how refugees engage with and address their own circumstances.



IMPACT STORIES



The project emphasises life skills training, enabling youth to acquire improved skills for the labour market, self-employment, and value-added technologies across various enterprises in the local economy. Key initiatives include providing agricultural resources and cash grants to boost inclusive economic growth and enhance the recovery and regeneration of household-level economies and food systems. Beneficiaries are educated in organic farming practices, using waste such as animal droppings to nourish soil regeneration and improve food productivity while mitigating the effects of climate change on livelihoods within the refugee settlement. These initiatives not only address immediate needs but also build long-term resilience and self-sufficiency.

In addition, the RIC is cultivating a culture of reading among refugees by establishing libraries throughout the community and distributing over 3,000 books to empower individuals and promote a love for reading. By signing a Memorandum of Understanding (MoU) with the Prime Minister's Office for Refugees, the RIC is enhancing collaboration with government bodies, the World Food Program (WFP), and the United Nations High Commissioner for Refugees (UNHCR). This synergy has significantly increased community interest and participation while ensuring that refugees are at the forefront of driving their own change.

Cities ending homelessness

In 2023, the Homeless World Cup and Catalyst 2030 joined forces to launch the "Cities Ending Homelessness" initiative, a bold effort to eradicate homelessness in cities worldwide. This collaboration was officially launched during the Homeless World Cup in July 2023 in Sacramento, California, the first time the tournament event had been hosted in the United States. The launch included a symposium at Sacramento State University, where city leaders and stakeholders were encouraged to join the initiative. The project builds on discussions and innovative ideas shared globally in 2022, with the Homeless World Cup and Catalyst 2030 coming together to drive the effort forward.



A core aspect of the Cities Ending Homelessness initiative is its focus on changing power dynamics by amplifying the voices of homeless and formerly homeless people, whose ideas are often overlooked. As Mel Young, Co-Founder and President of the Homeless World Cup and a Founder Member of Catalyst 2030, emphasised, listening to the perspectives of those directly affected by homelessness is crucial for creating effective solutions. By placing these individuals at the centre of the initiative, the project aims to ensure that their experiences and insights shape the ideas that are developed to combat homelessness.

The initiative seeks to build a global network of cities that seek to make strides in addressing homelessness. By linking these cities with teams of social innovators and researchers, the initiative aims to share best practices, collaborate on creative solutions, and scale successful approaches. The project also calls on policymakers and funders to support these efforts, helping to drive fundamental change in how cities address the complex challenges of homelessness.

The first “Cities Ending Homelessness” report was published at the Sacramento conference in 2023 and a second report was published at the second conference, held in Seoul, Korea, in September 2024.

Detainees justice action collaboration

In Liberia, the stark reality of Monrovia Central Prison—a facility designed for 374 inmates but currently housing half of the nation’s 2,572 prisoners—speaks volumes about the urgent need for reform. Overcrowded to the point where prisoners sleep in shifts, the conditions are a glaring violation of basic human rights. Amid this challenging environment, the Detainees Justice Action Collaboration has emerged as a beacon of hope and change.

The collaboration comprises dedicated lawyers and data collectors with a mission to address injustice for prisoners. Their initiative is centred around creating a comprehensive, evidence-based database of pre-trial detainees, aiming to safeguard against arbitrary detention and ensure that every detainee receives a fair trial. This project is not only a crucial step towards protecting the rights of the accused but also a profound statement against the systemic abuses within Liberia’s prison system.



A recent intervention at Monrovia Central Prison uncovered a startling statistic: over 95% of the 243 pre-trial detainees surveyed were held beyond the legal limit stipulated by Liberia's criminal procedure law. According to Section 18.2 of this law, a case should be dismissed if no indictment is made by the next term following a defendant's arrest. The collaborative findings underscored a severe breach of this statute, highlighting the dire need for judicial intervention and reform.

In response to these findings, the Detainees Justice Action Collaboration has been relentless in its advocacy. They formally requested the Chief Justice of Liberia to issue a directive for the trial of detainees who have exceeded their statutory detention period. Their efforts extend beyond formal requests; through radio shows and public engagements, they have persistently raised awareness about the deplorable conditions faced by pre-trial detainees and the violation of their constitutional rights.

Their impactful advocacy has borne fruit. Between April 2023 and August 2024, in collaboration with other civil society organisations, the collaboration successfully facilitated the release of over 180 pre-trial detainees.

Bunyala agricultural climate action

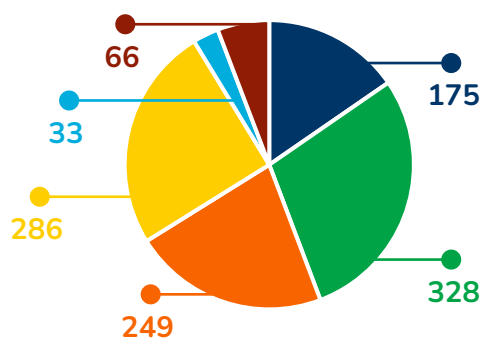
Bunyala Agricultural Climate Action is a regional Catalyst 2030 collaboration in Kenya, empowering youth to combat climate change. This Catalytic grant collaboration has been working on many impactful initiatives, including planting 10,000 trees in Busia County with the Linda Mazingara initiative, and reaching 500 smallholder farmers, rice farmers, and fish cage farmers. Additionally, they distributed improved cookstoves to 1,500 households in Busia County in partnership with Catalyst 2030 members in the TrueFootprint UK organisation.

Their efforts also include starting a tree seedling project aiming to plant 1 million trees, aligned with President Ruto's directive. They now aim to scale afforestation, restore rivers, and engage more stakeholders to deepen their impact and create a sustainable future.

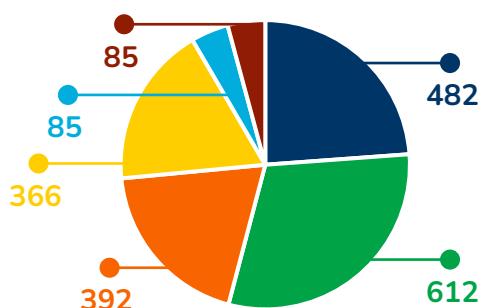


Member organisations regional distribution

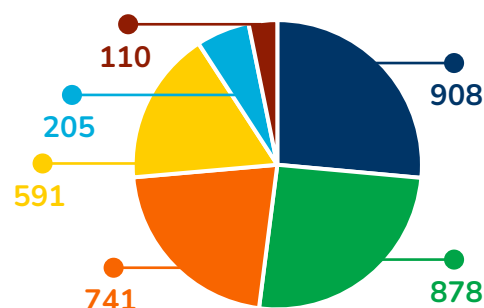
● Africa ● Americas ● Asia ● Europe ● MENA ● Australasia



