



# OUR COLLECTIVE JOURNEY

## 2022-2024

SEPTEMBER 25, 2024

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# 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 Jerro 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**

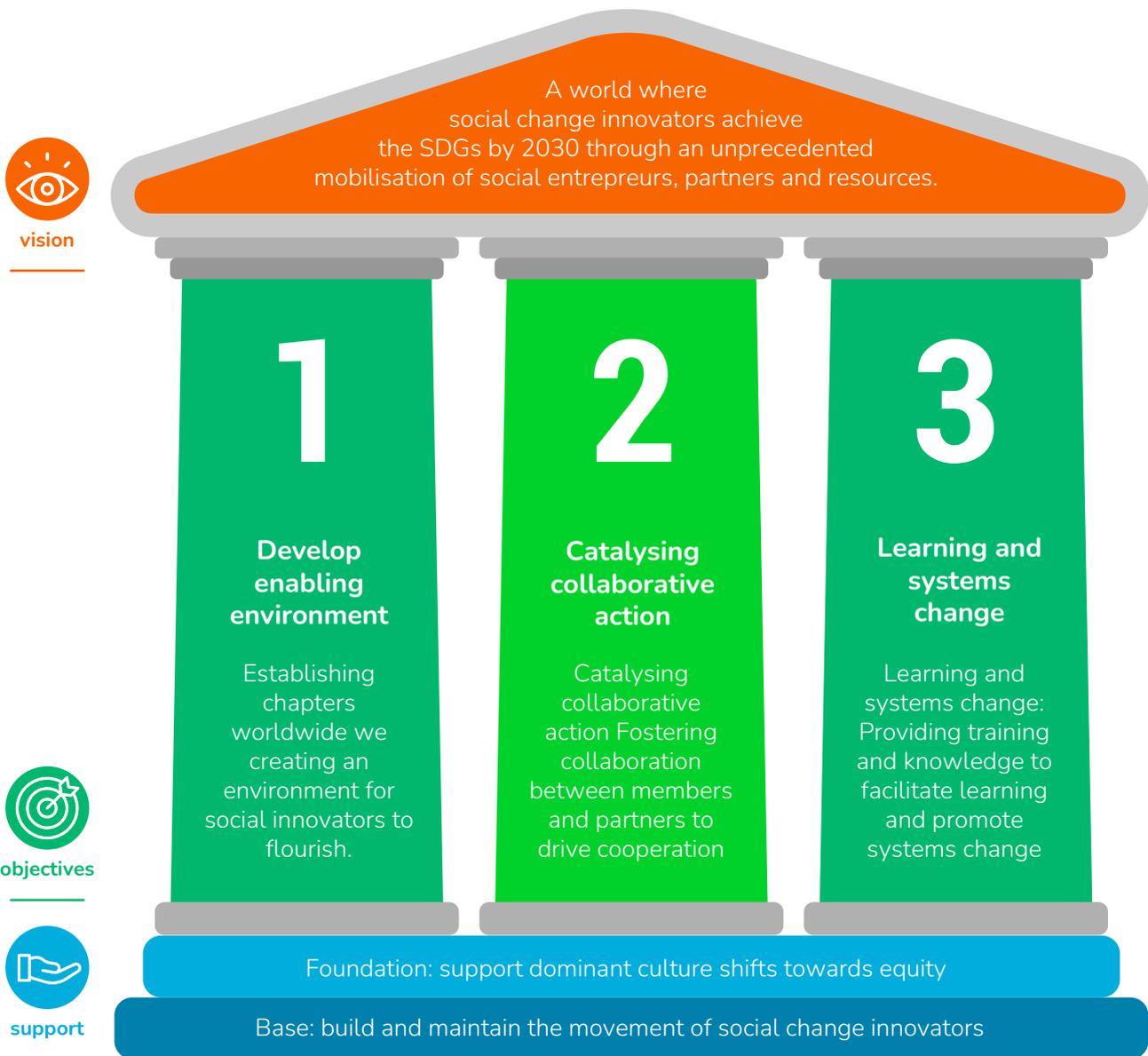


**201**

**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 Billimoria<sup>1</sup>, 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 Change<sup>2</sup>. In response, we can either attempt to model this complexity as best as possible or embrace the uncertainty and work collaboratively within it.