2022
Total: 1,137

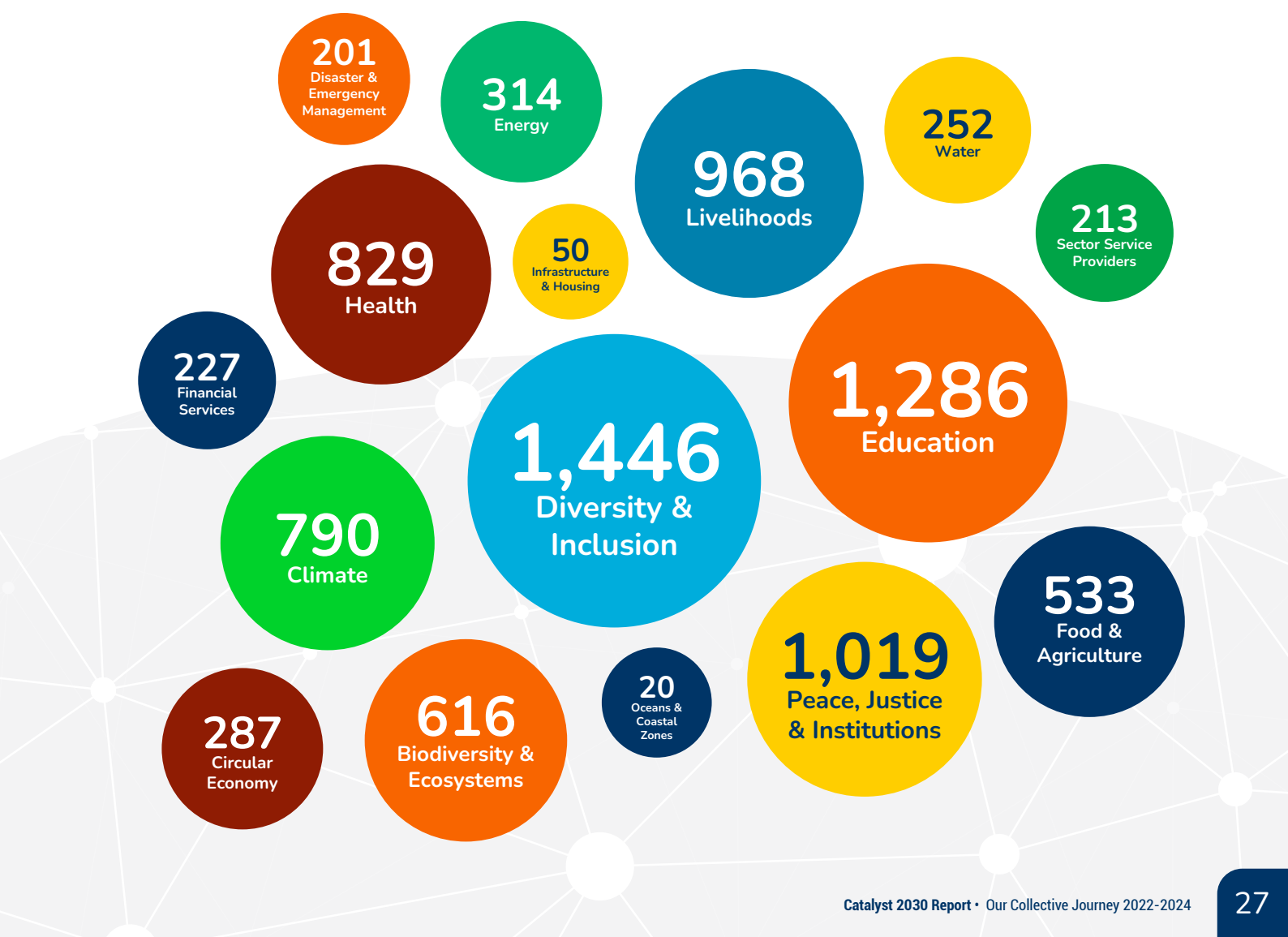


2023
Total: 1,753



2024
Total: 3,433

Catalyst 2030 distribution of sector members



Catalyst 2030's approach to shifting power dynamics is rooted in its commitment to diversity, participative leadership and cross-sector collaborations. By fostering connections among diverse stakeholders, Catalyst 2030 creates a platform where traditionally marginalised voices are integral to collaborations and decision-making. This inclusive approach ensures solutions reflect the needs of those directly impacted, driving equitable and sustainable systemic change.

Catalyst 2030's success in changing power dynamics is evident in its ability to convene and empower a wide range of actors, particularly from the Global South. By emphasising co-creation and knowledge sharing, Catalyst 2030 helps dismantle traditional hierarchies, enabling all stakeholders to shape the future. This inclusive leadership model accelerates progress towards the Sustainable Development Goals and ensures enduring social capital.

Our growing recognition as a convener of social innovators has attracted support. For instance, USAID has leveraged our network to improve their grantmaking by engaging directly with our members. This increasing dialogue with funders validates our ecosystem role.

Diversity and inclusion are fundamental to our movement, as are the human connections through which we learn. Indigenous and local perspectives are essential in every collaboration and decision.

Through collaborative work among leaders from various backgrounds, we've developed partnerships based on trust and a shared purpose: using social innovation to address pressing community challenges. We strive for quick yet sustainable solutions, recognising that locally-led initiatives create enduring social capital.

“Since [we joined Catalyst 2030], we have been blessed with countless amazing meetings in which co-creation and mutual support have been pivotal in extending our network in the social impact sphere. Through our involvement in Catalyst 2030 we have found our first local partner to test out our methodology in Cairo, Egypt. We have also started a new collaboration into the sphere of socio-emotional eco learning, and are grateful for the support of the network in leading us through serendipity to the right open doors onto extending our ecosystem.”

– Teddy Florea, EcoManka

Catalyst 2030's impact transformative change

Shifting mental models is essential for systems change. To influence mindsets, it's crucial to identify existing models needing change, target key stakeholders, and design inclusive strategies. Lebus and Jeannette⁶ note that effective practitioners first examine their own beliefs, recognising their role in shaping the system before influencing others.

Catalyst 2030 plays a vital role in this process by shifting mindsets, influencing power structures and fostering a culture where grassroots voices are heard. Genuine transformation begins at the individual level, creating sustainable collective change. Our principle of coherence guides us in fostering a unified community identity, reshaping consciousness and mental frameworks.

Catalyst 2030 facilitates mindset shifts through its seven guiding principles, which principles drive profound change within social innovation. By embodying them, we help members transition from competition to collaboration and shared purpose. This shift is essential for breaking down silos and fostering a culture prioritising cooperation, co-creation, empathy, and collective impact.



⁶ For more information, see “Change Your Mind Before You Change the System” at <https://www.fsg.org/blog/change-your-mind-before-you-change-the-system/>



How have we influenced mental model changes among the various stakeholders that are part of Catalyst 2030?

Catalyst 2030 is contributing to the ongoing transformation of mental models and systemic change by fostering awareness and collaboration across sectors. Our initiatives, such as the Academic Hubs and the Social Change Innovators Knowledge Hub, aim to build on existing efforts to integrate social entrepreneurship and systems change into educational curricula. By doing so, we support the next generation in continuing the work of leading transformational change. Through Catalysing Change Week, we provide a platform for social innovators to share knowledge, exchange ideas, and advance collaborative efforts already underway.

Our approach to catalyse connections between networks is a key part of our contribution. Collaborations with ecosystem partners like the Schwab Foundation for Social Entrepreneurship's Global Alliance for Social Entrepreneurship, Euclid Network, SAP, and the Social Enterprise World Forum exemplify how collective efforts can lead to meaningful impact. [The State of Social Enterprise report](#), developed with these partners, demonstrates how working together can amplify insights and set priorities that benefit the entire sector.

By embracing the principles of coherence and changing consciousness, Catalyst 2030 is helping to strengthen a shared community identity that supports ongoing systemic change. We see our role as contributing to a broader movement, helping to build on the work of others, and promoting individual and collective wellbeing through inclusive and transformative efforts. Some of the initiatives from our members that are promoting changes in mental models include:



The wellbeing initiative for Latin America

The wellbeing initiative for Latin America is redefining how social innovators and entrepreneurs approach their work by shifting mental models around wellbeing. In a region where discussing mental health and wellbeing was taboo just a few years ago, this collaboration represents a significant transformation in both coherence and consciousness. Members from the Latin American chapter, representing Argentina, Colombia, Costa Rica, El Salvador, Guatemala, Mexico, Paraguay, and Venezuela, have partnered with The Wellbeing Project and the BID Lab of the Inter-American Development Bank (IDB) to address the most pressing mental health and wellbeing issues for social innovators. Through this collaboration, seven webinars were organised, covering topics such as financial wellbeing, resilience, trauma management, and other dimensions of wellbeing, with over 250 members participating.

This collaborative effort also played a key role in organising the Wellbeing Summit in Bogotá in September 2023, where more than 800 change leaders gathered to explore the impact of wellbeing on social innovation. Additionally, the Hearth Summit Bogotá 2024 convened 300 leaders of private companies to discuss their role in ensuring employee wellbeing and environmental sustainability. These initiatives are not only raising awareness but are also leading to tangible changes in welfare policies within private companies across Colombia and the region, helping to shift the perception of wellbeing from a peripheral concern to a central component of effective social innovation.

Catalyst for climate collaboration

In 2022, a group of seasoned climate action innovators within Catalyst 2030 came together to challenge the prevailing narrative surrounding climate change. With the Intergovernmental Panel on Climate Change highlighting the urgent need to peak global greenhouse gas emissions by 2025 and decrease them by 43% by 2030, these innovators recognised the critical role of the Global South in achieving this goal. Traditionally seen as passive recipients of climate aid, the Global South is now being repositioned as an active participant in climate solutions. The Catalysts for Climate group aims to amplify the voices of social innovators from the Global South, showcasing their capacity to drive effective climate action. In 2022, the group released the report [Local Solutions from the Global South](#), profiling proven innovations in healthcare, agriculture, food security, circular economies, and housing—demonstrating that these regions have scalable solutions ready to be integrated into global climate strategies.

Building on this momentum, the collaboration received a grant from the Rockefeller Foundation to convene a pivotal meeting in Bellagio, Italy, in November 2023. During this gathering, key climate innovators from the Global South, alongside funding and policy representatives, engaged in intensive collective brainstorming and strategy



development. This collaboration resulted in two major initiatives: advocating for inclusion in funding corridors by co-creating a Civil Society and Social Innovation Facility with the World Bank, and pushing for representation at policy tables by advocating for a dedicated pillar for social innovation at COP that intersects with all other issue-based vertices. In December 2023, the group launched their South x South Alliance strategy at COP28, calling on Ministers of the Environment to co-create and commit to climate solutions alongside social innovators from the Global South.

This collaboration is fundamentally changing the way the world views climate solutions from the Global South. By working with the World Bank to develop a social innovation and civil society framework, the Alliance is ensuring that grassroots entrepreneurs are recognised as key contributors to global climate policy. This framework, based on tried-and-tested solutions from the Global South, was introduced during the 2024 World Bank and IMF Spring Meetings, marking a significant shift in the role of social innovators. Additionally, through ongoing collaboration with the Climate Champions team, the Alliance is advocating for increased visibility and inclusion of social innovators in key policy corridors. Catalysing Change Week 2024 further amplified these efforts, helping to elevate local solutions to the global stage and positioning social innovators as co-creators of change, not just beneficiaries.



50 plus chapter

In May 2023, the 50 Plus Chapter collaboration was launched at Catalyst 2030's CCW23, with the main purpose of tackling the global issue of ageism. With advancements in technology, nutrition, and healthcare, human longevity is increasing, allowing people to envisage a century-long life.

In September 2023, the Chapter launched a flagship initiative, titled the Global Roadshow Reinventing Retirement and SDGs. During the pilot phase, conducted in the last quarter of 2023 across four European countries, they engaged with over 200 potential and existing members, as well as various Catalyst 2030 regional and national chapters. A significant milestone for the 50 Plus Chapter was reached during their recent meeting with the Civil Society Group of the European Economic and Social Committee (EESC) on 6 February 2024 in Brussels.

This meeting marked a pivotal step forward in introducing the 50 Plus Chapter to the EESC team responsible for shaping a new EU Strategy Policy for Older Persons, addressing the demographic shifts occurring across EU countries. Mr. Miguel Cabra de Luna, rapporteur of the Conference on the Present and Future of EU Policy for Older Persons, expressed enthusiastic support for the work and extended an invitation for the 50 Plus Chapter to apply for membership in the EESC Liaison Group.

Currently, the 50 Plus Chapter is in the process of being formally incorporated as a legal non-profit organisation registered (e.V.) in Germany. This transition to a new legal status marks a significant milestone, paving the way for a more strategic approach to advancing the mission and initiatives within the 50 Plus Chapter.

CoLive health subgroup

The mDiabetes project is a public health initiative designed to enhance awareness and change mental models about diabetes and its associated risk factors, encouraging individuals to adopt healthy behaviours to prevent the development of the disease.

A pilot project won the Catalytic grant and was launched in Karnataka and Jharkhand on 10 April 2023. This project educated 2,817 individuals across two states in India about the importance of living healthily to prevent diabetes. The project showed remarkable outcomes, with the impact report revealing improvements in all measured parameters, including awareness about diabetes, dietary habits, physical activity, communication, and behaviour change.

This collaborative effort yielded significant outcomes: a 30% increase in diabetes awareness, a 20% improvement in dietary habits, and a 25% rise in physical activity in Karnataka; and a 40% increase in awareness, a 25% improvement in dietary habits, and a 30% rise in physical activity in Jharkhand. At least 70% of participants consistently engaged with the awareness messages.