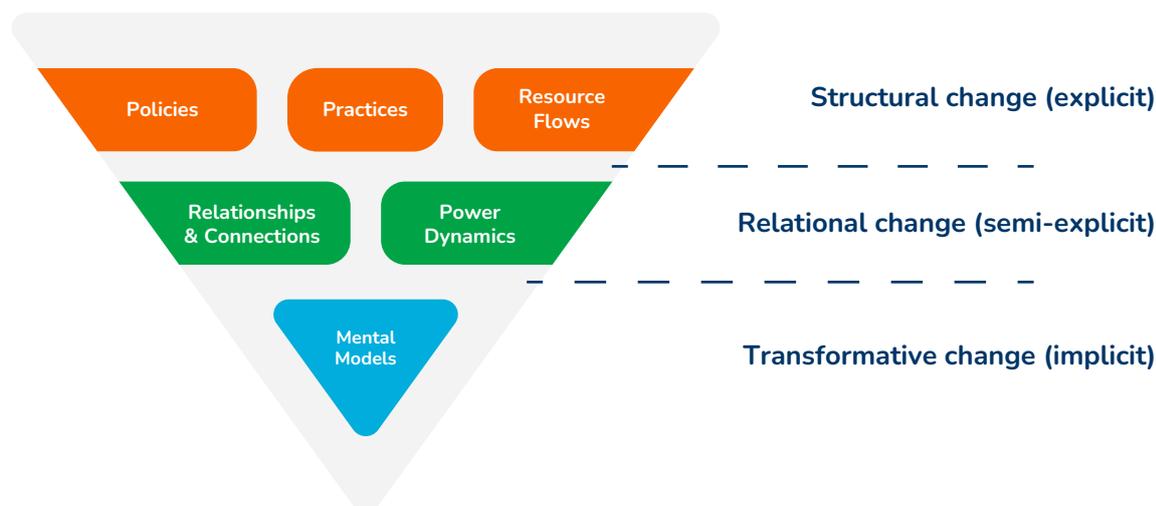
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1. For more information, see "Brokering Collaborative Systems Change" at [https://issuu.com/childfinanceinternational/docs/cyfi\\_brokering\\_collaborative\\_system/1?e=7128000/67885967](https://issuu.com/childfinanceinternational/docs/cyfi_brokering_collaborative_system/1?e=7128000/67885967)

2. For more information, see "The System Works of Social Change" at [www.thesystemwork.org/](http://www.thesystemwork.org/)

Building on these ideas, Catalyst 2030 draws on the framework provided by Kania, Kramer, and Senge<sup>3</sup>, 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 decades<sup>4</sup>.
- 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.

<sup>3</sup> For more information, see "The Water of Systems Change" at [www.fsg.org/resource/water\\_of\\_systems\\_change/#resource-downloads](http://www.fsg.org/resource/water_of_systems_change/#resource-downloads)

<sup>4</sup> For more information, see United Nations Sustainable Development Goals at [www.un.org/sustainabledevelopment/sustainable-development-goals/](http://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



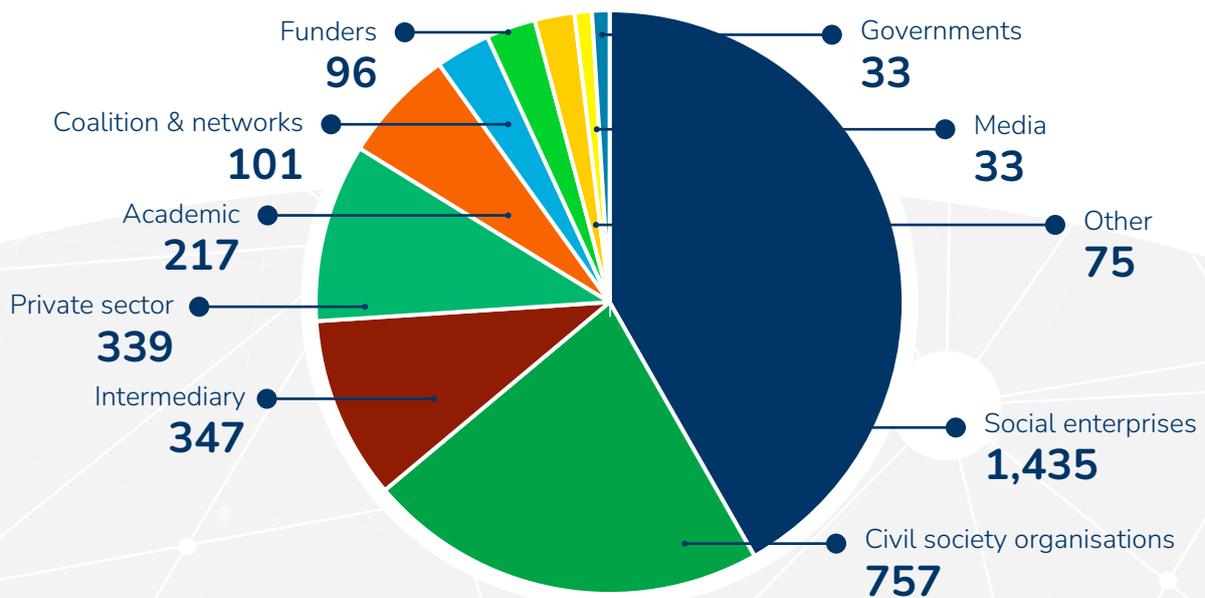
Structural systems change addresses policies, practices, and resource flows across various organisations. Catalyst 2030 members are driving profound systemic change by transforming the foundations of the systems they engage with. This comprehensive approach brings together diverse perspectives, expertise, 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

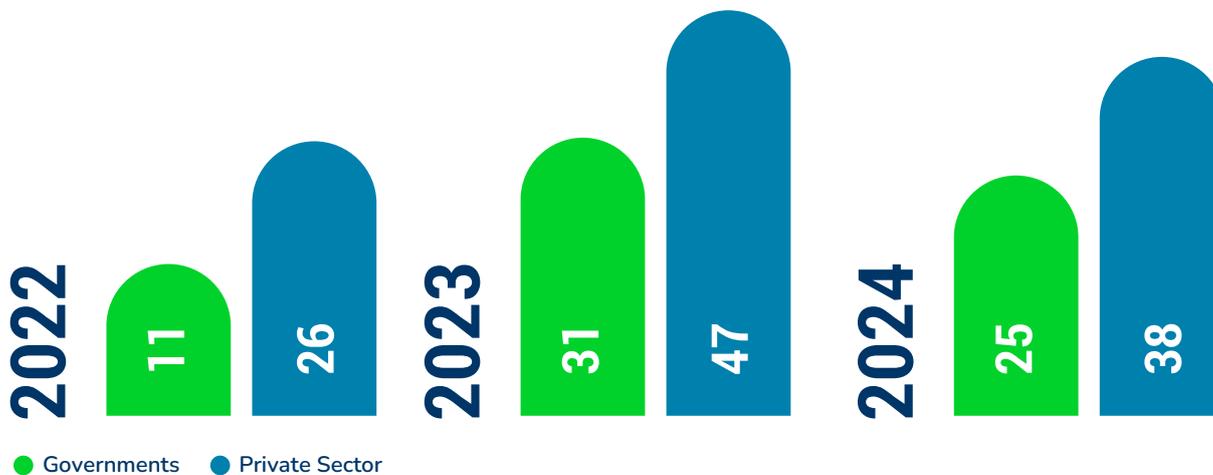
Since its inception, the Catalyst 2030 Malaysia Chapter, launched in 2021, has maintained a strong focus on advocacy, engaging with various national ministries in Malaysia. From the outset, the Chapter initiated dialogue with the Malaysian government to pave the way for collaboration. Leading members 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.

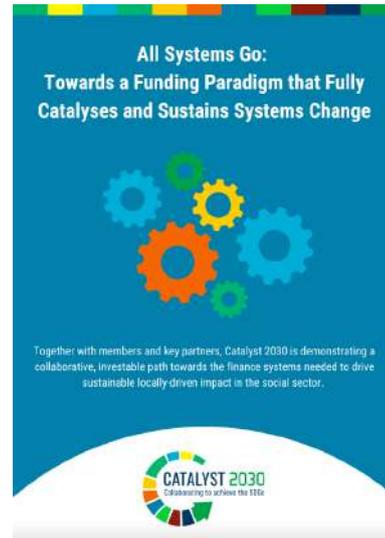
The network's efforts have significantly impacted the wellbeing of older adults in Venezuela and Colombia. A report presented to the UN Human Rights Council led to the inclusion of "older persons" as a priority group in Venezuela's humanitarian aid plan, ensuring better care and setting a precedent for 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

# of donor self-assessment tool completions

137

# of funders signing the NGO Open Letter



# 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 Kania<sup>5</sup> 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.