"In Catalyst 2030, I found a network, a very special support group, with whom collaboration can be achieved at its best."

– Maria Gabriela Arguello, Latin American Chapter



Lessons learned

Catalyst 2030 has celebrated numerous breakthroughs and successes during its first years. Alongside these achievements, we have gained valuable insights that will guide our future endeavours.

The Value of Learning Resources

The significance of learning and resources for driving systems-level change has become increasingly evident. While we anticipated that such resources would be beneficial, the impact on our members' learning has exceeded our expectations, even for experienced social entrepreneurs. This has underscored the importance of providing accessible learning materials at various levels, ensuring that entry points are available for newer social innovators, and that resources are offered in all major languages.

Unseen Collaborations

Our efforts to foster co-creation and collaboration have led to numerous, often unnoticed, collaborations within the movement. These collaborations, identified through listening sessions and proactive member outreach, were not captured in surveys and did not require direct support. This highlights the need to develop new methods for identifying these collaborations to learn from them, showcase them, and share their impact more broadly.

Refining Our Approach to Collaboration Funding

In 2022, Catalyst 2030 introduced catalytic grants to support collaborative efforts among members. However, this initiative exposed the complexities and challenges associated with distributing funds, particularly given the diverse needs and resources of different collaborations, chapters, and countries. Feedback from members highlighted concerns about equitable access to these financial opportunities. This experience underscored the importance of maintaining our focus on collaboration and advocacy rather than on funding distribution. Consequently, the Governing Council decided to discontinue the catalytic grants, reaffirming our commitment to support collaborations for systemic change as the core of our mission.

Strengthening Chapters

The expansion and strengthening of our chapters have proven crucial for the development of local ecosystems. We have learned that chapters benefit significantly from having at least a part-time administrative resource and that in-person meetings greatly enhance effectiveness. Training for Chapter Co-Chairs has also been identified as highly valuable. Additionally, our members are requesting that we reactivate working groups or explore the possibility of establishing thematic chapters to strengthen member collaborations and increase their impact.

Navigating a Growing Movement

As Catalyst 2030 continues to expand, some members have expressed feeling overwhelmed despite the structured onboarding process. The vastness of the movement, likened by some to an "ocean," can make it challenging for members to find their starting point or connect with ongoing collaborations aligned with their specific interests. While improvements have been made, we recognise the need for continued efforts to help members connect and discover opportunities within existing collaborations.

Fundraising for Collaborative Systems Change

Raising money for a movement dedicated to collaborative systems change has proven challenging. In our early years, we encountered difficulties in engaging donors. While many were complimentary about our mission and vision, recognising that mainstream funding practices rarely lead to collaborative effort or systemic change, most were reluctant to commit funds to Catalyst 2030. However, this situation is starting to improve as Catalyst 2030 now presents compelling evidence of the impact and cost-effectiveness of systemic collaborations.

We draw on these lessons to enhance our support for members, foster effective collaborations, and strengthen our collective movement.

Conclusion and what lies ahead

Our listening sessions have revealed the profound impact Catalyst 2030 has on individuals and their organisations. We have cultivated a space where new pathways to progress are unfolding, driven by a sincere desire to co-create and collaborate, rather than compete.

Those who initially seek a transactional platform for promoting their services soon discover that the true essence of Catalyst 2030 lies in its collaborative spirit. They come to see that our collective efforts not only profoundly impact the communities we serve, but also bring significant rewards for themselves and their organisations. By embracing a co-creative approach, members experience the enriching benefits of collaboration, demonstrating that our shared efforts are transformative both for others and for our members.

Catalyst 2030's commitment to collaboration systems change has enabled diverse actors to actively engage in social innovation processes. By working together and co-creating solutions, social entrepreneurs, private companies, social enterprises, governments, institutions, multilaterals, and local leaders are more effective. As a result, the solutions they offer for pressing problems are more impactful and sustainable.

Catalyst 2030 is more than just a network; it is a global force for change, fuelled by the collective strength, wisdom, and generosity of our members. By ensuring every voice is heard and every member is included, we are redefining what it means to collaborate. Together, we are shaping a future where sustainable development is not only a goal but a reality.

Looking ahead, our key objectives are to enhance inclusivity by reducing barriers to global participation, raise awareness about the importance of using social innovation processes in achieving systemic change, and increase the pace of transformation. By engaging more people in systemic change, we aim to significantly expand the resources available for achieving sustainable development for all.

We are also focused on accelerating our impact. To make a meaningful difference, our rate of systemic improvement must exceed the rate at which problems arise. Otherwise, our efforts risk only producing incremental change. Our commitment is to ensure that our pace of change matches the scale of the challenges we face.

These goals—embracing radical inclusivity and speeding up our progress—are ambitious, but they are the standards to which we are wholeheartedly dedicated.



This report is prepared by:

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To our dedicated secretariat: Your passion and unwavering commitment are the driving forces behind our progress. Your hard work ensures that Catalyst 2030 remains an effective platform for transformative change. We deeply appreciate your efforts.

To our members: The thousands of hours you have volunteered to this movement, your energy, knowledge, and experience are the determining reasons for everything we have achieved together. The impact of this collaborative work goes far beyond what we thought, and changes have begun to flourish around the world.

A special thanks to Jeroo Billimoria, who made the bold bet to volunteer as Chief Facilitator of this movement for 5 years when most people told her social entrepreneurs would not collaborate and that her vision was utopian and would not attract any donors. Your courage and perseverance have been instrumental in bringing us to where we are today.

As we begin our role as Co-Chief Facilitators, we're committed to continuing the spirit of co-creation and collaboration. We pledge to support our members, amplify their voices, and work together to achieve the changes needed in the world.

To all who have been part of this journey: Your contributions have been invaluable. Together, we're not just aspiring to sustainable development; we're actively working to make it a reality.

Thank you for your belief in collaboration, your hard work, and your ongoing support. We look forward to the positive change we'll create together.

With sincere thanks,

Gaby and Fredrik

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Asha Murphy, Edu-fy
Bradley Miles, Panorama Global
Bayo Adelaja, Do It Now Now
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Jonas Yawovi Dzinekou
Jose Pedro Correa Pernas
Joseph Turay
Justo Mendez
Kamilah Sanders
Kansualism Berk Kansuah
Katlego Chibamba
Kate Leventhal
Kelechukwu Okezie
Kenneth Tusiime
Kenza Sedrati
Kibret Tuffa
Kotaro Takahashi
Kundai Makonese
Latifa Al Mutaweya
Lakshmi Karan
Lola Ibrahim
Luis Camargo
Lubna Dajani
Lynnet Wawira
Luvuyo Rani
Mahendranath Busgopaul
Manuel Guerrero
Manmeet Mehta
Maria Jose Rubio
Marie Lisa Dacanay
Mariana Borquez
Maria Gabriela Arguello
Mauricio Canedo
Mauricio Parilli
Mel Young
Meenakshi Gupta
Meera Goradia
Michael Schick
Michelle Breuer
Mohammed Faiz Kamaludin
Monica Pasqualin
Mona Mirtsch
Muhammed Saidykhan
Muneer Alashmali
Nageswara Rao Ambati
Nattakorn Asunee Na