<sup>5</sup> 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.

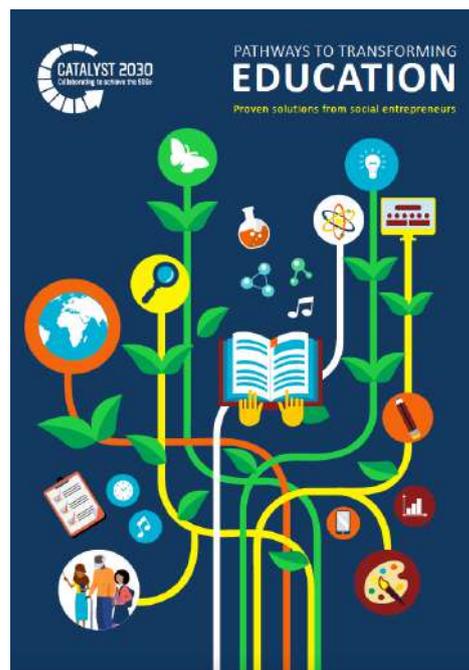
Ongoing collaboration efforts focus on health, livelihoods, social protection, and climate solutions, with partners organised into nodes based on vulnerable populations, domains, and regions. The platform aims to facilitate collaboration among partners to address gaps in vulnerability assessment plans 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.



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

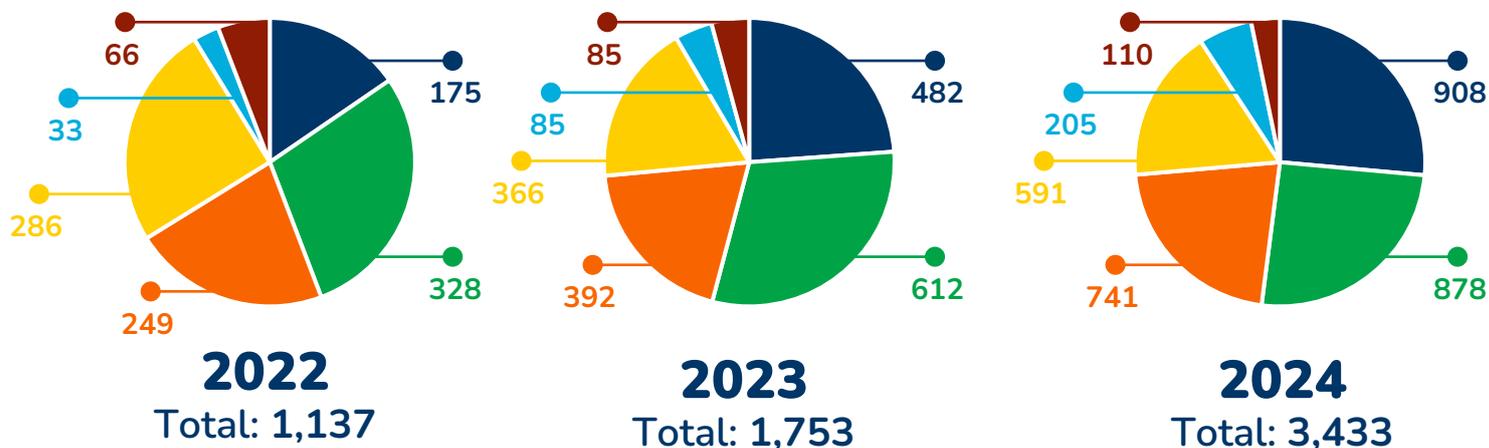
Bunyala Agricultural Climate Action is a regional Catalyst 2030 collaboration in Kenya, empowering youth to combat climate change. This Catalytic grant collaboration has been working on many impactful initiatives, including planting 10,000 trees in Busia County with the Linda Mazingara initiative, and 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.