Ayudhaya
Noreen Nthiga
Nalini Saligram
Neelam Chhiber
Ndikubwimana Sauter
Nidhi Sharma
Nina Levchuk
Nadait Gebremedhen
Oumar Sow
Odunayo Aliu
Odeh Al-Jayyousi
Osasumwen Edobor
Olivier Nkunzurwanda
Paco Briseño
Paul Yorama
Poonam Kasturi
Pennina Haimbod
Pranshu Singhal
Rana Dajani
Rafael Dávila
Raphael Mayer
Rasha Abu Safieh
Rasha Istaiteyeh
Ramzi Abunamreh
Rhi Zan
Rodmark Rusch Barriga
Rodrigo Baggio
Samer Marouf
Samantha Sibanda
Samuel Niyomuremyi
Salissou Mahamane Mourtala
Sarah Baird
Saul Chirume
Sebastian Lunal
Selom Agbavito
Sheela Patel
Shiv Challa
Shiv Kumar
Shugo Urata
Simón Antonio Parisca
Sipho Mwanza
Sinem Gokce
Silvia Lopez
Soraya Sánchez
Sweta Gupta
Sylia Dospra
Steve Waddell
Susanna Chui
Sunish Jauhari
Sumathy Krishnan
Tamara Senogles
Tadej Slapnik

Tantoh Nforba
Tariq Al Olaimy
Teddy Florea
Thang Truong
Tomas Carruthers
Tommy Tjiptadjaja
Trinh Bich
Uche Jumbo
Urvashi Sahni
Victor Hijzen
Vilupti Corlis
Valeria Duflot
Visa Virén
Wamuyu Mahinda
Yanniz Valadez
Ying Zhang
Yogavelli Nambiar
Zarina Ismail

**Operations and
Finance Committee**

Dan Viederman
Fredrik Galtung
Jeroo Billimoria, Chair
Koen Vermeltfoort
Luvuyo Rani
Neelam Chhiber
Rana Dajani
Tim Hanstad

**One Family
Foundation Board**

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Koen Vermeltfoort
Kris Kohlstrand
Bram Van Eijk
(Representative)
Paula Conaghan
(Representative)

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Kristine Parson
Luis Camargo- Co-chair
Steve Waddell
Shiv Kumar – Co-chair
Winthrop Carty

**Transition
Taskforce**

Cheryl Dorsey
Dan Viederman

François Bonnici
Gisela Solymos
Jackie Kassouf Maalouf
Jeroo Billimoria
Karen Spencer (co-chair)
Koen Vermeltfoort
Meenakshi Gupta
Matthew Bishop
Paula Conaghan
Sohini Bhattacharya
Tim Hanstad
Dr. Wamuyu Mahinda

**Devex
Representatives**

Andrea Alvizo
Katrina Roxas
Krystle Sevilla
Lisa Caswell
Mariya Chetyrkina

Secretariat Team

Asmaa Amabdelfattah, MENA Intern
Avani Parekh, Collaborations Facilitator
Bram van Eijk, Chapters & Membership Facilitator
Brian Maina, Anglophone Africa Coordinator
Charu Raizada, Private Sector Coordinator
Comi Nguyen, Systems Learning Connections Intern
Debbi Brock, Systems Learning Facilitator
Dolphine Bosibori, Africa Intern
Eva Arcega, Operations Coordinator
Fredrik Galtung, Co-Chief Facilitator
Gaby Arenas de Meneses, Co-Chief Facilitator
Ghufran Abudayyeh, MENA Coordinator
Hira Alkan, Systems Learning Coordinator
Ingrid Yitamben, Francophone Africa Coordinator
Inês Marques, Enabling Environment Manager Funding
Joette Agbobli, Communications Intern
John Uminga, Asia Pacific Coordinator
Karen Yepes, Systems Learning Coordinator
Lana Koubaitary, Collaborations Fellow
Lelde Marcinkevica, Asia Pacific Intern
Mehdi Akerzoul, MENA Fellow
Mehru Usman, Systems Learning Intern
Maddalena Conte, Membership Selection & Onboarding Manager
Maria Ollé, Membership Onboarding Coordinator
Matthew Patten, Enabling Environment Facilitator
Meri Harismendy, Community Building and Engagement Manager
Mishri Jain, Collaborations Manager
Mykyta Pobiehn, Europe Coordinator
Nwando Ajene, Communications Facilitator
Oduola Osunloye, Africa Forward Program Manager
Paula Conaghan, Operations & HR Advisor
Paula Peña, LATAM Coordinator
Pearl Uzokwe, Africa Forward Program Director
Salomon Raydan, LATAM Coordinator
Saswati Sarkar, Operations & Finance Facilitator
Sindi Vangjelaj, Systems Learning Initiatives Intern
Sultan Torshkoev, Head of Fundraising
Susana Ramirez, Chapters Manager
Timothy Trumbly, LATAM Intern
Thu Dinh, Asia Pacific Intern
Tracy Ndungu, Community Building and Engagement Intern
Toun Odetola, Communications Manager
Viola Mancini, Operations Coordinator
Violeta Licheva, Bookkeeper
Winnie Msamba, Enabling Environment Intern
Winifred Awinpoya, Communications Intern



Stichting One Family Foundation
Aerdenhout

Financial statements for financial year 2024

Stichting One Family Foundation
Koekoeksweg 1
2111 HD Aerdenhout

Contents

Board report	3
Financial statements	
• Balance sheet as at 31 December 2024	8
• Statement of income and expenses for the period ended 31 December 2024	9
• Appropriation of result	10
• Cash flow statement	11
• Notes to the balance sheet and statement of income and expenditure	12
• Notes to the balance sheet	16
• Notes to the statement of income and expenditure	19
Other information	
• Proposed result appropriation	23
• Independent auditor's report	23

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, which is 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.

A new 3 year Plan of Action was agreed and will be implemented in 2025 for the Catalyst Now Network. One Family Foundation will co-create a three year action plan per project with the relevant stakeholders.

Governance

One Family Foundation is governed by the board.

Chair: Bertjan Janzen

Secretary: Jeroo Billimoria

Treasurer: Kris Kohlstrand

Board member and senior advisor: Koen Vermeltfoort

Youth advisors: Laxmi Janzen and 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.

Catalyst 2030 becomes Catalyst Now – an independent entity

In 2024, One Family Foundation dedicated time and effort to preparing Catalyst 2030 for the transition to an independent entity. The Catalyst 2030 network is now a 5700 strong membership organisation that is moving into its next phase. A perfect moment for One Family Foundation to transition out of the organisation.