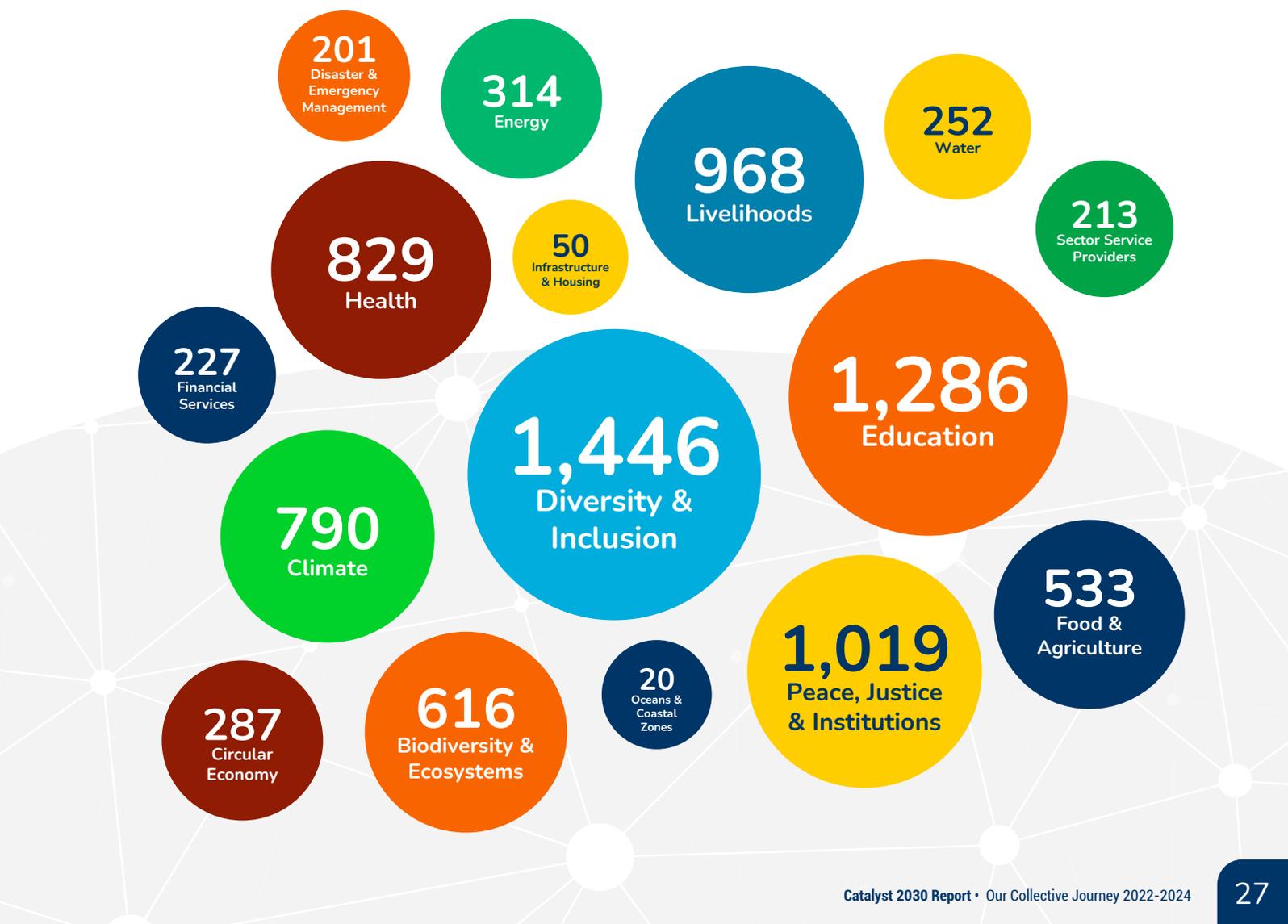


# Member organisations regional distribution

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



# 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 Jeannette<sup>6</sup> 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.



<sup>6</sup> 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.



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# Acknowledgements

Dear friends and partners,

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To the One Family Foundation Board, Skoll, Ashoka, Echoing Green, Schwab Foundation for Social Entrepreneurship, and the co-founders of Catalyst 2030: Your willingness to take bold risks and innovate has created a global movement for collaborative, systemic change. You've provided a safe space where diverse actors can come together to drive impactful social innovation. Thank you for your vision and commitment.

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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# CATALYST 2030

Collaborating to achieve the SDGs