From previous experience and as planned in 2023, we understand the need for new leadership and new perspectives to carry the organisation through to the next exciting phase. 2024 was therefore dedicated to overseeing this critical moment of transition. Our work driving lasting change through collaborations continued in full force as we undertook the internal and external process of transition.

New Leadership

The Catalyst 2030 Governing Council laid out the criteria for the recruitment of the new leadership. Candidates were to be founding members with a voluntary leadership role within the network. The recruitment was given to an external organisation, well known within the sector for its executive recruitment successes. In July 2024 One Family Foundation and Catalyst 2030 were delighted to offer the role as a co-leadership position to Fredrik Galtung and Gaby Arenas. Their term as Co-Chief Facilitators began on July 15 2024, when One Family Foundation founder and board member Jeroo Billimoria handed over the baton to the new Co-Chiefs and Jeroo took her place on the Governing Council of Catalyst Now as Chair.

Transition to Catalyst Now Inc.

As agreed in 2023, Catalyst 2030 applied to become a tax-exempt nonprofit entity in the US and officially break its ties with One Family Foundation as fiscal sponsor. At the end of December 2024, Catalyst 2030 rebranded to become Catalyst Now and was officially given nonprofit status in the US as Catalyst Now Inc. However, due to a delay in its tax-exempt status, Catalyst Now will continue to be supported by One Family Foundation into 2025. This will be a purely background support role until the tax-exempt status is granted.

Moving Forward to 2025

This transition has allowed One Family Foundation to initiate the incubation of new projects in 2025. The Foundation is excited to be a key player in the ecosystem by taking on high risk, high impact projects. The Government Council of Social Innovation (GCSI) is the first of many projects which we hope will bring about a people and planet economy to help guide countries to a more equitable and sustainable future for all. Further, One Family Foundation is developing means to reach communities to access information on their needs. In traditional development models, communities are often seen as passive recipients of services with little to say over identifying their needs and priorities. One Family Foundation aims to flip this dynamic using a platform and AI to empower communities to become rightful stakeholders in their own future.

The One Family Foundation board would like to thank all our stakeholders, donors and our dedicated team who have been paramount to the success of the Catalyst Now network and the foundation. One Family is excited to leave Catalyst Now in the hands of the membership and new leadership to continue the work social innovators do best – seeking solutions-based ideas for the world's most pressing problems.

Risks and Uncertainties

2024 was once again a year of global uncertainty.

With no end in sight to the wars raging around the globe, the global economy on rocky ground, the US elections and many other elections around the globe preparing the way for the far-right movement taking power, we can be thankful that we have been able to continue our work with the support of our trusted stakeholders, partners and donors. They have proved to be unwavering in their role as our supporters and we count ourselves lucky to have received funding for our new projects for the next three years.

The changes in the US have led to uncertainties for the sector. With the disbanding of USAID, the attack on universities and the proposed takeover of the IRS, the tax-exempt status of Catalyst Now could be in jeopardy. This in turn will lead One Family Foundation to continue its minimal support for Catalyst Now until a new tax-exempt entity can be set up. We do not see this as a risk factor, however it does bring uncertainty with it due to the unclear timeline.

Fraud Risks

In 2024, One Family Foundation continued the process of internal controls to mitigate risk through early detection and prevention of potential fraud against the foundation. With the transition process of Catalyst Now and the handover to the new leadership, the foundation has had ample opportunity to double down on its processes and procedures and where necessary, to update them.

This transition period also led us to identify gaps, one major gap being a Whistleblower policy to encourage people to come forward if fraud, foul play or harassment is suspected. This new policy lays out the whistleblower process and the forms of protections in place for the whistleblowers themselves.

Moving into 2025, the One Family Foundation team has shrunk considerably and at the time of writing we have 2 FTE, a fellow and 2 interns. We feel the fraud risk has lessened with the size of the team however this has not made us less vigilant. Lessons learned with the Catalyst Now movement have led us to implement more systems to separate the projects from the foundation and to create more financial stability. The following improvements have been made:

Project Accounts

- Separating financials with project bank accounts will create transparency and ease of working for the Foundation's accountant and bookkeeper.

Vendors

- Individual software licences and vendor contracts will help ensure the foundation and its projects are independent of each other.

USD bank account

- Due to political and economic volatility, the US dollar has become unstable. This creates a huge financial risk for foundations reliant on US based philanthropists and donor organisations. To mitigate possible financial losses and to be able to continue business as usual, we have opened a USD bank account with the foundation's bank, ABN AMRO, to hold the funds until the USD is again stable. The foundation will need to make quarterly transfers to the EUR account to pay salaries and project costs. This is unfortunately unavoidable and will create minimal losses.

The Team

In 2024 the One Family team had between 6 and 7 FTE on payroll, 8 FTE with an Employer of Record, and around 12 consultants. The team was strengthened by around 20 interns and fellows.

Communication with Team and Stakeholders

At One Family Foundation 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. Although fully remote and global, the team is committed and connected. In 2024, we held weekly full team meetings and departmental team meetings throughout the year. One Family Foundation has been conscious of the needs of our young team and has created spaces where connectivity with team mates is promoted and communities built during our community hours. The wellbeing of the team will continue to play a role in our monthly training and development opportunities.

Social Responsibility Policy

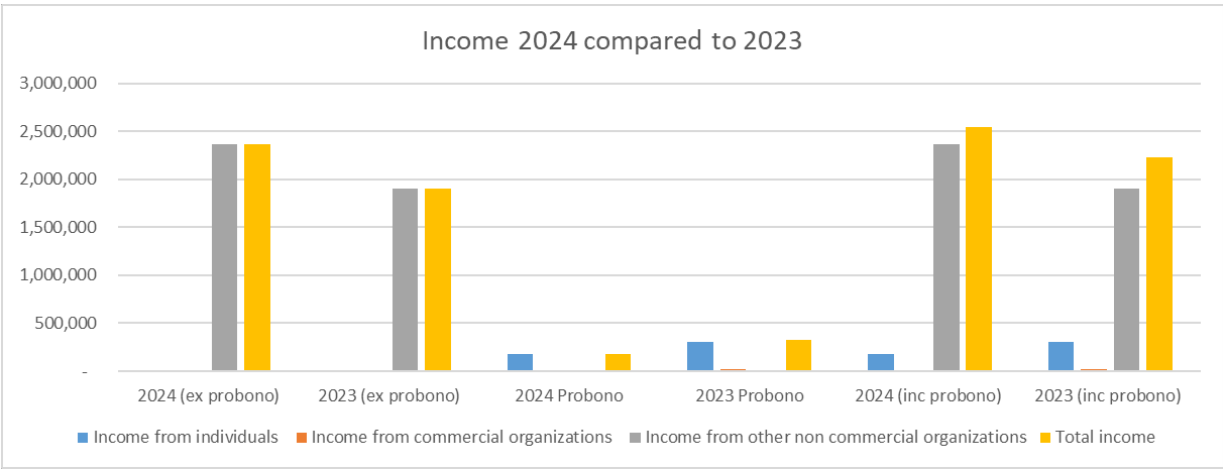
At One Family Foundation, the foundation of our work culture is one of the honest broker. This method of working enables us to connect and convene our members in a manner that reflect our values. We work to enable our membership and facilitate collaborations that enhance the work of others and assist in creating global impact on a scale not seen in the sector before.

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 2024, the foundation was able to recognize funding of EUR 2,575,094. This was spent for EUR 2,511,082 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 final year of the operational plan of Catalyst Now, our major project in 2024, our spend was concentrated on scaling the Catalyst network and its secretariat and creating the right conditions for the transition of Catalyst to its legal entity.

Financial results

The income of One Family Foundation in 2024 was EUR 2,545,638 compared with EUR 2,229,069 in 2023. The income relates to income from commercial organizations of EUR 3,660 (2023 EUR 22,269) income from other non-commercial organizations EUR 2,366,978 (2023: EUR 1,906,100) and income from individuals EUR 175,000 (2023 EUR 300,000). Out of the total income in 2024 EUR 178,660 (2023: EUR 322,969) relates to pro bono contributions and EUR 2,366,978 relates to actual cash receipts. Exclusive pro bono contributions the income for 2024 is significantly higher compared to 2023 (income exclusive pro-bono contributions in 2023: EUR 1,906,100). The increase relates to the general increase of activities and thus expenses in 2024 compared to 2023.



The income is aligned with the volume of expenses including a mark-up for some of the donor contracts in order to build up a continuity reserve. The total amount of expenses for 2024 is EUR 2,511,082. This is divided in EUR 2,034,660 of expenses relating to strategic objectives, EUR 98,905 relating to expenses from own organizational fundraising and EUR 377,517 of operational and administrative expenses.

The balance of financial income and expense relates to bank interest received of EUR 20,044.

Financial statements

Balance sheet

December 31, 2024

(before proposed appropriation of the result)

A s s e t s

	2024	2023
	EUR	EUR
Current assets		
Cash at banks and in hand (1)	1,418,474	1,946,714
Other receivables (2)	323,686	250,847
Total assets	<u>1,742,160</u>	<u>2,197,561</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	126,306	22,248
Balance of income and expenses for the period	54,600	104,058
Total reserves and funds	<u>180,906</u>	<u>126,306</u>

Current liabilities

Income received in advance (4)	1,464,989	1,950,804
Other current liabilities (5)	96,265	120,451
Total current liabilities	<u>1,561,254</u>	<u>2,071,255</u>

Total reserve and liabilities

<u>1,742,160</u>	<u>2,197,561</u>
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Statement of income and expenses for the period ended December 31, 2024

	Actuals 2024	Budget 2024	Actuals 2023
	EUR	EUR	EUR
Source of income			
Income from individuals (6)	175,000	175,000	300,000
Income from commercial organizations (7)	3,660	10,000	22,969
Income from other non-commercial organizations (8)	2,366,978	2,572,332	1,906,100
Total income sources	2,545,638	2,757,332	2,229,069
Expenses (9)			
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.	-	-	-
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.	2,034,660	1,923,831	1,605,659
Subtotal Objectives 1 & 2	2,034,660	1,923,831	1,605,659
Expenses for fundraising			
Expenses from own organizational fundraising	98,905	100,000	88,300
Operational and administrative expenses	377,517	679,357	431,052
Total expenses	2,511,082	2,703,188	2,125,011
Balance of financial income and expenses			
Balance financial income and expenses (10)	20,044	-	-
Result	54,600	54,143	104,058

Appropriation of result

It is proposed to appropriate the result of 2024 as follows:

	EUR	EUR
Addition to continuity reserve:		
- General income, income for future activities	54,600	
		54,600

The result of EUR 54,600 is concerned with the difference between income recognized in 2024 and expenses recognized in 2024 relating to various donors for which no agreement is in place where specific requirements for spending are agreed.

Cash flow statement

(indirect method)

	2024		2023	
	EUR	EUR	EUR	EUR
Cash flow from operating activities				
Result	54,600		104,058	
		54,600		104,058
<i>Changes in working capital</i>				
Current receivables	-451,362		-246,268	
Current liabilities	-131,478		1,298,255	
		-582,840		1,051,987
Cash flow from operating activities		-528,240		1,156,045
Net cash flow		-528,240		1,156,045
Increase/(decrease) cash and cash equivalents		-528,240		1,156,045
Movements in cash and cash equivalents				
Opening balance cash and cash equivalents		1,946,714		790,669
Increase/(decrease) cash and cash equivalents		-528,240		1,156,045
Closing balance cash and cash equivalents		1,418,474		1,946,714

Notes to the balance sheet and statement of income and expenditure

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 2024 to 31 December 2024.

The comparative information is the period from 1 January 2023 to 31 December 2023.

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.

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.

Financial income and expenses

Period interest income and interest charges and similar charges are recognised in the year in which they fall due.

Cash flow statement

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

Index numbers	2024	2023
-Operational and administrative expenses in % of Total expenses	15%	20%
-Expenses made for strategic objectives in % of Total expenses	81%	76%
-Expenses for fundraising in % of income of fundraising	4%	4%
-Expenses made for strategic objectives in % of Total income	79%	72%

The operational and administrative cost reached 15% of the total expenditure in the financial year 2024. 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 2024

The result in 2024 ended up with EUR 56,400 in actuals compared to EUR 54,143 in the budget.
 Actual income of 2024 is EUR 2,545,638 compared to the budget of EUR 2,757,332.
 Actual expenses of 2024 are EUR 2,511,082 compared to the budget of EUR 2,703,188.
 The balance of financial income and expenses of EUR 20,044 relating to financial income of bank interest was not budgeted for.

The budget versus actuals for 2024 shows an underspend of EUR 192,106.
 The underspend is due to a natural restraint in the organisation to halt the recruitment of new staff during the transition period, allowing the new leadership to take the reins in growing the team.
 Furthermore, the pledged grants for 2024 were in fact slightly lower than had been anticipated when the exchange rate for the USD to Euro took a downturn in the latter half of 2024. New funds were more difficult to obtain due the complexity of fundraising in the transition period.
 With the transition Of Catalyst Now to its own legal entity, One Family Foundation has again been able to secure funding for its new projects in the coming three years.

Notes to the balance sheet

Cash at banks and in hand (1)

	2024	2023
	EUR	EUR
Current account ABN AMRO Bank	1,418,474	1,946,714
	<u>1,418,474</u>	<u>1,946,714</u>

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

Other receivables (2)

	2024	2023
	EUR	EUR
Prepaid expenses and other receivables	323,686	80,397
Income receivable from other non-commercial organizations	-	170,450
	<u>323,686</u>	<u>250,847</u>

The income receivable from other non-commercial organizations in the comparative figures comprises the receivable from the Hilton Foundation.

Reserve (3)

	Continuity reserve	Result for the year	Total
Balance on 1 January 2024	22,248	104,058	126,306
Appropriation of result 2023	104,058	(104,058)	-
Balance of income and expenses 2024	-	54,600	54,600
Balance on 31 December 2024	<u>126,306</u>	<u>54,600</u>	<u>180,906</u>

In accordance with the provisions of the articles of association, the Board decides on the appropriation of the result. The appropriation of balance income and expenses for the financial year 2024 is proposed on page 10 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, 2024, 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)

	2024	2023
	EUR	EUR
Income received in advance from other non-commercial organizations	1,464,989	1,950,804
	<u>1,464,989</u>	<u>1,950,804</u>

In 2024 funding (excluding probono services) increased and the balance of EUR 1,455,577 relates to funding not spend yet and therefore recognized as income received in advance. Spending on activities for this funding will be realized in 2025.

	2024	2023
	EUR	EUR
The Skoll Foundation	617,609	903,555
The Hilton Foundation	223,701	-
John and Catherine T Macarthur	143,163	-
Packard Foundation	90,743	-
Tarsadia Foundation	87,595	-
H&M Foundation	69,348	-
The Community Foundation	50,000	-
Kids help phone	33,329	-
Wyss Center for Bio and Neuro	32,000	-
SAP Stiftungsfonds	20,498	35,652
Chandler Foundation	18,345	-
Bayer Cares Foundation	15,000	-
Food Brewer AG	15,000	-
Impact ET Inc	10,000	-
Secondmuse	9,990	-
European Entrepreneurs Forum	5,259	10,000
GM Rockefeller	3,615	3,615
Schwab Foundation for Social Entrepreneurship	1,677	74,201
Mastercard Foundation	749	922,483
Others	17,368	1,298
	<u>1,464,989</u>	<u>1,950,804</u>

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

Other current liabilities (5)

	2024	2023
	EUR	EUR
Accounts payable	30,020	31,967
Other payables	39,673	78,972
Accrued holidays	26,572	9,512
	<u>96,265</u>	<u>120,451</u>

Notes to the statement of income and expenditure

Income from individuals (6)

	2024	2023
	EUR	EUR
Probono services	175,000	300,000
	<u>175,000</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)

	2024	2023
	EUR	EUR
Probono services	3,660	22,969
	<u>3,660</u>	<u>22,969</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)

	2024	2023
	EUR	EUR
Mastercard Foundation	923,192	1,032,078
The Skoll Foundation	738,385	605,511
The Hilton Foundation	279,687	170,450
Hilton Conundrum	160,009	-
H&M Foundation	159,095	-
Schwab Foundation for Social Entrepreneurship	72,524	16,980
SAP Stiftungsfonds	15,154	14,348
Social Innovation House SIH	7,720	-
European Entrepreneurs Forum	4,741	-
Dalberg Catalyst	-	46,671
GM Rockefeller	-	13,156
Others	6,471	6,906
	<u>2,366,978</u>	<u>1,906,100</u>

Allocation of expenses to objectives (9)

	Strategic objective	Strategic objective	Fundraising	Operations	Total 2024	Total 2023
	1	2				
	EUR	EUR	EUR	EUR	EUR	EUR
Objective: Incubating	-	-	-	-	-	-
Objective: Scaling up	-	570,773	-	-	570,773	524,741
Wages	-	183,142	89,301	236,451	508,894	480,710
Social securities and taxes	-	23,050	9,604	32,062	64,716	74,828
Salary related costs consulting	-	1,079,035	-	-	1,079,035	478,533
Other costs	-	-	-	109,004	109,004	243,230
Subtotal	-	1,856,000	98,905	377,517	2,332,422	1,802,042
Probono services	-	178,660	-	-	178,660	322,969
Total expenses	-	2,034,660	98,905	377,517	2,511,082	2,125,011

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 2024 are valued at EUR 178,660 and have been added to the expenses totals for 2024.

The operational and administrative cost reached 15% of the total expenditure in the financial year 2024. 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.

In the comparative figures of 2023, the salary related costs consulting of EUR 478,533 are reclassified from wages and from social securities and taxes, compared to the financial statements 2023.

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

	The Mastercard Foundation	The Skoll Foundation	The Hilton Foundation	Hilton Conundrum	H&M Foundation	Schwab Foundation for Social Entrepreneurship	SAP Stiftungsfonds	Social Innovation House SIH	Financed out of continuity reserve	Sum of other donors	Total 2024
	EUR	EUR	EUR	EUR	EUR	EUR	EUR	EUR	EUR	EUR	EUR
Build & maintain the movement	357,468	182,784	106,973	-	41	71,910	-	-	-	2,131	721,307
Shifting the dominant culture	58,648	10,983	22	-	68,054	-	15,154	-	-	2,398	155,259
Enabling environment	86,946	61,147	-	16,009	-	-	-	7,720	9,411	1,616	182,849
Catalyse collaborative action	739	151,856	-	-	-	-	-	-	-	-	152,596
Facilitate systems	16,922	208,230	112,531	144,000	91,000	614	-	-	-	2,610	575,908
Expenses for fundraising	98,905	-	-	-	-	-	-	-	-	-	98,905
General & operations	260,254	123,385	60,160	-	-	-	-	-	-	1,799	445,598
Total	879,882	738,385	279,687	160,009	159,095	72,524	15,154	7,720	9,411	10,556	2,332,422

Employee information

In 2024, the Foundation employed on average 5 (FTE:4,5) and in 2023 on average 8 employees (FTE:7,5). In 2024, there were no FTE's employed by the Foundation outside the Netherlands (2023: none).

	2024	2023
	EUR	EUR
Gross salary	508,894	480,710
Social contributions	64,716	74,828
	<u>573,610</u>	<u>555,538</u>

Remuneration Board of Directors

The secretary of the Board of Directors provided services that are valued as probono contribution of EUR 175,000 for the year 2024 (2023: EUR 300,000).

Salary related costs consulting

The salary related costs consulting comprise of expenses for contractors.

Balance of financial income and expenses (10)

The balance of financial income and expenses comprises of financial income relating to bank interest.

Rights, contingencies and commitments

As of 31 December 2024 there are no contingent rights and commitments.

Events after balance sheet date

This transition has allowed One Family Foundation to initiate the incubation of new projects in 2025. The Foundation is excited to be a key player in the ecosystem by taking on high risk, high impact projects. The Government Council of Social Innovation (GCSI) is the first of many projects which we hope will bring about a people and planet economy to help guide countries to a more equitable and sustainable future for all. Further, One Family Foundation is developing means to reach communities to access information on their needs. In traditional development models, communities are often seen as passive recipients of services with little to say over identifying their needs and priorities. One Family Foundation aims to flip this dynamic using a platform and AI to empower communities to become rightful stakeholders in their own future.

The Chair is not aware of any 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, 2025

Chairman of the Board of Directors:

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 54,600 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

Reference is made to the independent auditor's report as included hereafter.